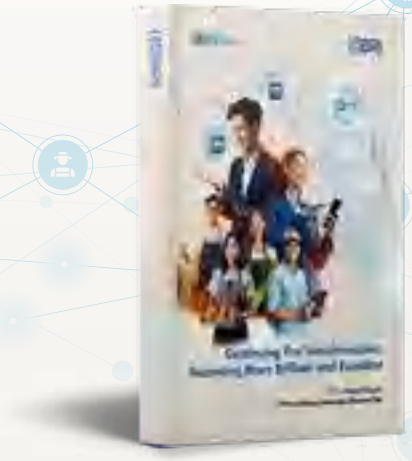
BUMN UNTUK INDONESIA

BRI

Continuing The Transformation, Becoming More Brilliant and Excellent

2024 Annual Report

PT Bank Rakyat Indonesia (Persero) Tbk



2024
Annual Report

Continuing the Transformation, Becoming More Brilliant and Excellent

In the midst of challenging macroeconomic conditions, PT Bank Rakyat Indonesia (Persero) Tbk (referred as BRI/Perseroan) remains committed to providing comprehensive financial services to the community, as well as supporting sustainable and equitable economic growth throughout Indonesia. Bank BRI is also consistent in responding to various situations and challenges by issuing strategic initiatives for sustainable business growth.

BRI Group continues to strengthen its internal capabilities by carrying out continuous digital and cultural transformation in all pillars of business growth, especially the Micro and Ultra Micro segments while still paying attention to Good Corporate Governance and risk control. In addition, innovation and exploration of new sources of growth continue to be carried out to optimize current and future business opportunities.

In 2024, Bank BRI is able to adapt to various situations and stand firmly as a market leader in the national banking sector, as well as becoming a symbol of support for Micro, Small and Medium Business (UMKM) and encouraging the people's economy to advance the country. In the midst of an unfavorable situation, BRI succeeded in maintaining profitability by recording a Return on Assets of 3.06%, Return on Equity of 19.01% and a net profit of IDR60.64 trillion.

About the Annual Report

This Annual Report is an integrated report that puts historical performance into the context and describes the Company's risks, opportunities, and prospects in the future, so as to help shareholders and stakeholders understand the Company's strategic objectives and its progress in creating sustainable value. This annual report contains an overview of key financial data for the last 5 (five) years, company profile, Board of Directors and Board of Commissioners reports, management analysis and discussion covering the company's performance achievements, compare to the performance of previous years, projected performance and prospects of the Company. This Annual Report also provides the implementation of corporate governance including structure and process of governance involving the implementation of a risk management system which, among other, describes the risk profile and its management.

Theme
Continuity

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 during 2023, BRI 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 business unit (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 IDR4,159 trillion, which generated IDR2.4 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 IDR1,965 trillion or growing 5.3% yoy. BRI's total loan and financing was able to grow 11.2%, amounting to IDR1,266 trillion. Increasing profitability with good risk management made BRI set a new record for Profit by recording a Net Profit of IDR60.4 trillion (an increase of 17.5% yoy) at the end of 2023.

Reach Further, Provide Solution, Grow Better and Stronger

2022
Annual Report

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 colocation 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.

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

2021
Annual Report

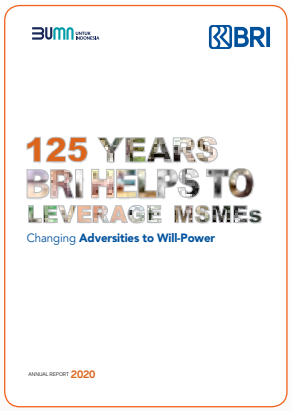
In the midst of the economic recovery, PT Bank Rakyat Indonesia (Persero) Tbk. (BRI) managed to maintain performance fundamentals to grow in a healthy, strong and sustainable manner. BRI's success in recording this brilliant performance became the result of a transformation strategy prepared since 2016 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 loan 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 loan 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.



Changing Adversities to Will-Power

2020
Annual Report

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 socioeconomic 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 technologybased 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 IDR1,511.81 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.

Table of Contents

Themes and Meaning of Themes 1
Theme Continuity 2
Table of Contents 6
Company at A Glance 9
Milestones 10
Our Best Contribution 14

Performance Highlights 01

Important Performance Achievement in 2024 18
Important Financial Data Summary 20
Financial Summary and Financial Ratio 20
Operational Overview 27
Stock Information 29
Corporate Action 30
Temporary Termination of Stock Trading (Suspension) and/or Shares Registration (Delisting) 31
Information of Bonds, Sukuk, and/or Conversion Bonds 32
Information on Other Funding Sources 34
Company Rating 2024 34
Significant Events 36

Report of the Board of Directors and Board of Commissioners 02

Board of Directors' Report 42
Board of Commissioners' Report 56
2024 Annual Report Responsibilities 70

Company Profile 03

Company Identity 74
Name and Address of Regional Offices and Overseas Branch Offices 75
Company Brand 77
Brief History of The Company 78
Description of Name Change 80
Vision, Mission and Corporate Culture 82
Vision 82
Mission 83
Reviews Of Vision And Mission By The Board Of Commissioners And Board Of Directors 83
Corporate Culture 82
Business Activities 85
Business Activities According to The Article Association and Business Activities Conducted 85
Products and Services 86
Operating Area 98
Organizational Structure 102
List of Association Membership 104
Board of Directors' Profile 106
Board of Commissioners' Profile 121
Executive Officer Profile 134
Employee Profile 139
Number of Employees by Gender 139
Number of Employees by Position Level 139
Number of Employees by Age Range 139
Number of Employees by Education Level 140
Number of Employees by Status 140
Number of Employees by Generation 140
Number of Employees by Service Period 141
Main and Controlling Shareholders 141
Komposisi Pemegang Saham 142
Shareholder's Composition 143
Composition of Shares Ownership of 5% or More 144
Community Shareholders' Group Composition Holding Less than 5% of Shares 145
Board of Commissioners' and Directors' Shareholding 146
Senior Management Shares Ownership 148
Classification of Shareholders 148
List of Subsidiaries, Associated Companies and Joint Venturance Companies 149
Company Group Structure 157
Bank Business Group Information 158
Stock Issuance Chronology 159
Chronology of Issuance and/or Listing of Other Securities 162
Information on Using the Services of Public Accounting (AP) and Public Accounting Offices (KAP) 167
Name and Address of Supporting Institutions and/or Professionals 168
Awards and Certifications 170
Information Available on the Website 188

Management Discussion and Analysis on Bank Performance

04

Economic Review 192
Global Economic Review 192
Domestic Economic Analysis 194
Banking Industry Analysis 195
Analysis of BRI's Position in the Banking Industry 196
Operational Review 198
Bank Strategic Plan 198
Marketing Aspect 200
Marketing Strategy 200
Market Share 202
Customer Complaints Handling 203
Operational Review Per Business Segment 206
Operating Segment 207
Geographic Segment 270
National Strategic Projects (PSN) or Other Assignments 271
Financial Review 274
Financial Performance 274
Consolidated Statement of Financial Position 274
Consolidated Statement of Profit or Loss and Other Comprehensive Income 287
Consolidated Statement of Cash Flows 295
Interest Rate 298
Ability to Pay Debt and Collectibility in Receivables 299
Other Financial Ratios 302
Earning Assets Quality Analysis 304
Strategy for Improving Fee Based Income 310
Capital Structure 310
Information on Capital and Risk Exposure 311
Material Commitments Related to Capital Goods Investment 390
Capital Goods Investment 391
Commitments and Contigencies 391
Significant Agreement 392
Material Information and Facts After The Accountant's Report Date 392
Business Prospects and Future Strategies 392
Achievement of Targets and Future Targets 393
Evaluation of Long Term Plan 400
Dividen 399
Realization of the Use of Public Offering Funds 400
Material Information Regarding Investment, Expansion, Divestment, Acquisition, or Debt and Capital Restructuring 402
Material Transaction Information Containing Conflict of Interest and/or Transaction with Affilated Parties 403
Changes in Law and Their Impact on Bank 411
Accounting Policy Changes 414
Bank Soundness Level 415
Business Continous Information 417
Disclosure of Governance Framework, Management and Control of Tax Aspects 417
Response to Change in Monetary Policy Direction 418
Prohibitions, Limitations and/or Significant Obstacles to the Provision of Funds Between Banks and Other Entities in a Business Groups 419
Spot and Derivative Transactions 423
Report on the Use of Additional State Capital Participation 423

Business Support Functions Overview 05

Human Capital 426
Human Capital Management Framework and Strategy 427
Human Resources Management Policy and Implementation 428
Recruitment 428
Competency Development 429
Career Development 432
Performance Assessment 436
Remuneration 438
Pension Program 439
Human Capital Information System 439
Culture Internalization 439
Information Transparency for Employees 442
Human Resources Management Structure 442
Human Capital Work Plan 2025 443
Information Technology 444
Master Plan and Information Technology Strategy 444
Information Technology Innovation 446
Information Technology Infrastructure 448
Information Technology Governance 448
Information Technology Management Structure 450
Information Technology Work Plan 2025 451
Direktorat Retail Funding & Distribution 452
Direktorat Fixed Assets Management & Procurement 455

Corporate Governance 06

Achievements in Implementation of Corporate Governance 458
Objectives of Implementing GCG 459
Implementation of Governance in 2024 459
Quality Improvement Plan for Governance Implementation in 2025 459
Basic Application of Good Corporate Governance 460
Sustainable Implementation of Good Corporate Governance 460
Corporate Governance Structure 464
Corporate Governance Mechanism 464
Corporate Governance Mechanism 466
Measurement/Testing of GCG Implementation Quality 467
Implementation of Corporate Governance in accordance with Financial Services Authority provisions 470
Implementation of Corporate Governance Aspects and Principles in Accordance with the Guidelines of Corporate Governance Principles for Banks Published by The Basel Committee in Banking Supervision 476
Structure, Mechanism and Governance Relations 477
Implementation of Good Corporate Governance 478
Shareholders 478
General Meeting of Shareholders 479
Board of Directors 786
Board of Commissioners 516
Nomination and Remuneration for the Board of Commissioners and Directors 561
Transparency of Share Ownership of Directors and Board of Comissioners 569
Diversity Policy Board of Commissioners and Board of Directors 573
Organs and Committees Under the Board of Commissioners 575
Organs and Committees Under the Board of Directors 662
The Implementation of Governance in Providing Remuneration for Commercial Banks in Accordance with OJK Regulation 45/POJK.03/2015 720
Performance Based Long-Term Compensation Policy 788
Public Accountant 728
Internal Control System 729
Risk Management 734
Compliance Function 753
Anti-Money Laundering (AML) Program, Counter-Terrorism Financing (CFT), and Prevention of Financing of Proliferation of Weapons of Mass Destruction (PFWMD) 764
Legal Cases 766
Administrative Sanctions Imposed on Companies, Members of the Board of Commissioners and Directors by the Capital Market Authority and Other Authorities 769
Corporate Information and Data Access 769
Code of Conduct 774
Fraud .776
Whistleblowing System 778
Anti-Corruption Programs 782
Management of Assets Reports of State Providers (LHKPN) 786
Provision of Funds for Social and/or Political Activities 561
Stock Buyback and Bond Buyback 787
Internal Disputes 787
Bank Strategic Plan 787
Provision of Funds to Related Parties and Provision of Large Funds 788
Transactions Containing Conflict of Interest 788
Prevention of Insider Trading 788
Transparency of Financial and Non Financial Conditions 789
Procurement of Goods and Services 789
Implementation of Sustainable Finance, Including Implementation of Social and Environmental Responsibility 791
Implementation of Integrated Governance 791
Bad Corporate Governance Practices 805

Corporate Social Responsibility 808
Indeks Referensi OJK Financial Service Authority (OJK) Index 811
Financial Statements 833

Company at a Glance

COMPANY SEGMENTS

MAIN PRODUCTS AND SERVICES

- Saving Products
- Loan Products
- Banking Services

TOTAL ASET

IDR 1,992.98 trillion

SHAREHOLDERS

SUBSIDIARIES

PT Bank Raya Indonesia Tbk **(Raya)**	86.85%
BRI Global Financial Services Co. Ltd. **(BRI Global Financial Services)**	100.00%
PT Asuransi BRI Life **(BRI Life)**	51.00%
PT BRI Multifinance Indonesia **(BRI Finance)**	99.88%
PT BRI Danareksa Sekuritas **(BRI DS)**	67.00%
PT BRI Ventura Investama **(BRI Ventures)**	99.97%
PT BRI Asuransi Indonesia **(BRI Insurance)**	90.00%
PT Pegadaian	99.99%
PT Permodalan Nasional Madani **(PNM)**	99.99%
PT BRI Manajemen Investasi **(BRI MI)**	65.00%

AFFILIATE COMPANY

PT Bahana Artha Ventura **(BAV)**	15.10%	PT Kustodian Sentral Efek Indonesia **(KSEI)**	5.00%
PT Pemeringkat Efek Indonesia **(Pefindo)**	6.78%	PT Bank Syariah Indonesia Tbk. **(BSI)**	15.38%

Milestones

1895-1969

1895 —

On 16 December 1895, Raden Aria Wiriatmaja 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.

1969 —

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

1984-2011

1984 —

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

1992 —

According to Republic of Indonesia Government Regulation No. 21 of 1992, BRI changed its legal status to PT Bank Rakyat Indonesia (Persero).

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.

2007 —

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

2009 —

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

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).

2013-2016

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) Satellit 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.

2017-2018

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 IDR250,- (two hundred fifty Rupiah) per share to IDR50,- (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.

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 inmwider 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.

2019

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 IDR87.9 trillion to more than 4 millions of them. Of the total KUR disbursed during 2019 by BRI, IDR75.7 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 IDR323.4 trillion to more than 16.6 million MSMEs communities throughout Indonesia.

2020

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 Loan in the framework of Accelerating National Economic Recovery. In accordance with the target set by the Government of IDR45 trillion (3 times) from Placement of Government Funds;
2. Lending with guarantee scheme for small and retail segments amounted to IDR8.73 trillion to more than 14 thousand Debtors;
3. Disbursement of MSME Loan Interest Subsidies amounted to IDR5.47 trillion to more than 6.5 million beneficiaries;
4. Disbursement of Micro Business Productive Assistance (BPUM) amounted to IDR18.64 trillion to more than 7.7 million micro business;
5. Disbursement of KUR Super Micro amounted to IDR8.66 trillion to more than 985 thousand debtors;
6. Disbursement of salary subsidies of IDR6.45 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 IDR186.6 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.

2021-2022

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 noncash 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. Acquiring Danareksa Investment Management to continue making 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 BRImo which already had 23.85 million users and made BRImo 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.

2023-2024

2023 —

- The success of BRI's digital transformation is evident from the number of BRImo users, which reached 31.6 million by the end of 2023—an increase of more than tenfold in just 4 (four) years. This makes BRImo the most downloaded mobile banking app in Indonesia. Additionally, in 2023, BRImo's transaction volume saw extraordinary growth, reaching IDR4,159 trillion.

2024 —

- **BRIvolution 3.0 was officially launched as a strategic step to establish BRI's long-term corporate plan, formulating its vision as "The Most Trusted Lifetime Financial Partner for Sustainable Growth".**
- **Bank BRI continues to be committed to encouraging the people's economy by serving and empowering UMKM through Ultra Micro Holding (UMi). Since 3 years from it was founded, UMi has served 35.9 million customers, including 1,032 co-locations spread throughout Indonesia.**

Our
Best Contribution

PROMOTING PEOPLE'S ECONOMY BY SERVING AND EMPOWERING MSMES

Holding Ultra Micro (UMi) is a synergy between BRI as the parent company together with Pegadaian and Permodalan Nasional Madani (PNM) to provide complete, integrated financial service access and meet the needs of business actors, especially in the Ultra Micro (UMi) segment.

35.9 million
Loan customer

183 million
Savings Account

1,032
total Co-Location SenyuM

BRILian Village is a village economic development program according to specific potential, such as tourist villages, craft villages, agricultural villages and so on.

4,327 BRILian Villages
located throughout Indonesia

PARI (Pasar Rakyat Indonesia) is an integrated platform that provides convenience for MSME entrepreneurs in the commodity-based ecosystem.

103 thousand users
applications throughout Indonesia
as of December 31, 2024

KURBRI

Micro Business Loan (KUR) is a Government program to increase access to financing UMKM with a guarantee scheme and interest subside by the Government which is distributed 100% using the funding sources of the channeling financial institution.

IDR 184,98 trillion
KUR distribution

4 million
MSME Entrepreneurs

AgenBRILink

AgenBRILink is an expansion of BRI services where BRI collaborates with BRI customers as agents/ partners who can serve banking transactions for the public in real-time online with a sharing fee concept.

>1 million
BRILink Agent

IDR 1,589 trillion
Transaction Volume

Has reached **67 thousand villages** or covers
>80% of the total villages throughout Indonesia

klasterku hidupku

Empowerment program based on business similarities in business clusters/groups.

38,574 Business Clusters

linkumkm

An online platform that aims to track and monitor Indonesian MSMEs to move up a class through a series of integrated empowerment programs.

8.9 million user
MSME links throughout Indonesia

RUMAH BUMN

A collaborative forum for BUMN in forming a digital economy ecosystem through fostering MSMEs.

54 BUMN House
>14 thousand
training sessions
>433 thousand
UMKM entrepreneurs

Performance Highlights

“In 2024, BRI showed good performance growth. BRI’s performance also received recognition and appreciation from external parties by receiving more than 270 awards on a national and international scale.”

Important Performance Achievement in 2024

FINANCIAL PERFORMANCE HIGHLIGHTS 2024 - CONSOLIDATION

ASSET

IDR 1,992.98 trillion

TOTAL LOAN

IDR 1,354.64 trillion

THIRD PARTY FUNDS

IDR 1,365.45 trillion

CASA COMPOSITION

67.30%

MSME LOAN

IDR 1,110.37 trillion

MSMEs loan composition was **81.97%**

PROFIT

IDR 60.64 trillion

LOAN COMPOSITION

in trillion

MICRO LOAN

IDR 627,48 | 46.32% from Total Loan

SME

IDR 273,79 | 20.21% from Total Loan

CONSUMER LOAN

IDR 209,09 | 15.44% from Total Loan

CORPORATE

IDR 244,27 | 18.03% from Total Loan

FINANCIAL RATIO

CAR	26,63%	LDR	88,85%
NPL	2,78%	NPL COVERAGE	215,01%

(Consolidated LDR is only calculated from Bank BRI and Raya)

Important
Financial Data Summary

Financial Summary and Financial Ratio

Table of Financial Highlight and Financial Ratios

(in IDR millions)

Description	2024	2023	2022	2021	2020*)
CONSOLIDATED STATEMENT OF FINANCIAL POSITION					
ASSETS					
Cash	29,783,642	31,603,784	27,407,478	26,299,973	32,274,988
Current accounts with Bank Indonesia	88,878,969	101,909,121	150,935,150	56,426,573	51,530,969
Current accounts with Other Banks - net	83,448,015	87,545,335	91,869,777	73,012,684	80,005,759
Securities, Export Bills, Reverse Repo and Other Receivables	382,903,830	416,411,206	418,732,147	455,174,902	400,022,060
Loans, Sharia Receivables, and Financing	1,354,640,779	1,266,429,247	1,139,077,065	1,042,867,453	1,020,192,968
Allowance for Loans Provided, Sharia Receivables, and Financing	(81,063,511)	(85,501,888)	(93,087,981)	(87,829,417)	(70,394,653)
Derivative Receivables - net	1,087,048	911,683	911,405	730,083	1,576,659
Acceptances Receivables - net	9,783,690	9,967,710	7,031,064	9,066,005	6,271,176
Allowance for impairment losses - net	8,076,567	7,305,491	6,506,903	6,071,727	1,500,329
Fixed assets - net	62,477,965	59,678,119	55,216,047	47,970,187	43,706,632
Fixed assets - net	12,867,477	15,605,462	18,712,994	16,284,898	9,885,990
Other Assets - net	40,098,976	53,141,760	42,326,961	32,022,666	33,492,467
TOTAL ASSETS	1,992,983,447	**1,965,007,030**	**1,865,639,010**	**1,678,097,734**	**1,610,065,344**
LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY					
LIABILITIES					
Deposits from Customers**)	1,365,450,104	1,358,328,761	1,307,884,013	1,138,743,215	1,121,102,149
Giro Current Account	374,554,340	346,124,372	349,755,590	220,590,197	193,077,994
Saving	544,426,947	527,945,550	522,647,920	497,676,739	475,848,207
Saving Deposits	446,468,817	484,258,839	435,480,503	420,476,279	452,175,948
Current Liabilities	36,821,661	30,651,807	24,910,579	18,735,387	15,473,574
Deposits from Other Banks	14,679,482	11,958,319	9,334,547	13,329,434	23,785,997
Securities Sold under Agreement to Repurchase	25,043,717	19,079,458	9,997,592	29,408,508	40,478,672
Fund Borrowings	127,879,804	98,850,813	79,371,200	68,458,547	72,164,236
Marketable Securities Issued	32,502,499	49,637,581	63,611,761	55,306,697	57,757,028
Other Liabilities	67,417,133	80,028,149	67,134,001	62,329,142	50,017,029
TOTAL LIABILITIES	1,669,794,400	**1,648,534,888**	**1,562,243,693**	**1,386,310,930**	**1,311,893,252**

Description	2024	2023	2022	2021	2020*)
EQUITY					
Capital Stock	7,577,950	7,577,950	7,577,950	7,577,950	6,167,291
Additional paid-in-capital	75,880,223	75,853,127	75,637,083	76,242,898	3,411,813
Surplus revaluation of fixed asstes – net	20,222,379	20,216,505	20,267,952	17,006,230	17,099,207
Exchange rate differences arising from translation of financial statement in foreign currencies	(204,632)	(253,744)	(127,954)	(115,975)	(54,749)
Provision for bonus shares compensation	452,031	287,482	210,266	210,266	1,228,805
Unrealized gains / (loss) on securities classified as fair value through other comprehensive income - net	(2,196,060)	(2,221,745)	(4,464,483)	1,949,387	4,623,064
Allowance for impairment losses on fair value through other comprehensive income securities	51,931	128,230	139,978	547,026	975,877
Benefits (or loss) of re-measurement of reward programs Pasti - Bersih	(505,787)	(2,134,699)	(689,473)	(1,423,685)	(1,469,726)
Recoverable capital stock (treasury stocks)	(4,349,007)	(3,614,321)	(2,202,178)	(45,997)	(1,649,076)
Stock Option	313,404	54,769	16,356	19,255	72,894
Impact of transaction with non-controlling interest	1,758,580	1,758,580	1,758,580	1,758,580	-
Merging entity equity			-	-	29,538,484
Total Retained Earnings	218,092,826	213,711,422	201,169,934	185,009,048	166,972,167
Appropriated	3,022,685	3,022,685	3,022,685	3,022,685	3,022,685
Unappropriated	215,070,141	210,688,737	198,147,249	181,986,363	163,949,482
Total Equity Attributable to Equity Holders of the Parent Entity	317,093,838	311,363,556	299,294,011	288,734,983	226,916,051
Non-controlling Interest	6,095,209	5,108,586	4,101,306	3,051,821	2,550,831
TOTAL EQUITY	323,189,047	**316,472,142**	**303,395,317**	**291,786,804**	**229,446,882**
TOTAL LIABILITIES AND EQUITY	1,992,983,447	**1,965,007,030**	**1,865,639,010**	**1,678,097,734**	**1,610,065,344**
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME					
INCOME AND EXPENSES FROM OPERATION					
Total Interest and Sharia Income	199,266,252	181,214,528	151,874,816	143,523,329	135,764,561
Total Beban Bunga dan Syariah	(57,209,062)	(43,812,507)	(27,277,743)	(29,428,900)	(42,180,448)
Total Interest and Sharia Income - net	142,057,190	137,402,021	124,597,073	114,094,429	93,584,113
Premium income – net	3,250,480	2,161,392	1,577,323	1,043,075	878,710
Gold sales revenue – net***)	703,197	319,644	299,151	-	-

Description	2024	2023	2022	2021	2020*)
Other Operating Income	53,857,740	43,407,251	39,127,694	41,215,807	38,099,755
Provision for allowance for impairment losses on financial assets – net	(41,757,637)	(29,523,426)	(27,384,906)	(35,806,312)	(33,024,492)
Reversal of (provision for) allowance for estimated losses on commitments and contingencies - net	3,596,482	341,994	543,145	(3,321,266)	(2,157,162)
Provision for allowance for impairment losses nonfinancial assets - net	(13,008)	(497,848)	(137,431)	(163,243)	(98,374)
Other operating expenses	(83,116,426)	(76,782,291)	(74,316,012)	(75,918,108)	(67,503,849)
OPERATING INCOME	78,578,018	**76,828,737**	**64,306,037**	**41,144,382**	**29,778,701**
NON OPERATING (EX-PENSE) INCOME – NET	(978,908)	**(399,025)**	**290,664**	**(152,317)**	**214,705**
INCOME BEFORE TAX EX-PENSE	77,599,110	**76,429,712**	**64,596,701**	**40,992,065**	**29,993,406**
TAX EXPENSE	(16,955,302)	**(16,004,664)**	**(13,188,494)**	**(7,835,608)**	**(8,951,971)**
INCOME BEFORE NET PRO FORMA INCOME ARISING FROM ACQUISITION TRANSACTION WITH EN-TITIES UNDER COMMON CONTROL	60,643,808	**60,425,048**	**51,408,207**	**33,156,457**	**21,041,435**
PRO FORMA NET INCOME ARISING FROM ACQUISI-TION TRANSACTION WITH ENTITIES UNDER COM-MON CONTROL	-	-	-	**(2,400,691)**	**(2,381,042)**
NET INCOME	60,643,808	**60,425,048**	**51,408,207**	**30,755,766**	**18,660,393**
Other comprehensive income:					
Accounts that will not be reclassified to profit or loss					
Remeasurement of liabili-ties for employee bene-fits	2,001,031	(1,787,840)	902,754	487,841	(2,473,364)
Income taxes related to items not to be reclassi-fied to profit or loss	(376,095)	348,975	(176,671)	(67,751)	464,563
Fixed assets revaluation surplus	9,670	(82,365)	3,297,304	(92,127)	81,910
Items to be reclassified to profit or loss					
Exchange rate differ-ences arising from the translation of financial statement in foreign cur-rencies	49,112	(125,790)	(11,979)	(61,226)	(39,780)
Unrealized gain (loss) on securities and Govern-ment Recapitalization Bonds classified as fair value through other comprehensive income	(145,799)	1,782,067	(7,946,514)	(3,143,546)	4,633,558
Allowance for impair-ment losses on securities classified as fair value through ither compre-hensive income	(86,410)	(9,105)	(413,197)	(425,090)	868,462
Unrealized gain (loss) on securities and Govern-ment Recapitalization Bonds available for sale					
Income taxes related to items to be reclassified to profit or loss	36,285	502,669	1,509,279	478,796	(698,690)
Other Comprehensive Income for the Year-After Tax	1,487,794	**628,611**	**(2,839,024)**	**(2,823,103)**	**2,836,659**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR BEFORE PRO FORMA COMPREHENSIVE INCOME ARISING FROM ACQUISITION TRANSACTION WITH ENTITIES UNDER COMMON CONTROL	62,131,602	**61,053,659**	**48,569,183**	**30,333,354**	**23,878,094**

Description	2024	2023	2022	2021	2020*)
PRO FORMA COMPREHENSIVE INCOME ARISING FROM ACQUISITION TRANSACTION WITH ENTITIES UNDER COMMON CONTROL	-	-	-	**(2,776,220)**	**(2,120,315)**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	62,131,602	**61,053,659**	**48,569,183**	**27,557,134**	**21,757,779**
INCOME FOR THE YEAR ATTRIBUTABLE TO:					
Equity holders of the parent entity	60,154,887	60,099,863	51,170,312	31,066,592	18,654,753
Non-controlling interest	488,921	325,185	237,895	(310,826)	5,640
TOTAL	60,643,808	**60,425,048**	**51,408,207**	**30,755,766**	**18,660,393**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:					
Equity holders of the parent entity	61,788,171	60,708,390	48,333,349	27,855,902	21,727,515
Non-controlling interest	343,431	345,269	235,834	(298,768)	30,264
TOTAL	62,131,602	**61,053,659**	**48,569,183**	**27,557,134**	**21,757,779**
EARNINGS PER SHARE ATTRIBUTABLE TO EQUI-TY HOLDERS OF THE PAR-ENT ENTITY (in full Rupiah)					
Basic	399	398	338	238	152
Dilusian	399	398	338	238	151
CONSOLIDATED STATEMENT OF CASH FLOWS					
CASH FLOWS FROM OPERATING ACTIVITIES					
Income received					
Interest and investment income	191,363,148	171,287,312	130,501,831	136,283,648	125,439,096
Sharia income	13,891,084	12,922,019	10,118,043	6,257,927	6,853,944
Premium income	8,760,610	8,996,516	8,936,995	6,989,783	6,205,775
Income from Gold sales	18,192,082	7,982,888	8,715,106	-	-
Expense paid					
Interest expense	(56,282,443)	(42,461,798)	(25,762,613)	(28,533,680)	(39,883,405)
Sharia expense	(993,686)	(1,161,971)	(1,008,042)	(1,293,103)	(2,297,043)
Claim expense	(5,547,858)	(6,549,595)	(7,359,672)	(5,946,708)	(5,327,065)
Expenses for the cost of goods sold for gold	(17,488,885)	(7,663,244)	(7,875,955)	-	-
Recovery of written-off assets	25,363,951	16,833,578	12,468,321	9,005,760	7,252,17
Other operating income	27,775,215	27,049,409	27,534,502	34,345,472	31,580,969
Other operating expense	(84,973,178)	(75,776,851)	(70,993,349)	(73,658,162)	(63,609,646)
Non-operating expense – net	(1,108,735)	(568,000)	(52,531)	(203,971)	179,491
Payment of corporate in-come tax	(13,742,335)	(14,279,292)	(15,762,408)	(11,164,431)	(5,936,444)
Cash flows before changes in operating assets and liabilities	105,208,970	**96,610,971**	**68,920,228**	**72,082,535**	**60,457,843**

Description	2024	2023	2022	2021	2020*)
Changes in operating assets and liabilities					
Decrease (increase) in operating assets:					
Placement with Bank Indonesia and Other Financial Institutions	1,273,810	(505,646)	(195,110)	945,891	264,550
Securities measured at fair value through profit or loss	(976,001)	(1,277,298)	(2,114,619)	9,164,531	(12,440,166)
Export bills and other receivables	13,473,275	(15,015,682)	(9,403,150)	(2,091,221)	6,744,495
Securities purchases under agreement to resell	16,749,541	17,419,447	3,900,820	(8,096,930)	(24,236,324)
Loans	(127,686,861)	(151,950,901)	(106,917,972)	(68,377,027)	(80,715,775)
Sharia Loans	(4,133,183)	(8,019,4,99)	(1,354,828)	39,905,977	(23,299,281)
Financing Receivables	1,479,857	(1,213,941)	(9,996,487)	(11,951,573)	(23,148,260)
Other assets	1,562,240	(15,982,596)	(2,941,947)	1,422,631	23,311,739
Increase (decrease) in operating liabilities:					
Current liabilities	6,169,854	5,741,228	6,175,192	3,261,813	7,924,262
Deposits					
Current Account	28,429,968	(3,631,218)	129,165,393	35,741,846	16,022,216
Wadiah Current Account	-	-	-	(6,258,078)	4,237,212
Mudharabah Current Account	-	-	-	-	-
Savings	16,481,397	5,297,630	24,971,180	37,005,372	55,315,884
Wadiah Saving	-	-	-	(9,247,604)	2,295,916
Mudharabah Sav-ing	-	-	-	-	-
Time Deposit	(37,790,022)	48,778,336	15,004,224	(5,923,271)	13,175,897
Mudharabah Time Deposit	-	-	-	-	-
Depositf from other banks and other financial institutions	2,721,163	2,623,772	(3,994,882)	(10,456,563)	5,816,168
Derivative payable	-	-	-	(208,079)	223,169
Securities sold under agreement to repur-chase	5,964,259	9,081,866	(19,410,916)	(11,070,164)	(9,424,266)
Other liabilities	(4,645,149)	7,072,077	5,698,879	235,264	(1,398,837)
Increase (decrease) temporary syirkah fund			-	(33,496,976)	8,678,142
Net cash provided by operating activities	24,283,108	**(4,971,454)**	**97,506,005**	**32,588,374**	**29,804,584**
CASH FLOWS FROM INVESTING ACTIVITIES					
Sales from premises and equipments	129,827	168,975	343,195	51,654	35,214
Stock participation	(4,912)	36,137	(145,649)	(315,724)	(284,347)
Dividend income	137,035	75,572	144,069	4,349	5,530
Acquisition of fixed assets	(10,334,588)	(8,177,296)	(10,538,233)	(8,254,116)	(4,375,066)
(Increase) securities and Government Recapitalisation Bonds classified as fair value through other comprehensive income and amortized cost	9,884,449	2,907,520	37,424,578	(64,581,768)	(111,830,687)

Description	2024	2023	2022	2021	2020*)
Net cash provided by/(used in) investing activities	(188,199)	(4,989,092)	27,227,960	(73,095,605)	(116,449,356)
CASH FLOW FROM FINANCING ACTIVITIES					
Proceeds from/(payments of) borrowing	42,489,276	31,573,410	11,068,534	(4,229,199)	41,131,054
Repurchased shares	(875,758)	(1,382,284)	(2,187,544)	-	-
Distribution of dividend income	(48,102,283)	(43,494,766)	(26,406,603)	(12,125,589)	(20,623,565)
Receipts from subordinated loans	-	494,142	-	-	-
Payment of subordinated loans	-	(500,000)	-	-	-
Receipts from securities issued	10,905,923	14,112,994	21,739,525	12,547,672	12,619,200
Payments of securities due	(28,578,477)	(28,141,850)	(14,650,023)	(14,608,236)	(11,245,300)
Additional capital	-	-	-	41,059,206	-
Net cash provided by/(used in) financing activities	(37,462,031)	**(39,551,225)**	**(10,436,111)**	**22,643,854**	**21,881,389**
NET INCREASE (DE-CREASE) IN CASH AND CASH EQUIVALENT	(13,367,112)	**(49,511,771)**	**114,297,854**	**(17,863,377)**	**(64,763,383)**
EFFECT OF EXCHANGE RATE CHANGES ON FOR-EIGN CURRENCIES	17,758	**(2,663)**	**(30,287)**	**(2,190)**	**(352,878)**
CASH AND CASH EQUIVA-LENTS AT BEGINNING OF THE YEAR	218,677,734	**268,192,168**	**153,924,601**	**171,790,168**	**236,906,429**
CASH AND CASH EQUIVA-LENTS AT THE END OF THE YEAR	205,328,380	**218,677,734**	**268,192,168**	**153,924,601**	**171,790,168**
Cash and cash equivalents at the end of the period consist of:					
Cash	29,783,642	31,603,784	27,407,478	26,299,973	32,274,988
Current accounts with Bank Indonesia	88,878,969	101,909,121	150,935,150	56,426,573	51,530,969
Current accounts with Other Banks	25,582,825	22,331,919	21,488,434	14,065,097	12,614,266
Placement with Bank Indonesia and other financial institutions – maturing within three months or less since the acquisition date	56,601,825	62,678,940	68,361,106	57,132,958	65,043,738
Certificates of Bank Indonesia and Deposits Certifi-cates of Bank Indonesia – maturing within three months or less since the acquisition date	4,481,119	153,970	-	-	10,674,207
Total Cash and Cash Equivalent	205,328,380	**218,677,734**	**268,192,168**	**153,924,601**	**171,790,168**
RASIO KEUANGAN (*BANK ONLY*)					
Liquidity					
LDR	89.39%	84.73%	79.17%	83.67%	83.66%
CASA	67.30%	64.34%	66.70%	63.08%	61.00%
Loan Quality					
NPL Gross	2.94%	3.12%	2.82%	3.08%	2.94%
NPL Nett	0.75%	0.76%	0.73%	0.70%	0.80%
NPL Coverage	199.43%	215.27%	291.54%	278.14%	247.98%

Description	2024	2023	2022	2021	2020*)
Profitability					
NIM	6.47%	6.84%	6.80%	6.89%	6.00%
ROA	3.76%	3.93%	3.76%	2.72%	1.98%
ROE – Tier I	22.91%	22.94%	20.93%	16.87%	11.05%
Profit (Loss) to Income Ratio	25.42%	28.03%	29.50%	21.19%	13.27%
Efficiency					
BOPO	67.64%	64.35%	64.20%	74.30%	81.22%
CER	37.98%	38.32%	41.33%	44.39%	46.60%
Solvability					
Liability to Total Assets Ratio	83.73%	83.72%	83.23%	81.79%	86.33%
Liabiltiies to Equity Ratio	514.75%	514.34%	496.34%	449.11%	631.52%
Earning Assets					
Earning Assets and Non-Performing Non-Earning to Total Earning Assets and Non-Earning Assets	1.91%	1.95%	1.72%	1.77%	1.82%
Non-Performing Earning Assets to Total Earning Assets	1.91%	1.95%	1.72%	1.77%	1.81%
Allowance for Impairment Losses on Financial Assets to Earning Assets	4.48%	5.24%	6.11%	6.16%	5.42%
Capital					
Minimum Capital Adequacy Ratio	24.41%	25.23%	23.30%	25.28%	20.61%
Capital Adequacy Ratio Tier 1	23.28%	24.06%	22.30%	24.27%	19.59%
Compliance					
Percentage of Legal Lend-ing Limit Violation					
- Related Parties	Nihil	Nihil	Nihil	Nihil	Nihil
- Non-related Parties	Nihil	Nihil	Nihil	Nihil	Nihil
Percentage of Lending in Excess of Legal Lending Limit					
- Related Parties	Nihil	Nihil	Nihil	Nihil	Nihil
- Non-related Parties	Nihil	Nihil	Nihil	Nihil	Nihil
Reserve Requirement – Rupiah	5.39%	8.05%	12.11%	4.47%	3.19%
Reserve Requirement – Foreign Currency	4.69%	4.22%	4.24%	4.13%	4.01%
Net Open Position	2.42%	0.62%	0.85%	0.81%	1.07%
Other Ratio					
Cost to Revenue Ratio (Consolidated)	36.97%	37.74%	41.95%	43.26%	45.40%

*) Restated regarding the implementation of Statement of Fianncial 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

The table of Operating Performance of Micro Segment (Bank only)

Description	2024	2023	2022	2021	2020
MICRO BUSINESS					
Third-party funds (in billions of rupiah)	382,926	373,474	367,657	356,268	335,422
Loans (in billion of rupiah)	491,220	496,554	449,627	396,959	351,352
AgenBRILink (in full amount)	1,064,219	740,818	627,012	503,151	504,233

Retail Segment Operating Performance Table (Bank only)

(in IDR Billion)

Description	2024	2023	2022	2021	2020
Small and Medium Business Loans	267,145	260,348	237,834	225,013	217,219
Consumer Credit Business Loans	203,243	182,355	161,722	149,306	143,680
Third-party funds	509,274	488,122	469,090	429,701	410,298

Corporate Segment Operating Performance Table (Bank only)

(In IDR Billion)

Description	2024	2023	2022	2021	2020
Corporate Business Loans	254,240	206,824	180,620	172,425	168,434
Third-party funds	467,934	491,087	464,028	341,879	306,943

Subsidiary Segment Operating Performance Table

(In IDR Billion)

Description	2024	2023	2022	2021	2020
PT Bank Raya Indonesia Tbk (Raya)					
Assets	13,158.24	12,492.37	13,949.38	16,927.20	27,966.39
Revenue	1,596.43	1,307.16	1,642.67	1,774.06	2,002.72
Net Profit	50.27	24.71	10.08	(3,061.36)	(66.92)
BRI Global Financial Services Co. Ltd					
Assets	42.14	24.23	17.98	13.09	8.48
Revenue	29.47	20.42	14.22	10.16	8.74
Net Profit	8.42	4.24	2.75	1.89	0.62
PT Asuransi BRI Life					
Assets	26,520.61	23,678.04	21,627.64	18,334.91	13,042.45
Revenue	9,882.49	8,940.41	8,971.24	7,282.29	5,889.76
Net Profit	773.24	538.75	360.46	170.88	6.94

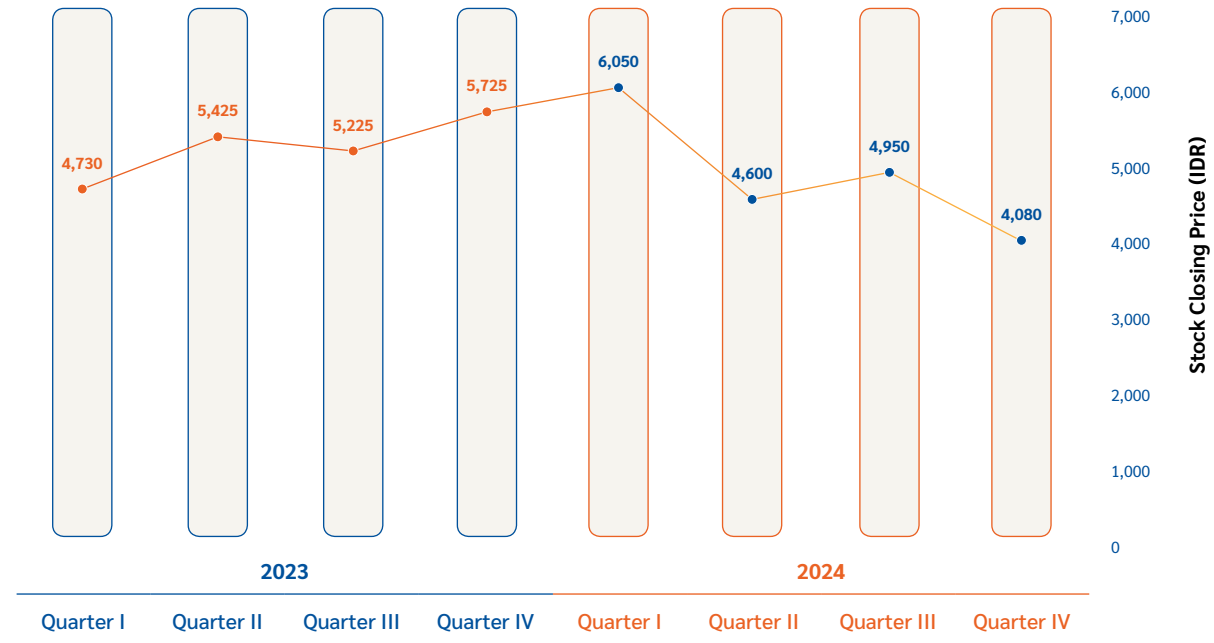
Description	2024	2023	2022	2021	2020
PT BRI Multifinance Indonesia					
Assets	7,689.46	9,057.07	7,321.87	5,246.04	4,055.88
Revenue	1,409.29	1,236.43	974.12	65,501.95	493.28
Net Profit	103.36	102.85	83.36	41.50	(27.47)
PT BRI Danareksa Sekuritas					
Assets	1,089.79	1,059.17	1,648.17	1,143.64	1,095.48
Revenue	361.55	308.78	351.57	281.27	136.00
Net Profit	9.12	70.52	72.97	92.87	(224.51)
PT BRI Ventura Investama					
Assets	2,471.12	2,672.05	2,176.79	2,047.89	1,822.75
Revenue	99.48	43.69	148.81	255.74	331.52
Net Profit	(89.44)	4.36	39.63	221.74	304.39
PT BRI Asuransi Indonesia					
Assets	7,721.02	6,465.61	4,891.25	3,838.16	3,048.87
Revenue	2,035.86	1,729.65	1,387.57	1,984.00	1,749.00
Net Profit	702.96	479.37	373.10	289.95	173.88
PT Permodalan Nasional Madani					
Assets	55,348.06	51,106.91	46,744.76	43,797.91	31,664.89
Revenue	16,700.55	15,375.03	12,838.44	8,292.78	5,776.26
Net Profit	1,496.19	1,686.04	945.42	845.13	358.59
PT Pegadaian					
Assets	102,172.44	82,151.80	72,920.62	65,156.47	71,469.00
Revenue	20,469.22	24,438.65	14,991.62	14,361.71	15,134.54
Net Profit	5,851.79	4,377.49	3,337.75	2,427.38	2,022.00
PT Danareksa Investment Management					
Assets	313.09	288.82	276.52	279.91	-
Revenue	248.92	172.91	11.95	158.27	-
Net Profit	29.46	18.16	6.27	40.37	-

Stock Information

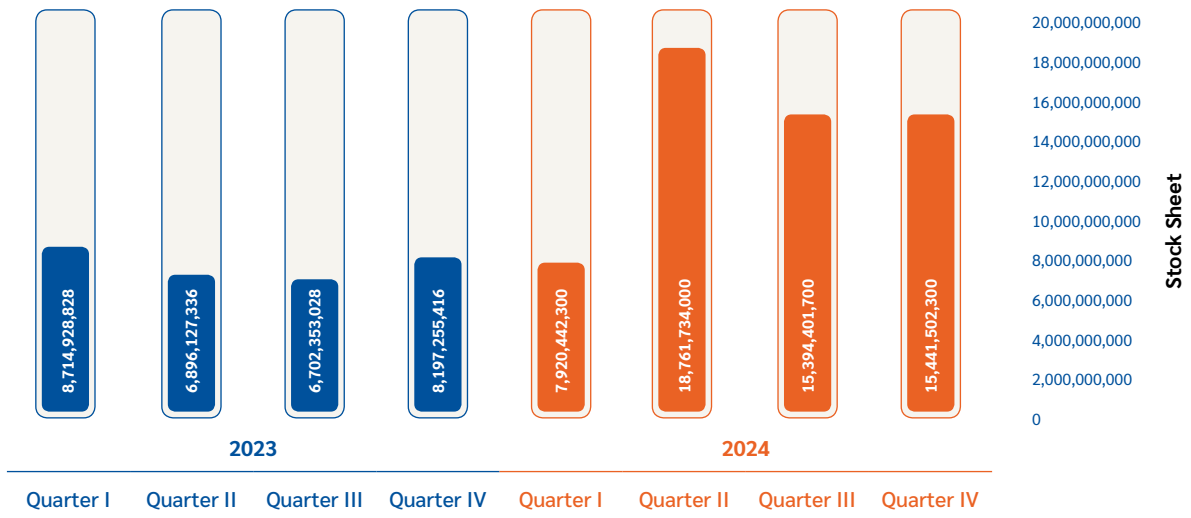
BRI Stock Information Table 2023-2024

Years	Price per stock (IDR)				Number of Stocks Outstanding (Stock)	Trading Volume (Stock)	Market Capitalization (IDR Trillion)
	Opening (IDR)	The Highest (IDR)	The Lowest (IDR)	Closing (IDR)			
2023							
1st Quarter	4,940	4,900	4,380	4,730	151,559,001,604	8,714,928,828	716.87
2nd Quarter	4,730	5,600	4,800	5,425	151,559,001,604	6,896,127,336	822.21
3rd Quarter	5,425	5,700	5,200	5,225	151,559,001,604	6,702,353,028	791.90
4th Quarter	5,225	5,725	4,830	5,725	151,559,001,604	8,197,255,416	867.68
2024							
1st Quarter	5,675	6,400	5,425	6,050	151,559,001,604	7,920,442,300	916.93
2nd Quarter	6,050	5,925	4,100	4,600	151,559,001,604	18,761,734,000	697.17
3rd Quarter	4,600	5,525	4,530	4,950	151,559,001,604	15,394,401,700	750.22
4th Quarter	4,950	5,075	4,060	4,080	151,559,001,604	15,441,502,300	618.36

BRI Stock Closing Price Chart for 2023-2024



BRI Stock Trading Volume Chart in 2023-2024



Corporate Action

In 2024, BRI did not conduct any Corporate Actions related to activities that affect the number of outstanding stocks, including stock splits, mergers, dividends, bonus stock, and changes in the nominal value of stocks.

Suspension and/or Delisting Actions

December 31, 2024, BRI has never been subject to suspension and/or delisting sanctions.

Information on Bonds, Sukuk, and/or Convertible Bonds

Bond Information

Table of Outstanding Bond Information

No.	Description	Electronic distribution date of the Bonds	Tenor	Currency	Bonds Total (million)
1.	Sustainable Bonds II Bank BRI Phase I Year 2016 Series E	December 01, 2016	10 years	IDR	IDR2,350,000
2.	Sustainable Bonds II Bank BRI Phase II Year 2017 Series D	April 11, 2017	10 years	IDR	IDR1,300,500
3.	Sustainable Bonds II Bank BRI Phase III Year 2017 Series C	August 24, 2017	7 years	IDR	IDR2,517,000
4.	Sustainable Bonds II Bank BRI Phase IV Year 2018 Series B	February 21, 2018	7 years	IDR	IDR605,000
5.	Sustainable Bonds III Bank BRI Phase I Year 2019 Series C	November 07, 2019	5 years	IDR	IDR2,172,800
6.	Sustainable Bond 2019	March 28, 2019	5 years	USD	USD500
7.	Sustainable Environmental Bonds I Bank BRI Phase I Year 2022 Series B	July 20, 2022	3 years	IDR	IDR2,000,000
8.	Sustainable Environmental Bonds I Bank BRI Phase I Year 2022 Series C	July 20, 2022	5 years	IDR	IDR500,000
9.	Bank BRI Subordinated Bond IV Year 2023	July 06, 2023	5 years	IDR	IDR500,000
10.	Sustainable Environmental Bonds I Bank BRI Phase II Year 2023 Series A	October 17, 2023	1 years	IDR	IDR1,345,650
11.	Sustainable Environmental Bonds I Bank BRI Phase II Year 2023 Series B	October 17, 2023	2 years	IDR	IDR4,154,350
12.	Sustainable Environmental Bonds I Bank BRI Phase II Year 2023 Series C	October 17, 2023	3 years	IDR	IDR500,000
13.	Sustainable Environmental Bonds I Bank BRI Phase III Year 2024 Series A	March 20, 2024	1 years	IDR	IDR1,237,665
14.	Sustainable Environmental Bonds I Bank BRI Phase III Year 2024 Series B	March 20, 2024	2 years	IDR	IDR879,430
15.	Sustainable Environmental Bonds I Bank BRI Phase III Year 2024 Series C	March 20, 2024	3 years	IDR	IDR382,905

Sukuk Information

December 31, 2024, BRI has not issued sukuk.

	Offer Price	Due Date	Rate of Interest	Status of Payment	Rating		Trustee
					2024	2023	
	100% of the principal amount of the bond	December 01, 2026	8.90%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bond	April 11, 2027	8.80%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bond	August 24, 2024	8.25%	Paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bond	February 21, 2025	6.90%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bond	November 07, 2024	7.85%	Paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	99,713% of the principal amount of the bond	March 28, 2024	3.950%	Paid off	"BBB- by Fitch Rating Baa2 by Moodys"	"BBB- by Fitch Rating Baa2 by Moodys"	BNY Mellon
	100% of the principal amount of the bond	July 10, 2025	5.75%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bond	July 20, 2027	6.45%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bond	July 06, 2028	6.45%	Not Paid Off	idAA by Pefindo	idAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	October 27, 2024	6.10%	Paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	October 17, 2025	6.35%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	October 17, 2026	6.30%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	March 30, 2025	6.15%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	March 20, 2026	6.25%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bond	March 20, 2027	6.25%	Not Paid Off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara

Convertible Bonds

As of December 31, 2024, BRI has not issued any convertible bonds.

Other Funding Sources

The information table of Medium Term Notes (MTN) that are still in circulating

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

The table of Information on Circulating Long Term Notes (LTN)

No.	Description	LTN Electronic distribution date	Tenor	Currency
1.	Long Term Notes was Issued Without a Public Offering PT Bank Rakyat Indonesia (Persero) Tbk I 2022	December 27, 2022	162 months	IDR
2.	Long Term Notes was Issued Without a Public Offering PT Bank Rakyat Indonesia (Persero) Tbk III 2023	October 25, 2023	159 months	IDR
3.	Long Term Notes was Issued Without a Public Offering PT Bank Rakyat Indonesia (Persero) Tbk III 2024	March 26, 2024	155 months	IDR

The Company Rating in 2024

Rating of Agency	Rating
STANDARD & POOR'S (S&P)	
Issuer Credit Rating	BBB/*Stable*/A-2
Stand-Alone Credit Profile (SACP)	bbb-
Outlook	*Stable*
FITCH RATINGS	
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+

	MTN total (Million)	Offer Price	Due Date	Rate of Interest	Status of Payment
	IDR2,000,000	100% of the total principal amount of MTN	November 24, 2024	6.60%	Paid Off
	IDR3,000,000	100% of the total principal amount of MTN	November 24, 2025	6.68%	Not Paid Off

	LTN total (Million)	Offer Price	Due Date	Rate of Interest	Status of Payment
	IDR52,332	100% of the total principal amount of LTN	June 27, 2036	0.55%	Not Paid Off
	IDR59,485	100% of the total principal amount of LTN	January 25, 2037	0.55%	Not Paid Off
	IDR54,995	100% of the total principal amount of LTN	February 26, 2037	0.55%	Not Paid Off

Rating of Agency	Rating
Sovereign Risk	BBB
Outlook	*Stable*
MOODY'S	
Counterparty Risk Rating	Baa1/P-2
Bank Deposits	Baa2/P-2
Baseline Credit Assessment	Baa2
Adjusted Baseline Credit Assessment	Baa2
Counterparty Risk Assessment	Baa1(cr)/P-2 (cr)
Outlook	*Stable*
PT PEMERINGKAT EFEK INDONESIA (PEFINDO)	
Final Rating (National Rating)	$_{id}$AAA, *Stable Outlook*
Stand Alone Rating	$_{d}$AA+(sa)

The Important Events

January 10, 2024

BRI held the Nugraha Karya Desa BRILian to appreciate villages that are moving forward to encourage the people's economy through the BRILian Village Program

January 15, 2024

BRI President Director Sunarso also participated in the 2024 World Economic Forum (WEF) which took place in Davos, Switzerland, on January 15-19, 2024. In the forum, Sunarso specifically highlighted the theme of creating growth and jobs for a new era which is in line with BRI's commitment to encouraging the empowerment of MSMEs and creating sustainable economic growth.

January 18, 2024

BRI distributed interim dividends of IDR12.7 trillion, of which IDR6.8 trillion was received by the government as the majority shareholder. This distribution reflects solid performance throughout 2023 and BRI's commitment to providing added value for shareholders.

January 31, 2024

BRI closed 2023 with solid performance, recording asset growth of 5.3% yoy to IDR1,965 trillion and net profit increasing by 17.5% yoy to IDR60.4 trillion.

February 29, 2024

President Joko Widodo inaugurated the groundbreaking of the BRI International Microfinance Center in the Indonesian Capital (IKN). This facility includes the BRI Office Nusantara, BRI Microfinance Gallery, and BRI Community Hub on a 13 thousand square meter land.

March 1, 2024

BRI held the 2024 AGM and set a dividend distribution of IDR48.10 trillion or IDR319 per share, with a dividend payout ratio of around 80.04% of attributable profit. This amount increased by 10.59% compared to the 2023 dividend which reached IDR43.49 trillion.

March 6, 2024

BRI was again named the bank with the most valuable brand value in Indonesia by Brand Finance in the Top 500 Banking Brands 2024 report. BRI ranked first in Indonesia and rose to 64th position globally with a brand value of 5.3 billion dollars, up from 78th place in 2023 with a value of 4.2 billion dollars.

March 7, 2024

President Joko Widodo opened the BRI Microfinance Outlook 2024 and appreciated BRI's commitment to encouraging financial inclusion for economic growth.

March 28, 2024

BRI Group held Berbagi Bahagia Ramadhan 2024 by distributing 128,011 basic food packages to 144 orphanages, 36 nursing homes and communities throughout Indonesia. Distribution was carried out by 18 BRI Regional Offices involving all BRI Group employees. Apart from that, compensation was also given to 4,600 orphans in various regions.

April 5, 2024

BRI also participated in the Mudik Asyik program with BUMN 2024, which was held to facilitate the community in a safe and comfortable homecoming trip. As part of its commitment to providing social value, BRI accommodates customers to participate in this program.

May 17, 2024

BRI held the BRI Fellowship Journalism 2024, a scholarship program for 50 selected journalists from 345 applicants. This program includes training, mentoring, and Masters scholarships through CSR BRI Peduli, as BRI's effort to support the quality of journalism and strengthen relations with the media.

June 13, 2024

Quoting the official Forbes International website, BRI is ranked highest among Indonesian companies included in the Forbes The Global 2000 list. This achievement reflects BRI's position as a leading company that continues to drive growth and innovation in the global financial industry.

June 21, 2024

Fortune released the inaugural Fortune Southeast Asia 500 list (18/06), which contains the 500 largest companies in Southeast Asia based on revenue, profit and assets. BRI is ranked highest in the Indonesian banking industry, 4th in the Southeast Asian financial sector, and 15th overall.

June 27, 2024

BRI won 11 international awards from FinanceAsia, consisting of 7 awards in the Asia's Best Companies category and 4 awards in the FinanceAsia Awards. The awards won include Best CEO (Gold) for Sunarso, Best Managed Company (Gold), and Best Bank for Financial Inclusion, confirming BRI's position as a leading financial institution at the international level.

July 26, 2024

BRI was listed in the Kantar BrandZ Top 30 Most Valuable Southeast Asian Brands 2024 with a brand value of USD11.25 billion, growing 30% year on year, the highest among other companies on the list.Kantar research highlights BRI's role in encouraging financial inclusion, especially through BRImo which is the most downloaded mobile banking in Indonesia.

August 6, 2024

BRI is again the main sponsor of the BRI Liga 1 season 2024/2025, confirming its commitment to supporting the development of Indonesian football. This also marks the fourth consecutive season that BRI has been the main sponsor, strengthening its role in driving the progress of the Indonesian football competition.

August 16, 2024

BRI enlivened the 79th Anniversary of the Republic of Indonesia through BRILiaN Independence Week (BIW), presenting the BRILiaN MSMEs Bazaar and activating the #YOKKITAGAS Green Campaign which encouraged the participation of BRILiaN personnel in managing plastic waste through the Reverse Vending Machine (RVM).

August 19, 2024

BRI gave appreciation to 76 Paskibraka and 59 central-level support staff who were on duty at the August 17, 2024 Ceremony at the IKN State Palace. This appreciation took place at the BRI Jakarta Head Office with the theme "Semangat Bangsa dari Paskibraka".

August 28, 2024

The 2024-2026 Collective Labor Agreement (PKB) was signed between BRI and the BRI National Workers Union. The signing was carried out by BRI President Director Sunarso and BRI National Workers Union Chairman Mohammad Rizal, witnessed by the Indonesian Minister of Manpower Ida Fauziyah

September 13, 2024

Entering its third year, Holding Ultra Mikro (UMi) has recorded positive achievements in financial inclusion and economic empowerment. As of December 31, 2024, the synergy of BRI, Pegadaian, and PNM has served more than 35.9 million customers including through 1,032 co-locations throughout Indonesia.

September 22, 2024

BRI won the Community Empowerment and Development award at the 2024 ESG Republika Award for its commitment to integrating ESG principles into business strategy.

September 26, 2024

BRI supported the Mandalika MotoGP Area to become Green Tourism by planting around 10,000 tree seedlings. This initiative was part of the 2024 Mandalika MotoGP event and involved a number of MotoGP racers in planting activities.

October 2, 2024

BRI won three awards at the 2024 Top BUMN Awards organized by Bisnis Indonesia, namely The Best CEO for Sunarso, The Best CFO for Viviana Dyah Ayu R.K, and The Best State-Owned Enterprise Category of Public Companies-Financial Sector.

October 4, 2024

BRI held a Kick-Off for its 129th Anniversary with the theme "BRILian and Cemerlang" as the start of a series of celebrations leading up to BRI's Anniversary on December 16, 2024. This theme reflects BRI's spirit in creating innovative, sustainable, and positive financial solutions for the community and stakeholders.

October 11, 2024

BRImo FSTVL 2024 started with an event at Kota Kasablanka on 11-13 October 2024. This program is a strategic initiative that aims to increase customer loyalty while encouraging the use of BRI digital services, especially the BRImo application and other products such as BRI credit cards and debit cards.

October 17, 2024

BRI's performance was recognized thanks to the leadership of President Director Sunarso in navigating transformation and maintaining sustainable growth. For his achievements, Sunarso was awarded CEO of The Year at the 2024 detikcom Awards, while BRImo won the award for Most Innovative Mobile Banking Marketing in the Premium Segment

October 24, 2024

BRI won the Best API Initiative award at the 2024 Global Retail Banking Innovation Awards thanks to BRIAPI's innovation in banking digitalization. This award confirms BRI's commitment to providing technology that makes access to financial services easier for the public.

October 25, 2024

BRI supports the development of the creative economy by becoming the Official Mobile Banking Partner at Urban Sneaker Society (USS) 2024. The USS 2024 presented by BRImo event will take place on October 25-27, 2024 at the Jakarta Convention Center (JCC), presenting more than 270 lifestyle brands and various interesting activities for the creative community and fashion industry in Indonesia.

November 25, 2024

In the 15th IICD Corporate Governance Conference and Award, BRI won the Top 50 Big Capitalization Public Listed Company and Best Overall Big Capitalization awards. This award is an acknowledgement of BRI's large market capitalization and implementation of good corporate governance.

November 29, 2024

In the 2024 BI Awards, BRI won the Best Primary Dealers award and the Best Conventional Bank Supporting Rupiah Monetary Operation Innovation as an appreciation for BRI's contribution in supporting stability and innovation in the financial market.

December 14, 2024

BRI held the Gala Premier Web Series Pakai Hati Reborn as part of its 129th Anniversary celebration. Starring Bryan Domani, Caitlin Halderman, Awwe, and Callista Arum, the series carries BRI's vision as a Champion of Financial Inclusion, presenting financial education with a creative approach through drama, romance, and light comedy.

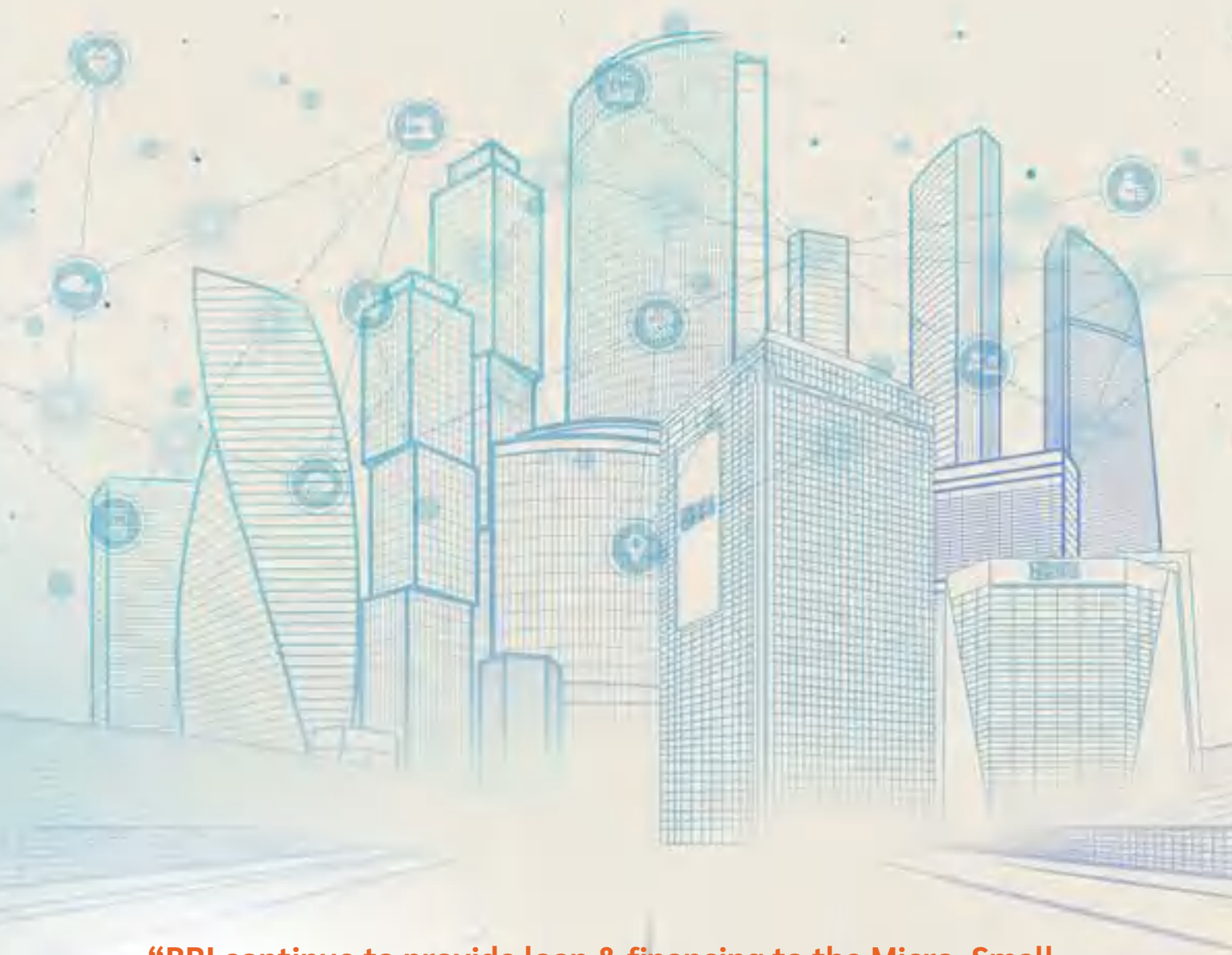
16 Desember 2024

BRI celebrated its 129th anniversary with great solemnity and togetherness. The celebration at the Jakarta Head Office was attended by the ranks of Commissioners, Directors, SEVP and Insan BRILiaN and took place simultaneously in all BRI Regional Offices throughout Indonesia.

21 Desember 2024

BRILiaN Fest took place lively at the Jakarta Convention Center with full family spirit, attended by the ranks of Commissioners, Directors, SEVP, and more than 50 thousand Insan BRILiaN.

Report of The Board of Directors and Board of Commissioners



“BRI continue to provide loan & financing to the Micro, Small, and Medium Enterprises (MSME) segment with total amount outstanding reaching Rp1,110,37 trillion or 82% of total loan & financing as of December 2024. BRI’s flagship segment, Micro and Ultra Micro contribute 46,32% of total loan & financing”

Board of Directors' Report

Sunarso
President Director

To the Esteemed Shareholders and Stakeholders,

Praise be to God Almighty for His grace and blessings in 2024, BRI managed to maintain sustainable growth and profitability. Consistency in continuous innovation and the right strategic responses have successfully enabled solid performance, with consolidated assets reaching IDR1,993 trillion, growing by 1.4% year on year. Total loan and financing grew by 7%, reaching IDR1,354.6 trillion. Effective performance management and risk control have allowed BRI to maintain profitability, recording a Return on Asset of 3.06% and a Return on Equity of 19.01%. Hereby, allow us to present the Company's management report for the 2024 Fiscal Year.

In this report, we will outline BRI's performance throughout 2024, business prospects, and the implementation of Good Corporate Governance.

Company Profile At A Glance

PT Bank Rakyat Indonesia (Persero) Tbk. is a company engaged in the banking sector. The Company's primary activity is functioning as an intermediary institution by collecting funds from the public in the form of savings and providing loans or credit back to the public. In addition, the Company also offers digital banking services through a mobile banking application, transaction services, investment services, and other banking services.

In accordance with its activities, the Company has various products and services, including savings products, which consist of BRI BritAma Savings, BRI Simpedes Savings, BRI Junio Savings, and their respective variants. Loan products, which consist of Micro Loans (Kupedes, Kupedes Rakyat, Micro KUR), Consumer Loans (BRIguna, Mortgage, Credit Card, Ceria), Small Business Loans (Working Capital Loans, Investment Loans, Small KUR), Medium Business Loans (Investment Loans and Working Capital Loans), Corporate Loans (Investment Loans and Working Capital Loans), as well as other loan products. Other products include Micro Insurance, Mortgage Loan Life Insurance, and Mutual Fund Sales Agents. In digital banking services, BRI provides a mobile banking application (super app), namely BRIMo, to facilitate customers in conducting various banking transactions, corporate transaction services through the QLola platform, which offers Cash Management System and BRICams, Institutional Services, Business and Financial Services, as well as BRILink Agents, International Business Services, BRIFast Remittance, Treasury Services, Investment Services, and BRI Priority Banking.

BRI implements they hybrid bank concept, in delivering services to customers, which combines the presence of branch office networks and branchless banking (BRILink Agents) spread across Indonesia, along with competent financial advisors with digital capabilities. The combination of these three elements presents banking services that are more effective, efficient, and integrated in accordance with the digital literacy journey of Indonesian society.

BRI's networks and banking agents cover various regions both domestically and internationally. In the domestic sector, BRI has 1 Head Office, 18 Regional Offices, 18 Regional Audit Offices, 453 Branch Offices + Special Branch Offices, 7,014 Sub-Branch Offices (including 5,086 BRI Units, 500 Cash Offices, and 873 BRI Teras, 69 Mobile BRI Teras, and 4 Ship BRI Teras) spread across Indonesia. Meanwhile, in the international sector, BRI has 6 Overseas Branch Offices and 3 Overseas Sub-Branch Offices located

> As of December 31, 2024, BRI's total consolidated assets grew by 1.4% to IDR1,992.98 trillion, driven in part by loan and financing, which reached IDR1,354.64 trillion, reflecting a year on year growth of 6.97%.

in New York, Cayman Island, Singapore, Taipei, Timor Leste, and Hong Kong. Overall, BRI currently serves all customers through 796,084 business units, 686,128 e-channel networks (10,663 ATMs, 9,007 CRMs, and 776,357 EDCs), and 1,064,219 BRILink agents.

In terms of organizational structure, BRI is led by a president director and vice-president director, who are assisted by 10 Directors and 8 SEVPs in performing its activities as a banking service provider through its extensive network. In line with the company's strategy to strengthen BRI's retail banking capabilities, in 2024, BRI adjusted the nomenclature of Director of Small and Medium Business to become Director of Commercial, Small and Medium Business and Director of Network and Services to become Director of Retail Funding and Distribution.

In carrying out its operational activities, BRI has a total of 81,848 employees, with the following educational levels: 10 employees with a Doctorate degree, 1,761 employees with a Master's degree, 69,462 employees with a Bachelor's degree, 9,469 employees with a Diploma degree, and 1,146 employees with a High School (SLTA) or equivalent education level.

In terms of information technology, BRI focuses its development on three key areas under the theme of Composable to the Power of X: (Composable).

1. ComposableX Resiliency, which involves maintaining and aligning capabilities and capacities through strengthening of Enterprise Architecture, process efficiency, application integration, cybersecurity enhancement, and the implementation of active-active Data Centers, High Availability, and cloud adoption strategies to improve agility, flexible resiliency, and sustainability.
2. ComposableX Open Banking, which expands business potential through technology utilization and innovation exploration via BRIAPI, as well as increasing its role in the ecosystem through embedded finance and Banking-as-a-Service.
3. ComposableX AI/ML, which drives the enhanced use of analytical data and products to support data-driven decision-making and recommendations with high accuracy through the utilization of BRIBRAIN and Master Data Management (MDM), which is extended across the BRI Group.

BRI Performance in 2024

In 2024, the Company has delivered strong performance in both operational and financial aspects. The Company has implemented various effective strategies, including selective loan growth with a focus on quality and recovery income, mastery of the fund ecosystem to sustain deposit growth, and optimization of synergy with BRI Group's subsidiaries. The Board of Directors plays an active role in formulating the company's strategy, which is determined by considering macroeconomic conditions, industry, company capabilities and shareholder aspirations. The implementation and continuity of these strategies are also monitored by Directors periodically, through Business Performance Review (BPR), Asset & Liabilities Committee (ALCO), and Risk Management Committee (RMC) forums.

In this performance report section, we also provide an overview of macroeconomic conditions at the global, national, and banking industry levels in Indonesia. Macroeconomic performance is a crucial factor that can influence a Company's overall performance.

Economic Analysis

Throughout 2024, the global economy continued to grow positively despite various economic and political uncertainties. BRI's Economic Team estimated that global economic growth in 2024 was 3.29%, slightly lower than the previous year's 3.33%. Although experiencing a slight slowdown, global economic growth in 2024 remained solid, supported by the decreasing trend of inflation rate trend in various countries and more expansionary monetary policies through benchmark interest rate cuts, particularly by the U.S. Federal Reserve (The Fed), which lowered its interest rate by 100 basis points in 2024, bringing it down to 4.50% from 5.50% in 2023.

On the domestic front, Indonesia's economic performance also slightly weakened. National economic growth in 2024 was recorded at 5.03%, a slight decline from 5.05% in 2023. Despite this minor slowdown, Indonesia's economic growth remained solid, supported by strong domestic demand. Based on expenditure components, household consumption (RT) growth in 2024 was recorded at 4.94%, higher than 4.82% in 2023. Household consumption remained the main contributor to economic growth, supported by controlled inflation and more expansionary monetary policies. However, purchasing power, especially among the lower-middle-income segment, still faced challenges and had yet to recover fully from the economic recession caused by the Covid-19 pandemic.

On the other hand, government consumption expenditure increased significantly by 6.61%, higher than 3.02% in 2023. The acceleration of government spending became one of the main factors supporting public purchasing power in 2024, in line with a more expansive budget realization and various fiscal stimulus measures implemented to maintain economic recovery momentum. Meanwhile, in terms of investment, Gross Fixed Capital Formation (PMTB) grew by 4.61%, slightly increasing from 3.76% in 2023. Investment continued to contribute positively to economic growth, supported by ongoing infrastructure projects and inflows of foreign investment into several strategic sectors. However, global uncertainties and relatively high interest rates remained factors that slightly restrained private investment expansion.

From a sectoral perspective, Indonesia's economic growth in 2024 was still driven by the manufacturing industry, trade, and construction sectors. However, some sectors that previously grew rapidly post-pandemic began to show signs of moderation, particularly transportation, accommodation, and agriculture. The manufacturing industry remained the main pillar of economic growth, with a growth rate of 4.43%, slightly lower than 4.64% in 2023. This sector continued to be supported by an increase in domestic manufacturing production, although weaker global demand put pressure on manufactured goods exports. With its significant contribution to GDP, the performance of this sector remained one of the key factors in maintaining national economic stability.

Meanwhile, the trade and motor vehicle repair sector recorded a growth of 4.86%, remaining relatively stable compared to 4.85% in 2023. On the other hand, the construction sector experienced significant growth acceleration, reaching 7.02%, an increase from 4.91% in 2023. This growth was driven by the acceleration of strategic infrastructure projects, as well as increased investment in property and buildings. A more expansive fiscal policy and support for national development projects were the main factors sustaining the sector's growth. In the primary sector, the agriculture, forestry, and fisheries sector recorded only 0.67% growth, significantly lower than 1.31% in 2023. This slowdown was influenced by various factors, including the impact of El-Nino, declining commodity prices, and weaker demand compared to 2023.

Furthermore, macroeconomic performance throughout 2024 also impacted the banking sector's performance, particularly in loan disbursement and Third-Party Funds (DPK) collection. The banking industry's loan growth experienced a slowdown trend after reaching its peak in April 2024, with the growth rate continuing to decline in the second half of the year. As of November 2024, loan growth was recorded at 10.8% year on year, lower than its peak in April 2024 at 13.1% year on year. To navigate this situation, a more selective credit distribution strategy is required to maintain asset quality and manage risks optimally.

From a liquidity perspective, Third-Party Funds (DPK) growth also slowed down after reaching its highest point in May 2024. By November 2024, DPK growth stood at 7.5% year on year, lower than its peak in May 2024 at 8.6% year on year. Nevertheless, DPK growth showed a limited increase compared to November 2023, which was 3.0% year on year, supported by Bank Indonesia's monetary policy easing and a more expansive fiscal policy compared to the previous year.

The year 2024 was a challenging year for both the global and domestic economy. Global economic uncertainty, weak demand, and the slowdown in the manufacturing sector were the main factors putting pressure on economic growth performance. However, on the other hand, the global disinflation trend, looser monetary policies, and domestic fiscal expansion remained the key factors in maintaining economic stability. For the banking sector, the economic slowdown posed unique challenges, particularly in credit expansion and Third-Party Funds (DPK) collection. Therefore, banks need to be more selective in credit distribution and optimize liquidity strategies to ensure sustainable growth.

Company Performance

The Company's Financial Performance

As of December 31, 2024, BRI's total consolidated assets grew by 1.4% to IDR1,992.98 trillion, driven in part by loan and financing, which reached IDR1,354.64 trillion, or an increase of 6.97% year on year. BRI remains consistent in channeling loans and financings to the Micro, Small, and Medium Enterprises (MSME) segment, which accounts for 82% of BRI's total loan and financing distribution, amounting to IDR1,110 trillion. BRI's flagship segment, Micro and Ultra Micro, contributed 46.3% of the total loans and financings. In the long term, BRI is committed to maintaining this composition in line with its focus on the MSME segment. BRI's loan and financing growth in 2024 was mainly driven by the Corporate and Consumer segments, which grew by 23.6% and 10.0% year on year, respectively.

The growth in MSME loans and financings was strongly supported by the Ultra Micro Holding, consisting of BRI, Pegadaian, and PNM, which was established in September 2021. Pegadaian's financings grew by 26.3% to IDR85.4 trillion. PNM's loans grew by 6.2% to IDR50 trillion. Despite the volatile global macroeconomic conditions in 2024, influenced by negative sentiments from geopolitical risks, interest rates, inflation, and pressures on the mass market segment, BRI's Micro and Ultra Micro credit still managed to grow by 2.7%, reaching IDR627.5 trillion. This growth was driven by the subsidiaries, PNM and Pegadaian, which grew 18.05% year on year.

Growth in the MSME segment was also supported by sustainable growth in the Consumer segment, which recorded a 10% year on year increase, reaching IDR209.1 trillion. The Consumer segment's growth was primarily driven by BRIGUNA and Mortgage products, which grew by 10.7% and 13.7% year on year, respectively. Additionally, BRI continued to support the government's housing programs by distributing 16,897 units of Subsidized Mortgage (FLPP) in 2024. The SME segment grew by 2.36%, driven by the Medium segment, which experienced a 21.6% year on year increase.

Meanwhile, BRI's Corporate credit segment grew impressively, reaching IDR244.3 trillion, or an increase of 23.6% year on year. The Corporate segment's growth focused on short-term and uncommitted loan schemes in high-potential sectors such as Agribusiness, Fast-Moving Consumer Goods (FMCG), and Mining. This growth was further supported by transaction banking services such as trade finance, cash management, and foreign exchange transactions, as well as the development of an MSME pipeline through the optimization of corporate business value chains.

In 2024, BRI focused its strategic efforts in strengthening its retail banking capabilities, particularly in enhancing the collection of Current Account Savings Account (CASA), ensuring greater stability and sustainability. This strategy yielded positive results, with the CASA ratio increased by 295 basis points to 67.3% as of December 2024. BRI's total consolidated deposits grew by 0.5%, reaching IDR1,366 trillion, driven by a balance sheet optimization strategy while maintaining the bank's Loan-to-Deposit Ratio (LDR) at 88.85% as of December 2024.

The accumulation of CASA was supported by BRI's strategy to enhance customer transactions in both Retail and Wholesale segments. In the Retail segment, CASA growth was driven by optimized transactions through Agen BRILink, mobile banking (BRImo), and digital payment platforms (BRI API), along with the expansion of acquiring merchant acceptance. Meanwhile, in the Wholesale segment, CASA accumulation was optimized through the development of Qlola, an integrated digital payment platform for corporate customers. Qlola provides comprehensive access to BRI's wholesale banking services, including cash management, trade finance, supply chain management, foreign exchange, investment services, and financial dashboards. The strengthening of CASA in the retail segment was also reflected in the increase in customer transactions through Agen BRILink and BRImo, which contributed significantly to BRI's profitability. Throughout 2024, Agen BRILink recorded 1.2 billion transactions, with a total value of IDR1,589 trillion, reflecting a year on year growth of 11.3%. Additionally, BRImo saw a 33.2% increase in transaction value year on year, reaching IDR5,541 trillion.

This strong performance was also reflected in the company's net profit achievement, which reached IDR60.4 trillion, growing by 0.4% year on year. Additionally, BRI's net profit (bank only) reached IDR54.8 trillion, marking a 3.2% growth. The main drivers of BRI's profit growth were: Effective management of net interest income growth, Fee-based income, Recovery income, and Operational cost efficiency.

BRI's top-line performance delivered positif results, with Net Interest Income (NII) growing 3.4% year on year on a consolidated basis. This growth was driven by: Optimal loan and financing asset management, ensuring competitive interest rates, and Efficient liquidity management. BRI's interest rate levels were reflected in its Prime Lending Rate (SBDK) as follows:

SBDK Table (Prime Lending Rates) as of December 31, 2024

Quantitative Disclosure

Data Period: December 31, 2024	Non-UMKM Loans		Non-UMKM Loans			KPR/KPA	Non-KPR/ Non-KPA
	Corporate	Retail	Medium	Small	Micro		
Fund Cost for Loan (HPDK) (%)	3.80	N/A	3.80	3.80	3.80	3.80	3.80
Overhead Cost (%)	1.74	N/A	3.29	4.45	8.65	3.35	3.11
Profit Margin (%)	2.96	N/A	3.46	2.15	1.54	2.85	2.39
Prime Lending Rates (SBDK) (%) (HPDK + Overhead + Margin)	**8.50**	**N/A**	**10.55**	**10.40**	**14.00**	**10.00**	**9.30**

Note: Effective from January 1, 2025

Qualitative Disclosure

Category	Definition of Loan Category	Indicators/Criteria of Loan Category
Corporate	Working capital loans and investment loans that are non-MSME and non-retail.	Total loan plafond > IDR500 billion.
Retail	N/A	N/A

Meanwhile, the interest rates offered for BRI's saving products are as follows:

Deposit Counter Rate Table as of December 31, 2024

Product	IDR Interest Rate	USD Interest Rate
Current Accounts	0.00% - 2.00%	0.05% - 0.15%
Savings	0.00% - 2.50%	0.08% - 0.25%
Deposits	3.35% - 3.50%	1.25% - 2.25%

Fee-based income and other operational income grew to IDR53.9 trillion, an increase of 24.1% year on year, with the Company recorded recovery income of IDR25.4 trillion, up 50.67% year on year. Which aligned with BRI's strategy to focus on asset quality and recovery in 2024. Additionally, the Company posted fee-based income of IDR20.5 trillion, growing 10.6% from the same period last year. This achievement in fee-based income was in line with the growth in fee income from E-Channel & E-Banking services, which increased by 18.61% due to higher utilization of BRI's digital banking services.

On the other hand, BRI successfully maintained operational cost efficiency, with year on year cost growth controlled at 8.25%. This efficiency was supported by the operational cost growth of BRI (bank only), which was recorded at just 7.38%, reaching IDR48.0 trillion. As a result, the consolidated Cost to Income Ratio (CIR) remained stable at 41.59% in 2024.

From a liquidity perspective, the bank's Loan to Deposit Ratio (LDR) stood at 88.85% on a consolidated basis and 89.39% on a bank-only basis, reflecting a sound liquidity position to support future business growth. BRI's profitability ratios remained positive, as shown by the Return on Assets (ROA) After Tax and Return on Equity (ROE) Balance Sheet, which stood at 3.06% and 19.01%, respectively.

In terms of asset quality, BRI faced challenges in 2024 related to resolving its restructured loan portfolio due to Covid-19 and the slowdown in the domestic economy caused by the slow recovery of consumer purchasing power, particularly in the lower-middle segment. Despite these challenges, BRI successfully maintained its Non-Performing Loan (NPL) ratio at 2.78% on a consolidated basis and 2.94% on a bank-only basis, showing a slight improvement compared to the same period last year. This was in line with the Company's strategy to accelerate the resolution of Covid-19 restructured loans. BRI also maintained adequate loan loss provisions, as reflected in its NPL Coverage Ratio, which remained at 215.01% on a consolidated basis and 199.43% on a bank-only basis. Additionally, BRI's Loan Loss Reserve (LLR) stood at 5.98%, higher than the pre-pandemic level of 4-5%. Furthermore, the Loan-at-Risk (LAR) ratio continued its downward trend, decreasing from 12.47% at the end of 2023 to 10.70% at the end of 2024.

BRI also sustained a strong capital position, with a Capital Adequacy Ratio (CAR) of 26.63% on a consolidated basis and 24.41% on a bank-only basis—well above the regulatory minimum requirement of 17.5% (after considering Basel III implementation) and the Company's risk appetite of 19%. With this solid capital adequacy ratio, BRI is well-positioned to manage key banking risks, including market risk, credit risk, and operational risk, while supporting sustainable long-term business growth.

Achievement of Company Target

In general, BRI, on a bank-only basis, successfully achieved the 2024 performance targets that had been set, with the details as follows:

Table of Financial Target and Realization Comparison

(bank only, in IDR billions)

Description	Desember 2024		
	Target	Realization	Achievement
Net Profit	54,832	54,841	100.02%
Loan to Deposit Ratio (LDR)	86.83%	89.39%	102.95%
Net Interest Margin (NIM)	6.21%	6.47%	104.10%
Capital Adequacy Ratio (CAR)	22.86%	24.41%	106.76%
Cost to Income Ratio (CIR)	40.84%	37.22%	110.47%

The Company's Non-Financial Performance

BRI's financial performance achievements were also supported by transformations in Human Capital, Information Technology, Networks, and other programs that contribute to the Company's business sustainability.

HUMAN CAPITAL

BRI's Human Capital vision, "Home to the Best Talent," reflects the Company's aspiration to be a top-of-mind organization that continuously focuses on career development and enhancing employee capabilities. This aspiration was a key consideration in establishing BRI's 2024 Human Capital theme: "Strengthening People Capabilities with Synergy." This theme serves as BRI's strategic response to key Human Capital challenges, including strengthening business segment capabilities, optimizing sustainable CASA by focusing on ecosystems and value chains, transforming Human Capital within the Micro business segment, and reinforcing leadership among Unit Heads. The implementation of this theme is carried out through various programs and initiatives, such as:

1. Enhancing Employee Capabilities
   BRI continuously strives to enhance employee capabilities. In 2024, the focus was on transforming employees in the Micro Business segment, Branch Leaders, and Relationship Managers (RMs) in the SME business segment. The focus on strengthening employee capabilities in the Micro Business segment was carried out through various studies and fulfillment strategies, KPI review, training and development, recruitment, and competency design. The enhancement of Branch Leaders' capabilities was aimed at supporting business performance, emphasizing the leadership role of Branch Leaders in overseeing strategy execution. This included education programs and pilot implementations in one of the Regional Offices with its supervised business units, as well as collaboration between the Head Office, Regional Offices, Branch Offices, and consultants. Additionally, to ensure that SME RMs have the necessary capabilities to face future business challenges and developments, a rejuvenation process was conducted by involving Assessors to evaluate the hard and soft competencies of the respective employees, enabling the acceleration of SME RM productivity improvement.
2. BRI Group Synergy
   This initiative is a follow-up to the results of the 2023 Human Capital Maturity Assessment, aimed at synergizing the management process of the HC Lifecycle within BRI Group to optimize the contribution and performance of all subsidiaries within the BRI Group. The synergy in HC Management for BRI Group includes vision and mission, general policies, performance management, rewards, learning & development, HCIS and people analytics, two-way communication, and strategies related to talent and competencies.
3. Human Capital Operating Model and Employee Productivity
   In September 2024, BRI's Human Capital underwent a reorganization to improve HC management and strengthen its role as a strategic business partner (business partner, center of excellence, and people service). Additionally, to manage underperforming employees, a performance bootcamp was implemented to help improve their performance, along with the provision of long-term incentives to enhance employees' sense of ownership.
4. Well-being and Human Rights (HAM)
   BRI implemented the BRILian Well-being program, focusing on physical, social, financial, and mental aspects. This program includes various initiatives for physical and mental health management, cultural development, and financial management. Regarding human rights (HAM), BRI conducts a human rights due diligence process through a self-assessment method established by the Ministry of Law and Human Rights of the Republic of Indonesia, using the PRISMA application. BRI received a Green categorization in Human Rights Implementation with a score of 103.

Through these various initiatives and work programs, BRI's employee engagement has improved, increasing from 3.49 on a scale of 4 in 2023 to 3.51 on a scale of 4 in 2024.

INFORMATION TECHNOLOGY

In line with the Company's business growth, BRI has invested in Information Technology (IT), actively supporting business objectives, particularly in the digital domain. The Digital and IT aspects of BRI serve as enablers and strategic partners for business players, driving innovation and collaboration to deliver secure, responsive, and customer-centric solutions, products, and services. BRI continues to enhance IT platform capabilities, implement Agile governance, and develop skilled Digital Talent, enabling the organization to innovate and be data-driven in achieving its business targets and corporate strategies.

Throughout 2024, BRI recorded remarkable growth in digital transactions, with 98.85% of total transactions conducted through digital channels, while the remaining 1.15% were carried out at branches or business units.

In addition to the figures above, Digital & Information Technology BRI also achieved several milestones in 2024. BRImo became one of the applications with new user growth of 24.19%, total transactions and transaction volume increasing by 40.54% and 34.57%, respectively, in 2024. From an infrastructure perspective, BRImo was also able to maintain availability at 99.98% and a success rate at 99.96%. The utilization growth of our open API, BRIAPI, has been adopted in more than 23 types of digital ecosystems with more than 1,000 total partners.

In terms of innovation, strengthening support for financial inclusion was achieved through Banking-as-a-Service (BaaS), which integrates BRI services with third-party digital platforms such as Pegadaian Digital. Additionally, Sabrina, an AI-based virtual assistant, handled 39.6% of incoming messages at the BRI Contact Center, serving 5.1 million interactions per month with a customer satisfaction rate of 80%, up from 69.8% in the previous year. Work Instruction Search Engine (WISE) also assisted more than 17,000 frontliners, improving solution search efficiency by 66%.

From an infrastructure perspective, BRI has strengthened the capacity of its Data Center to support critical services through an active-active strategy, enhancing risk mitigation for downtime and service stability. BRI's Data Centers are designed in compliance with Tier-III Uptime Institute standards. In IT governance, BRI recorded a maturity score of 4.66 out of 5.00 based on COBIT 2019, following the guidelines set by the Ministry of State-Owned Enterprises (BUMN). BRI also completed 100% of the identified areas for improvement in IT governance throughout 2024. Additionally, BRI's digital capabilities achieved Maturity Level 2, as per OJK Regulation No. 24/SEOJK.03/2023 regarding the Maturity Level Assessment for Digital Commercial Banks.

In terms of cybersecurity, BRI has adopted a Zero-Trust Architecture and an Enterprise Security Architecture based on the NIST Cybersecurity Framework. Since 2018, the Information Security Unit under the Digital & IT Directorate has been led by an internationally certified CISO, ensuring proactive and continuous system security. BRI also recorded a Cybersecurity Maturity Score of 3.63.

SUSTAINABILITY PERFORMANCE

As a manifestation of its commitment to Sustainable Finance, BRI has developed an Environmental, Social, and Governance (ESG) initiative strategy that is integrated into the Company's operations and business. BRI consistently maintains strong performance in implementing Sustainable Finance principles and contributes to the achievement of the Sustainable Development Goals (SDGs). To accelerate the realization of these objectives, BRI aligns its corporate strategy with stakeholder expectations and implements ESG initiatives that refer to national, regional, and global standards.

In 2024, BRI has implemented the Climate Risk Management Scenario (CRMS), covering 71.84% of BRI's total portfolio and is set to cover 100% of BRI's portfolio by 2025, in accordance with OJK guidelines. Additionally, BRI has obtained approval for its near-term Net Zero Emission (NZE) target from SBTi. This commitment is reflected in BRI's continuous achievement of outstanding ESG performance, as recognized by international rating agencies, including an ESG Rating score of 75 from S&P—the highest in Indonesia's banking sector, an MSCI rating of A, and a Sustainalytics score of 17.8, categorized as low risk.

CORPORATE SOCIAL RESPONSIBILITY

As a form of compliance with regulations and responsibility to society, BRI is committed to fulfilling its social responsibility to the communities and environments surrounding its operational units, as well as to sustainable development, through the implementation of TJSL, which is communicated as the BRI Peduli Program. The implementation of BRI Peduli adheres to the Triple Bottom Line concept—Pro People, Pro Planet, and Pro Profit—which aligns with the Company's social and business values and is in line with BRI's Environmental, Social & Governance (ESG) strategy.

In accordance with regulations from the Ministry of State-Owned Enterprises (BUMN), BRI Peduli prioritizes focus areas in Education, Environment, and the Development of Micro and Small Enterprises. Activities in the Education sector include the construction/renovation of schools in remote areas and scholarship programs for students. Environmental initiatives include the "BRI Menanam Grow & Green" Program, which involves mangrove, productive tree, and coral reef planting; the "Yok Kita GAS" (Waste Management Journey) initiative for waste management; and the "Jaga Sungai Jaga Kehidupan" (Protect Rivers, Protect Life) campaign. In the economic sector, programs include Halal Certification for MSMEs, the AURA (Aspire to Uplift, Revive, and Achieve) Program for Women's Business Groups, and the Flagship Cluster Program. Through BRI Peduli, BRI continuously strives to implement integrated, targeted, and measurable programs to maximize benefits for society and the environment.

Challenges Faced by The Company

This solid performance was not without challenges throughout 2024. Global geopolitical conditions remained uncertain, particularly due to the ongoing Ukraine-Russia war and the increasingly complex Israel-Palestine conflict, which led to volatility in global commodity prices, especially in energy and food. This volatility impacted inflation and consumer purchasing power. As a result, the banking sector faced challenges in maintaining credit quality and liquidity due to shifts in consumption behavior and the potential increase in risks in certain sectors.

Domestically, the transition of government following the 2024 elections also influenced market sentiment. However, the national economy continued to grow at a solid rate of 5.03% in 2024, with household consumption remaining the primary contributor, accounting for approximately 54.53% of GDP.

Moreover, the competitive landscape in the banking industry has become increasingly intense, particularly in credit distribution for the retail and MSME sectors, as well as in acquiring low-cost funds. The digitalization of banking services has accelerated significantly, with the adoption of artificial intelligence (AI), big data analytics, and process automation to enhance service efficiency. In this ever-evolving landscape, banks must adapt through innovation, strengthen their digital infrastructure, and enhance synergies with business ecosystems to maintain competitiveness and market relevance.

Internally, BRI continues to face challenges in optimizing performance, particularly in accelerating retail and consumer business growth, strengthening the business of its subsidiaries, and improving operational efficiency to manage operational and credit costs. Additionally, BRI's performance remains heavily reliant on credit activities, making the growth of non-interest income one of the key priorities to ensure long-term sustainable growth.

Considering these dynamics, throughout 2024, BRI has implemented several strategic initiatives, as follows:

1. Asset Quality Improvement
   - Strengthening risk management through changes in KPI weightings, adding Business Support Assistants supporting asset to quality improvement and recovery income, improving Credit Risk Scoring, tightening Risk Grade Acceptance Criteria, and restricting loan expansion for loan officers with NPLs above the maximum limit to focus on credit quality improvement.
   - Optimizing recovery income by forming a task force team dedicated to quality improvement and accelerating recovery income.
2. Selective Growth
   - Expansion based on regional potential and risk profiles while considering the productivity of marketing personnel.
   - Increasing the contribution rate of the pipeline through data quality improvement and validation of the pipeline model.
   - Focusing credit growth on the Consumer (Briguna), Medium, and Wholesale segments based on ecosystem potential and value chains.
3 Sustainable & Quality CASA Growth (CASA Sustainability)
   - Optimizing the productivity of Branch Office Areas in metropolitan regions by enhancing employee capabilities, improving service quality, and strengthening complaint handling management.
   - CASA growth driven by ecosystem potential and business value chains through the Ecosystem Business Forum (EBF).
4. Operational Excellence (Excellence Enablers)
   - Strengthening employee capabilities through employee & leadership development programs.
   - Fraud control and enhancement of risk assessment tools using credit risk scoring, early warning systems, and predictive models.
   - Managing subsidiary companies as a source of consolidated growth.

Through these strategic initiatives, BRI remains committed to sustaining long-term growth, reinforcing its leadership position in Indonesia's banking industry, and delivering added value to all stakeholders.

Important Things Expected to Occur in the Future and Business Prospects

Future challenges and opportunities in the banking sector will be influenced by various negative and positive catalysts that reflect the dynamics of both domestic and global economies. The key challenges include:

1. The declining absorption of the workforce in the formal sector, which may reduce financial stability and overall purchasing power.
2. A shrinking middle class, coupled with weakening purchasing power in the lower-middle segment, adding pressure on the accumulation of low-cost funds (CASA).
3. At the global level, geopolitical uncertainties and economic slowdowns in the United States and China pose serious threats to the export sector and investment flows, potentially slowing down national economic growth.

However, various opportunities also emerge with positive catalysts, including:

1. More expansive government spending, which can enhance public purchasing power, positively impacting increased consumption and banking credit growth.
2. The recovery of the real sector through new government programs, providing banks with opportunities to expand their financing portfolios.
3. A continued decline in the BI Rate in line with the global trend of interest rate easing, allowing for reduced funding costs.
4. More expansive monetary and macroprudential policies, creating room for banks to support economic growth through product innovation and more aggressive credit distribution.

Going forward, the success of the banking sector in overcoming these challenges will depend on its ability to leverage available opportunities. BRI's efforts in driving innovation and exploring new sources of growth have led to increased business complexity. Internal changes and external dynamics require BRI to remain agile and adaptive in facing challenges, ensuring the effective management of business opportunities both now and in the future. Continuing BRIvolution 2.0 (2021–2024), we have developed BRIvolution 3.0, aligned with the Company's long-term aspiration for 2029: "The Most Trusted Lifetime Financial Partner for Sustainable Growth." The years 2025 and 2026 mark the initial phase of BRIvolution 3.0, during which the Company will focus on winning the competition in low-cost fund (CASA) acquisition and strengthening loan quality to support sustainable growth. The 2025–2026 theme is: "Winning in CASA & Strengthening Loan Quality for Sustainable Growth.".

In BRIvolution 3.0, the company will focus on the 6R theme, such as Rapid CASA growth, Re-invent Micro to sustain market leadership, Revamp Growth Engines, Robust People Capabilities, Reinforced Risk Management, and Re-imagine Data & Analytics. Through BRIvolution 3.0,the company will focus on driving the transformation and revitalization of fundamental aspects and BRI's business model, especially human capital and risk management to achieve sustainable growth to realize BRI's vision as "The Most Trusted Lifetime Financial Partner for Sustainable Growth".

Corporate Governance

BRI continuously improves the quality of the implementation of good corporate governance by considering the needs of stakeholders regarding sustainability aspects that are realized through the actualization of integrated integrity and capabilities. As a form of commitment of the Board of Directors and Board of Commissioners in improving the quality of the implementation of good corporate governance, the Company implements the Corporate Governance standards issued by the National Committee on Governance Policy (KNKG), such as the General Guidelines for Indonesian Corporate Governance (PUGKI). This adoption is to support the Company in continuously adapting to the latest developments related to good corporate governance.

In ethical principles, BRI always upholds Ethical Behavior which is manifested through the existence of ethical policies that regulate the Bank's Code of Ethics and the Worker's Code of Ethics, guidelines related to culture that regulate risk culture, compliance and corporate culture. The Company considers to the principle of Equal Treatment to stakeholders, including shareholders. The Company realizes the intended commitment by providing equal information to stakeholders.

it adopts the principle of accountability by realizing the Company that guidelines for the Board of Directors and the Board of Commissioners in carrying out their duties and obligations. The guidelines include meeting rules, voting mechanisms, guidelines for conflicts of interest management. Additionally, the Company ensures that there are checks and balances formed from the implementation of the Board of Directors' duties that are responsible and independent from the supervision of the Board of Commissioners.

To maintain its objectivity in running the business, the Company upholds the principle of Transparency by establishing corporate transparency practices based on the best provisions and implementations in the industry. In addition, BRI ensures accurate, timely, and adequate disclosure of information, including aspects of compliance with provisions covering disclosure and reporting to Regulators and stakeholders.

In today's modern business era, BRI views the implementation of Good Corporate Governance (GCG) as a commitment to building sustainable corporate performance. Through GCG, the Company not only aims to achieve outstanding financial performance but also contributes to sustainable development by creating economic value and social value. This approach is also intended to foster mutual trust among all stakeholders by ensuring that the company's vision and mission are managed transparently, accountably, and responsibly.

BRI remains committed to continuously improving and refining good corporate governance practices in a sustainable manner. Active participation from the company's Top Management and all BRILian employees serves as the driving force in realizing good corporate governance within the organization. BRI's commitment to governance is demonstrated through internal evaluations and recognition from independent third parties. These evaluations provide valuable insights for the company to further enhance its long-term governance implementation.

Fulfillment of Shareholders' Rights

The Company is always dedicated to providing protection, transparency, and added value to shareholders as the owners of the Company. To this end, the Company remains committed to providing fair and equal access to information for all shareholders, establishing a fair and consistent dividend policy, paying special attention to the rights of minority shareholders, complying with applicable regulations and obligations, and continuously striving to enhance shareholder value through the implementation of sustainable growth strategies, product and service innovations, and operational efficiency to achieve optimal financial results.

Equal Treatment for All Shareholders

The Company has implemented policies aimed at supporting and ensuring fair and equal treatment to protect the fundamental rights of all shareholders. These policies include granting one (1) voting right for each share owned (one share, one vote), providing equal access to information through multiple channels, including Investor Relations, the company website, and other publications, as well as policies related to insider trading and transactions involving related parties.

Sustainability Governance

BRI upholds sustainability as a core principle in balancing financial performance with environmental, social, and governance (ESG) responsibilities. This approach aims to create added value, enhance competitiveness, and strengthen BRI's long-term business resilience. This commitment aligns with BRI's mission to provide optimal benefits to all stakeholders through the implementation of sustainable finance and Good Corporate Governance (GCG) principles.

As part of its strategic initiatives to strengthen ESG governance, BRI has established an integrated ESG management structure and system since 2021. Additionally, BRI has issued a Sustainability Policy and Strategy, regulated under Circular Letter of the Board of Directors No. SE.52-DIR/ESG/10/2022 dated October 5, 2022, serving as the primary guideline for sustainability implementation.

To further optimize ESG management, BRI continuously adjusts its organizational structure to be more effective and responsive to sustainability challenges. ESG governance is realized through the establishment of the Environmental, Social & Governance (ESG) Committee. The formation of this ESG Committee is based on Decree No. NOKEP. 102-DIR/PPM/01/2024 dated January 10, 2024 (revoking NOKEP. 872-DIR/PPM/06/2022 dated June 2, 2022). Through these various initiatives, BRI reaffirms its commitment to integrating sustainability into its business and operational strategies to support inclusive and sustainable growth.

Disclosure and Transparency

To ensure equal access for all stakeholders, BRI transparently discloses its financial and non-financial of the Company conditions through various communication channels, including the Annual Report, Sustainability Report, Corporate Website, and other Public Disclosures.

Integrated Governance

As part of its risk mitigation efforts within the BRI Financial Conglomerate and to enhance the implementation of good governance principles, ensuring business sustainability across financial entities within the conglomerate, BRI applies Integrated Governance based on Good Corporate Governance (GCG) principles (Transparency, Accountability, Responsibility, Independency, and Fairness). BRI has refined its Integrated Governance Framework, established a parenting style for managing subsidiaries, and conducted evaluations on the maturity level of Integrated Governance implementation, as well as the execution of responsibilities in each business unit within the BRI Financial Conglomerate.

Development in The Implementation of Corporate Governance in 2024

BRI implements Good Corporate Governance (GCG) based on the principles of Transparency, Accountability, Responsibility, Independency, and Fairness, with a focus on Governance Structure, Governance Process, and Governance Outcome. BRI's GCG policies and practices adhere to applicable regulations issued by the Financial Services Authority (OJK), the Ministry of State-Owned Enterprises (BUMN), and other relevant laws. BRI consistently ensures that its GCG practices align with industry standards at both the national and international levels.

Ownership of The Board of Directors, Board of Commissioners and Shareholders in the Bank Business Group

The Company's management always maintains independence and integrity in carrying out its duties and responsibilities. BBRI share ownership by the Board of Directors and Board of Commissioners (Non-Independent) is part of the remuneration component, in line with the regulations of the Ministry of State-Owned Enterprises of the Republic of Indonesia, with the aim of achieving sustainable performance. Until December 31, 2024, there was no significant share ownership by the Board of Directors, Board of Commissioners, and Shareholders in the Bank BRI Business Group, the data as stated in the Board of Directors and Board of Commissioners Share Ownership section.

Important Changes Occurring in Bank and Bank Business Groups in 2024

Throughout 2024, there were no significant changes within the Bank and the BRI Banking Group. Moving forward, BRI remains fully committed to enhancing the performance and contribution of its Subsidiaries, by increasing net profit and fee-based income from BRI's Subsidiaries. This effort aims to position BRI's Subsidiaries as sustainable growth drivers for BRI in the future.

Assessment of Committees Under the Board of Directors

To support the effectiveness and efficiency of the Bank's management, BRI's Board of Directors is assisted by eleven committees, all of which report directly to the Board of Directors. As of December 31, 2024, BRI has the following eleven committees under the Board of Directors:

1. Asset And Liability Committee (ALCO)
2. Capital & Investment Committee
3. Human Capital Committee
4. Information Technology Steering Committee
5. Procurement Committee
6. Credit Policy Committee
7. Product Committee
8. Project Management Office Steering Committee (PMO SC)
9. Risk Management Committee
10. Environmental, Social & Governance {ESG) Committee
11. Credit Committee

The Board of Directors has assessed that in 2024, all committees have effectively carried out their duties optimally. The evaluation was based on each committee's contributions to the Company, including reports and recommendations provided to the Board of Directors. A comprehensive review of the performance of these supporting committees is discussed in the Sub-Chapter: Board of Directors' Committees.

Changes in the Composition of Board of Directors Members

Throughout 2024, there were no changes in the composition of the Board of Directors. However, during the 2024 Annual General Meeting of Shareholders (AGMS), several corporate governance decisions were made as follows:

1. Honorably discharged the following individuals from their positions in the Company's management:
   a. Catur Budi Harto as Vice President Director
   b. Agus Noorsanto as Director of Wholesale and Institutional Business
   c. Agus Sudiarto as Director of Risk Management
2. Changed the nomenclature of certain Board of Directors' positions as follows:
   a. Director of Small and Medium Business was changed to Director of Commercial, Small, and Medium Business.
   b. Director of Network and Services was changed to Director of Retail Funding and Distribution.

3. Reassigned the following individuals within the members of Board of Directors:
   a. Amam Sukriyanto, previously Director of Small and Medium Business, was reassigned as Director of Commercial, Small, and Medium Business.
   b. Andrijanto, previously Director of Network and Services, was reassigned as Director of Retail Funding and Distribution.
4. The following individuals were appointed as members of the Company's management:
   a. Catur Budi Harto as Vice President Director
   b. Agus Noorsanto as Director of Wholesale and Institutional Business
   c. Agus Sudiarto as Director of Risk Management

As a result, after the 2024 Annual General Meeting of Shareholders (AGMS), the Board of Directors consisted of 12 (twelve) members, comprising 1 (one) President Director, 1 (one) Vice President Director, and 10 (ten) Directors. The Board of Directors composition in 2024 was as follows:

Sunarso	:	President Director
Catur Budi Harto	:	Vice President Director
Handayani	:	Director of Consumer Business
Supari	:	Director of Micro Business
Ahmad Solichin Lutfiyanto	:	Director of Compliance
Agus Sudiarto	:	Director of Risk Management
Agus Noorsanto	:	Director of Wholesale & Institutional Business
Agus Winardono	:	Director of Human Capital
Amam Sukriyanto	:	Director of Commercial, Small, and Medium Business
Viviana Dyah Ayu R. K.	:	Director of Finance
Arga M. Nugraha	:	Director of Digital & Information Technology
Andrijanto	:	Director of Retail Funding and Distribution

Closing

On this occasion, the Board of Directors would like to extend its highest appreciation to all customers and stakeholders for their trust and continuous support for BRI throughout 2024. This support has enabled BRI to remain resilient and achieve sustainable growth amid dynamic challenges.

We also express our gratitude to all Insan BRILian for their dedication, hard work, and extraordinary contributions, which have been the key to BRI's success. Their brilliant innovations and unwavering commitment to delivering the best solutions have allowed BRI to create a significant impact for customers, society, and the national economy. The Board of Directors would also like to convey its deepest appreciation to the Board of Commissioners for their crucial role, strategic guidance, and oversight in supporting the company's sustainable growth. The close collaboration between the Board of Directors, the Board of Commissioners, Insan BRILian, and all stakeholders will continue to drive innovation, transformation, and continuous improvement.

Finally, through strong collaboration among the Board of Directors, Board of Commissioners, Insan BRILian, and all stakeholders, we remain committed to continuously delivering innovation and excellent services as well as making sustainable improvements to create a brighter and more brilliant future for Bank Rakyat Indonesia.

Jakarta, Februari 17, 2025
On behalf of the Board of Directors

Sunarso
President Director

1. **Ahmad Solichin Lutfiyanto** : Director of Compliance,
2. **Agus Noorsanto** : Director of Wholesale and Institutional Business,
3. **Andrijanto** : Director of Retail Funding and Distribution,
4. **Viviana Dyah Ayu R. K.** : Director of Finance,
5. **Agus Winardono** : Director of Human Capital,
6. **Sunarso** : President Director

7. **Catur Budi Harto** : Vice President Director,
8. **Arga M. Nugraha** : Director of Digital and Information Technology,
9. **Handayani** : Director of Consumer Business,
10. **Amam Sukriyanto** : Director of Commercial, Small and Medium Business,
11. **Agus Sudiarto** : Director of Risk Management,
12. **Supari** : Director of Micro Business

Report of the Board of Commissioners

Kartika Wirjoatmodjo

President Commissioner

Respected Shareholders and Stakeholders,

First and foremost, we extend our gratitude to God Almighty for His abundant blessings and grace, which have enabled us to navigate various challenges amidst macroeconomic volatility, geopolitical tensions, and high-interest rate trends.

PT Bank Rakyat Indonesia (Persero) Tbk—hereinafter referred to as "the Company" or "BRI"—has successfully responded to the multidimensional challenges and risks throughout 2024. As a result, BRI achieved positive performance, recording a consolidated net profit of IDR60.64 trillion, reflecting a year on year growth of 0.4%, supported by strong capitalization, maintained liquidity, and sound credit quality.

For 129 years, BRI has been an integral part of society, serving as a value creator by generating both social and economic benefits for Indonesia. This achievement reflects BRI's commitment to maintaining customer trust by continuously developing and innovating its products and services to meet customer needs in an evolving market and digital era.

Throughout 2024, the Board of Commissioners has actively carried out its supervisory role and provided regular recommendations to the Board of Directors. This oversight and advisory function have been delivered through the Board of Commissioners' Report, which includes assessments of the Board of Directors' performance, views on the business outlook prepared by the Board of Directors, evaluations of corporate governance implementation, as well as the structure and composition changes within the Board of Commissioners.

Economic and Banking Review

The dynamic and uncertain economic conditions have posed global challenges throughout 2024. Trade wars among major economies have disrupted global supply chains, while the lingering scarring effects of the pandemic remain evident. Additionally, the prevailing hawkish monetary policies have triggered capital outflows in several emerging markets. Overall, these challenging global conditions have contributed to a slowdown in global economic growth, from 3.33% in 2023 to 3.29% in 2024. (Bank BRI Economist Team)

Global economic growth has been primarily driven by advanced economies, particularly the Euro Area, despite a slowdown in the United States (U.S.). Meanwhile, emerging markets—including India, China, and Indonesia—have also experienced a deceleration, although domestic demand has provided a cushion against export constraints stemming from global trade fragmentation.

In general, inflation has shown a downward trend across both advanced and emerging economies. This decline has been supported by improvements in global supply chain conditions, although geopolitical tensions continue to pose potential risks. These geopolitical dynamics, along with economic growth trends, have influenced monetary policies across different country groups. In response, central banks have started to lower their benchmark interest rates.

> **“The Board of Commissioners appreciates BRI’s success in maintaining profitability amidst very challenging conditions during 2024. The Board of Commissioners also realizes that positive financial performance in 2024 can be achieved inseparably from ongoing transformation efforts.”**

On the other hand, the global economy is still uncertain, driven by ongoing geopolitical conflicts, the Chinese economy which has still not recovered from the pandemic period and uncertainty regarding US trade policy which has an impact on changes in expectations of the Fed's benchmark interest rate and encourages the strengthening of the USD against Emerging Market currencies, including the rupiah. This dynamic then causes volatility in the capital market, including the Indonesian capital market.

Indonesia's economic growth itself tends to be moderate amidst global economic turmoil, growing at five percent, experiencing a slight decline from 5.05% year on year in 2023 to 5.03% year on year in 2024. The domestic economy is supported by exports and government spending. Household consumption remains the main contributor to economic growth, however, people's purchasing power, especially the lower middle segment, is still facing challenges and has not fully recovered from the Covid-19 pandemic.

The dynamics of geopolitics and global financial markets have caused high uncertainty, thus encouraging the strengthening of the US dollar and high US Treasuries (UST). This has a big influence on portfolio transfers and the Indonesian exchange rate. In an effort to maintain the stability of the Rupiah exchange rate, Bank Indonesia decided to increase the benchmark interest rate (BI Rate) throughout 2024. It reached 6.25% in August 2024 before decreasing again to 6.00% in September 2024. The increase in the BI benchmark interest rate also had an impact on the performance of the banking sector, especially the ability to collect third party funds (TPF). In November 2024, banking industry Third Party Funds was recorded to only grow by 7.5% year on year, slightly lower than the peak in May 2024 of 8.6% year on year. In the same period, credit growth was recorded at 10.8% year on year, a slight decrease compared to the peak in April 2024 of 13.1%. However, the industrial LDR was still able to be maintained at 87.34% in November 2024. The quality of industrial credit, which can be seen from the ratio of non-performing loans (NPL), is still well-maintained at a level of 2.19%.

Furthermore, the 2025 global economic conditions will be marked by various challenges and dynamics. There are several risks that mainly come from the slowdown in global trade, both caused by geopolitical tensions and protectionist US trade policies under President Trump's leadership, to the dynamics of commitments to address climate change that can affect the global supply chain. These things are believed to increase pressure on global inflation. As for the domestic economy in 2025, it will depend on domestic sources.

The programs to support people's purchasing power that have been prepared by the Government through the Asta Cita framework, which has formulated various strategic projects to support sustainable economic growth, is expected to encourage good and healthy fundamental national economic growth. The Board of Commissioners is optimistic that the synergy and coordination between the Government's fiscal policy in empowering the business world (including the MSME sector) and pro-growth monetary and macroprudential policies can encourage the rate of national growth, the banking industry, and BRI in particular to keep positive performance.

Frequency and Method of Providing Advice to the Board of Directors

In accordance with the Company's Articles of Association, the duty of the Board of Commissioners is to supervise the implementation of the Company's management and provide advice to the Board of Directors. To optimize its supervisory duties and responsibilities, one of the methods employed by the Board of Commissioners is to hold joint meetings with the Board of Directors (*Radirkom*) in line with the Board of Commissioners' supervisory focus, as well as Internal Commissioners' Meetings (*Rakom*), both on a regular and incidental basis. The advice provided during these meetings is documented in letters from the Board of Commissioners to the Board of Directors, addressing the relevant topics. Additionally, advice to the Company's Board of Directors may be conveyed through committee meetings under the Board of Commissioners and through field visits aimed at obtaining on-site information to ensure the Company's strategic implementation is carried out effectively. The Board of Commissioners also provides opinions, advice, and responses to proposals from the Board of Directors, which are formalized in letters, approval documents, or decisions in accordance with its authority.

Throughout 2024, the Board of Commissioners held 22 (twenty-two) joint meetings with the Board of Directors and 6 (six) Internal Commissioners' Meetings, which covered several critical company issues, approval submissions, and the ratification of various decisions in the Board of Commissioners' resolutions. Approvals granted included the Company's Work Plan and Budget, as well as other strategic plans outlined in the Company's Bank Business Plan, approval of corporate actions undertaken by the Company within the authority of the Board of Commissioners, approval of fund provisions to related parties, approval of the Sustainable Finance Action Plan, and reviews of the Risk Appetite Statement, Recovery Plan, Resolution Plan, and other matters under the authority of the Board of Commissioners as stipulated in the Articles of Association and applicable regulations.

Strategy Formulation and Implementation Supervision

The Board of Commissioners continuously performs active oversight of the Company's risk-based strategies (risk-based oversight) in accordance with its responsibilities and authority. Throughout 2024, the Board of Commissioners has provided adequate advice, guidance, and recommendations to Management based on the results of this oversight, including the implementation of strategies, execution of Company policies, and granting specific approvals as stipulated within its authority. The advice, guidance, and recommendations provided include, among others:

1. Strategic Aspects include oversight of strategies for each business segment within the Company, macroeconomic projections, human capital strategy and roadmap, IT strategic plan and enterprise architecture, network transformation, early fraud detection, strengthening risk management in business segments, governance and performance of e-channels, progress of the implementation of Internal Control over Financial Reporting (ICoFR), as well as the progress of Environmental, Social, and Governance (ESG) and green financing implementation.
2. Credit Aspects include follow-up on the management of Loan at Risk (LaR), review of high-risk debtors' conditions across segments and products, oversight of the restructured debtor portfolio, and assessment of asset quality and productive asset portfolios.
3. Funding Aspects include oversight of BRI's condition and strategy in managing liquidity positions and securities holdings, as well as monitoring the Company's strategy and conditions in fund accumulation.
4. Policy Aspects include oversight of the General Human Capital Policy, General Capital Investment Policy, General Risk Management Policy, Policy on Bad Debt Write-Offs for Micro, Small, and Medium Enterprises (MSMEs), review of the Risk Appetite Statement (RAS), Recovery Plan, and Resolution Plan.
5. Financial Conglomeration Aspects include oversight of the progress of transformation within Subsidiaries in alignment with the Company's direction to strengthen the integrated governance framework, including risk management, compliance, and integrated internal audit aspects, review of Subsidiaries' portfolios, as well as the maturity level and evaluation of BRI Group's capital investment.

Referring to the Financial Services Authority Regulation (POJK) No. 5/POJK.03/2016 on Bank Business Plans, the Board of Commissioners is required to oversee the implementation of the Bank's Business Plan, which includes management policies and strategies. The results of this oversight are documented in the Business Plan Implementation Oversight Report, which is submitted to the Financial Services Authority (OJK) every semester, as follows:

1. Board of Commissioners' Oversight Report of PT BRI (Persero) Tbk for Semester II of 2023, No. R.09-KOM/01/2023, dated January 31, 2024.
2. Board of Commissioners' Oversight Report of PT BRI (Persero) Tbk for Semester I of 2024, No. R.57-KOM/07/2024, dated July 30, 2024.

In 2024, the Board of Commissioners has provided feedback on the Company's quarterly performance achievements to the Board of Directors, including a review of the implementation of the Company's strategies, as follows:

1. Letter No. R.12-KOM/02/2024, dated February 13, 2024, regarding Feedback on the Performance of PT BRI (Persero) Tbk for Q4 2023.
2. Letter No. R.34-KOM/04/2024, dated April 30, 2024, regarding Feedback on the Performance of PT BRI (Persero) Tbk for Q1 2024.
3. Letter No. R.63-KOM/08/2024, dated August 6, 2024, regarding Feedback on the Performance of PT BRI (Persero) Tbk for Q2 2024.
4. Letter No. R.97-KOM/10/2024, dated October 23, 2024, regarding Feedback on the Performance of PT BRI (Persero) Tbk for Q3 2024.

In addition to submitting the above reports, referring to Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 3, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, the Board of Commissioners is required to prepare an annual report on the implementation of oversight and advisory functions for the Board of Directors. In 2024, the Board of Commissioners has submitted reports related to its supervisory duties to the Ministry of State-Owned Enterprises, as follows:

1. Letter No. R.14-KOM/02/2024, dated February 19, 2024, regarding Submission of the Supervisory Duties Report of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk for 2023.

View on the Board of Directors' Performance

BRI achieved positive financial performance despite economic and liquidity challenges throughout 2024. As of December 31, 2024, BRI's total assets reached IDR1,992.98 trillion, reflecting a growth of 1.4% year on year, primarily driven by loan disbursement. In December 2024, BRI consolidatedly recorded total loans, sharia and financing of IDR1,354.64 trillion. They grew 7.0% year on year compared to the previous year which amounted to IDR1,266.42 trillion. It is in line with BRI's strategy of encouraging selective and quality credit distribution. BRI's credit growth during 2024 is mainly supported by the Corporate and Consumer segments, which respectively grew by 23.3% year on year and 10.0% year on year. Despite strong growth in the Corporate segment, BRI remains committed to being an agent of development that strengthens MSMEs as the main pillar in the economic business pyramid in Indonesia, as seen from the loan composition of the MSME segment which is still maintained at 81.97% of BRI's total loan.

The commitment to focus on asset quality can also be seen in improvements in BRI's asset quality, where the ratio of non-performing loans (NPL) improved from 2.95% in 2023 to 2.78% in 2024. The improvement in NPL was supported by accelerated loan settlement which also changed due to Covid-19 which was carried out throughout 2024.

Going forward, BRI will continue to conduct business prudently and remain alert to the potential regarding asset quality, especially considering the condition of purchasing power. still not fully recovered after the Covid-19 pandemic. Due to this, BRI still recorded adequate reserves, where BRI recorded loan CKPN of IDR81.06 trillion with an NPL Coverage ratio of 215.01%.

In line with the declining NPL ratio, the Special Mention Loan (SML) ratio improved slightly to 4.82%, down from 4.90% in 2023. This decline was primarily attributed to substantial restructuring efforts amounting to over IDR49.40 trillion throughout 2024. Meanwhile, loan write-offs increased to IDR45.44 trillion, marking a 27.2% year on year. In line with the company's efforts to accelerate the settlement of loans restructured due to Covid-19 as well as weakening credit quality due to the impact of rising food inflation and El-Nino which has an impact on weakening people's purchasing power, in the future, BRI is committed to maintaining credit quality by implementing the principle of prudence, continuously improving the quality of risk management, in order to produce a quality loan portfolio.

On the liabilities side, BRI successfully raised total deposits of IDR1,365.45 trillion in 2024. Overall, liabilities experienced a modest growth of 0.5% year on year. In line with BRI's strategy to optimize liabilities by prioritizing increasing Current Accounts & Savings Accounts (CASA), BRI's CASA ratio has reached 67.30% increasing from the same period in the previous year of 64.35%. The Board of Commissioners advised the Board of Directors to focus on strengthening fundamental competencies to enhance liability growth through a transaction-based ecosystem, expanding digital business models as a digital financial solution, and delivering a strong customer value proposition. This is also realized through one of the Company's strategies in 2024 (strengthening retail banking capabilities).

On the revenue side, BRI recorded Net Interest Income (NII) of IDR142.06, increasing 3.4% year on year. Positive NII growth encouraged BRI to record an NIM of 7.74% in 2024, where BRI's subsidiaries, namely PNM and Pegadaian, contributed 116 basis points to the consolidated NIM, or an increase from the contribution in the same period last year of 109 basis points. The Board of Commissioners emphasized the importance of fostering optimal synergy between BRI and its subsidiaries to realize BRI's aspiration of becoming a one-stop financial solution.

In terms of efficiency in 2024, BRI successfully maintained its Cost to Income Ratio (CIR) at 41.59%, This achievement aligns with BRI's consolidated target guidance of 41-42%. The subsidiary also succeeded in contributing to keeping cost growth under control and reporting positive operational leverage, thereby helping to achieve CIR on a consolidated basis.

In 2024 BRI will still be able to maintain profitability, as reflected in the Return on Assets (ROA) ratio recorded at 3.06% and Return on Equity (ROE) reaching 19.01%. Overall, BRI Group recorded a net profit of IDR60.64 trillion, growing 0.4% compared to last year. The net profit growth contributed by BRI alone (bank only) amounted to IDR54.84 trillion, increasing by 3.2% year on year compared to the previous year's IDR53.15 trillion.

The Board of Commissioners appreciates BRI's success in maintaining profitability amid highly challenging conditions throughout 2024. The Board of Commissioners also acknowledges that the positive financial performance in 2024 could not have been achieved without ongoing transformation efforts. This transformation has been implemented across various aspects at BRI, including human capital, business, operations, technology, and Environmental, Social, and Governance (ESG). As part of its commitment to expanding financial inclusion, BRI has also transformed the role of AgenBRILink from merely providing banking transaction services into a "lifestyle micro provider" that better serves micro customers' needs and lifestyles. This transformation consists of three phases: in the first phase, AgenBRILink acts as a payment and banking service provider. In the second phase, AgenBRILink takes on the role of marketing ultra-micro services, including both financial and non-financial services. Finally, at the third level, AgenBRILink functions as a more comprehensive and integrated micro provider within the ultra-micro ecosystem.

Moving forward, the Board of Commissioners advises the Board of Directors to continuously accompany BRI's transformation journey by maintaining effective communication and collaboration at all organizational levels, including with regulators and relevant stakeholders, to not only achieve sustainable growth but also foster a healthy corporate culture.

View on the Business Prospects Prepared by the Board of Directors

The challenges of global and domestic economic growth dynamics—driven by changing customer behavior, surging urbanization, geopolitical instability, and climate change issues—are projected to persist in 2025. In response to these challenges and as part of BRI's efforts to foster sustainable growth, the Company's strategic initiatives undergo periodic evaluations. In 2024, an evaluation was conducted on the implementation of the Long-Term Plan (RJP) or Corporate Plan BRIvolution 2.0 (2021–2025), which aspires to "Become the Most Valuable Banking Group in Southeast Asia & Champion of Financial Inclusion" with a focus on accelerating growth and expansion across the group. Based on the evaluation results of BRIvolution 2.0, BRI has continued its transformation through BRIvolution 3.0 (2025–

2029). Under BRIvolution 3.0, BRI has set a new aspiration: "The Most Trusted Lifetime Financial Partner for Sustainable Growth." While the previous transformation focused on scaling the business, the next phase will emphasize transformation and revitalization in fundamental aspects of BRI's business model, particularly human capital and risk management.

Overall, the Board of Commissioners believes that the business outlook presented by the Board of Directors in the Long-Term Plan (RJP/Corporate Plan) for 2025–2029 is well aligned with the Bank Business Plan (RBB) for 2025–2027. The formulated business outlook is deemed relevant to the Company's challenges while considering external trends and global and domestic macroeconomic assumptions. The strategic plan has also been structured into destination statements for each phase or period, ensuring alignment as part of BRIvolution 3.0's transformation journey. Given the Company's strong performance, albeit with a tendency toward slight decline, the Board of Commissioners believes that with a transformation supported by strong competencies and sound risk management, the Board of Directors will be able to execute strategies effectively while maintaining competitiveness.

Under this context, the Board of Commissioners advises the Board of Directors to continuously consider both the challenges and driving factors from previous transformation implementations as key lessons for executing strategies and work programs under BRIvolution 3.0. BRIvolution 3.0 introduces a strategy based on the theme of 6R, namely: Rapid CASA Growth, Re-invent Micro to Sustain Market Leadership, Revamp Growth Engines, Robust People Capabilities, Reinforced Risk Management, and Re-imagine Data & Analytics. The Board of Commissioners firmly believes that by focusing on this long-term strategy and maintaining a strong commitment to delivering financial services with superior capabilities, BRI will be well-positioned to seize opportunities in the banking industry.

The Board of Commissioners continues to urge the Board of Directors to implement human capital transformation holistically by ensuring alignment with all aspects of strategy and organization, supported by strengthened risk management and an embedded risk culture across all levels of employees. Furthermore, regarding the business outlook formulated by the Board of Directors, the Board of Commissioners has approved the Long-Term Plan (RJP) for 2025–2029, the Bank Business Plan (RBB) for 2025–2027, and the Company's Work Plan and Budget (RKAP) for 2025, considering various internal and external factors and conditions. The Board of Commissioners has granted approval and provided directives and recommendations through Board of Commissioners Letter No. R.119-KOM/11/2024, dated November 28, 2024, regarding Approval of the Proposed RJP 2025–2029, RBB 2025–2027, and RKAP 2025.

View on the Bank's Governance Implementation

BRI is committed to consistently implementing good corporate governance (GCG) at all organizational levels, adhering to various regulations and best practices in corporate governance relevant to the financial industry, to support the achievement of sustainable performance. In carrying out its supervisory function, the Board of Commissioners strives to ensure that the management conducted by the Board of Directors complies with applicable laws and regulations and provides the necessary advice on every strategic action to achieve the Company's objectives. BRI enhances governance aspects through policy refinements, improvements in management processes, and optimization of results that contribute to increasing BRI's value in the eyes of stakeholders. These governance enhancements are evidenced by various recognitions from independent parties related to BRI's corporate governance implementation. Governance oversight is reflected in providing input on policies and processes, including the anti-bribery management system, whistleblowing system (WBS) management, and the effectiveness of the compliance culture. BRI also conducts intensive monitoring of the recommendations provided by the Board of Commissioners to the Board of Directors through a digital dashboard and effective communication with each responsible party for follow-up actions on the recommendations.

As part of the internal evaluation and assessment of GCG, BRI refers to POJK Number 17 of 2023 on Corporate Governance for Commercial Banks, SEOJK Number 13/SEOJK.03/2017, and other applicable regulations. Internal evaluations and assessments are conducted through self-assessments every semester. The results of these self-assessments form part of the bank's soundness level, which is submitted to regulators. Additionally, BRI also considers governance evaluations and assessments from external parties conducted independently.

The Bank Soundness Level consists of four assessment factors: Risk Profile, GCG, Profitability, and Capitalization. In the second semester of 2024, BRI's Bank Soundness Rating was at Composite Rating 2 (Healthy), indicating that the Bank is generally in a healthy condition and is considered capable of withstanding significant negative impacts from business condition changes and other external factors. This Composite Rating remained unchanged compared to the first semester of 2023. The Bank Soundness Rating assessment is reported to the regulator (OJK) every semester in June and December.

The Company's corporate governance implementation is based on five fundamental GCG principles. In its application, the Company conducts periodic self-assessments of 11 GCG factors as stipulated by the regulator. The Board of Commissioners assesses that the Company's GCG implementation is good, as reflected in the self-assessment results, which received a Rating of 2 (Good). This assessment is conducted regularly and is not only limited to the parent company but is also carried out in conjunction with subsidiaries within the context of BRI's financial conglomerate. The self-assessment result for Integrated GCG implementation also received a Rating of 2 (Good).

This reflects that BRI Management has implemented GCG in governance structure, governance process, and governance outcome, which is generally categorized as Good.
In 2024, the Company's GCG assessment was also conducted by external parties, with the following results:

1. ASEAN Corporate Governance Scorecard (ACGS)
   BRI received recognition as one of the Top 3 Public Limited Companies in Indonesia and was included in the ASEAN Asset Class ranking in the 2023 ACGS assessment organized by the ASEAN Capital Market Forum (ACMF).
2. Corporate Governance Perception Index (CGPI)
   BRI once again participated in the Corporate Governance Perception Index (CGPI) assessment, conducted by The Indonesian Institute for Corporate Governance (IICG), achieving the title of Most Trusted Company with an index score of 95.31.
3. S&P Global Corporate Sustainability Assessment (CSA)
   In 2024, BRI achieved a score of 75 in the S&P Global CSA assessment.

The implementation of GCG within the Company has been running effectively, as evidenced by the following components.

Implementation of Compliance Functions

The implementation of BRI's Compliance Function refers to Financial Services Authority Regulation No. 46/POJK.03/2017, dated July 12, 2017, concerning the Implementation of the Compliance Function for Commercial Banks. The Board of Directors is committed to ensuring compliance with all applicable laws and regulations. As a demonstration of this commitment, the Compliance Function Unit consistently plays a role in identifying potential compliance risks and providing recommendations to ensure that all policies, procedures, and business activities of the Company, at both strategic and operational levels, adhere to regulatory requirements. The Board of Commissioners also ensures that routine reporting on the implementation of the compliance function is conducted transparently so that all policies are based on prudential principles and comply with regulatory provisions, including the implementation of Good Corporate Governance (GCG) principles, fostering an operational environment that is transparent, accountable, and highly ethical.

The Board of Commissioners, alongside the Board of Directors, continues to encourage the optimal execution of the compliance function across all organizational levels, with an emphasis on continuous improvement. The Board of Commissioners consistently advises the Board of Directors and all employees to strengthen the compliance culture, adhere to Standard Operating Procedures (SOPs) and operational guidelines, and ensure continuous monitoring and oversight. Additionally, the Board of Commissioners emphasizes the need for the Board of Directors to promptly fulfill commitments and follow up on audit findings from external parties and regulators. Moreover, the Board of Commissioners urges the Board of Directors to ensure that the implementation of the Anti-Money Laundering (AML) and Counter-Terrorism Financing (CTF) policies remains a top priority in supporting banking services, aligning with regulatory standards.

The Company's compliance risk profile is currently rated Risk Level 2 (Low to Moderate). The Board of Commissioners assesses that the Company's compliance function has been implemented effectively. To maintain and enhance compliance awareness across all levels of the organization, the Board of Commissioners also encourages the Board of Directors to continuously refine its Good Corporate Governance (GCG) practices, particularly concerning reporting compliance and fraud control. This includes proactive preventive measures (ex-ante) to minimize the risk of violations and corrective actions (ex-post) as part of an ongoing improvement effort.

Anti-Fraud Strategy

BRI has established an Anti-Fraud Strategy Policy in accordance with Financial Services Authority Regulation No. POJK Number 12 of 2024 concerning the Implementation of Anti-Fraud Strategies for Financial Services Institutions, which has been formalized into the Company's internal policies. This policy reflects management's commitment to fraud control, implemented within the fraud control system, and underscores the serious attention of the Board of Commissioners and the Board of Directors, enforcing a zero-tolerance policy for all forms of fraud, both internal and external.

Throughout 2024, fraud incidents involving both internal and external perpetrators were still observed. In response, the Board of Commissioners has provided recommendations for improving controls to mitigate potential losses and reaffirm its serious commitment to fraud prevention and control efforts. The Management continues to enhance the implementation of the Anti-Fraud Strategy across all four pillars.

In Pillar 1, Prevention, the Company has undertaken several measures, including: signing an integrity pact, starting from the Board of Directors and the Board of Commissioners to all BRI Employees; conducting various employee awareness and customer awareness programs through education and socialization initiatives; identifying vulnerabilities through an analysis of control weaknesses that have caused and/or have the potential to cause fraud based on various sources of information; and enhancing the Know Your Employee (KYE) process, aimed at detecting employees with a high risk of committing fraud based on specific parameters (e.g., online loans, online gambling).

In Pillar 2, Detection, the Company has received several complaints, including: WBS reports on violations and indications of fraud through various channels such as SMS, Letters, Telephone, Email, Website, and WhatsApp; conducted sudden inspections; enhanced various monitoring dashboards by adding several crucial indicators; upgraded rules in the Fraud Detection System (FDS); and other measures.

In Pillar 3, Investigation, Reporting, and Sanctions, the Company has undertaken actions such as: investigating reported fraud cases and incident reports on significant fraud that could disrupt the Bank's operations in accordance with applicable regulations to the Regulator; reporting fraud incidents and recovery efforts; and imposing sanctions on fraud perpetrators.

In Pillar 4, Monitoring, Evaluation, and Follow-Up, the Company has conducted activities including: holding the Risk Management Forum (FMR) to discuss handling internal and external fraud; implementing the Fraud Recovery Program aimed at securing recovery from fraud perpetrators and involved parties; and collaborating with law enforcement authorities to apprehend internal and external fraud perpetrators.

The Board of Commissioners has also conducted monitoring and evaluation of the Anti-Fraud Strategy on a semester basis, reviewed reports on significant fraud incidents, and provided input to the Board of Directors to strengthen the Anti-Fraud Strategy across all pillars. Furthermore, the Board of Commissioners has monitored corrective actions and recovery efforts related to fraud incidents. The Board of Commissioners consistently urges the Board of Directors and all BRI personnel to remain vigilant against all forms of fraud, safeguard the Company's reputation, and uphold public trust.

Gratification Control

BRI remains committed to managing gratification control through the implementation of its Anti-Bribery and Gratification Control Policy. This policy serves as a guideline for all BRI personnel to prevent gratification and bribery practices that could harm the Company and contradict the principles of Good Corporate Governance (GCG). This commitment is realized by establishing a conducive control environment in accordance with the Board of Directors' Circular Letter on Anti-Bribery and Gratification Control at BRI.

The Company has established the BRI Gratification Control Unit, which develops work programs, provides information services, and facilitates gratification reporting. Additionally, BRI continuously enhances anti-fraud detection using big data analytics to improve the effectiveness of monitoring and prevention of activities that do not align with corporate governance principles.

Throughout 2024, the Company has implemented various gratification control programs, including:

1. Commitment to Gratification Control
   The Board of Commissioners, Board of Directors, and all employees have signed a commitment to anti-gratification measures as part of the code of ethics statement and integrity pact.
2. Reinforcement of Regulations
   To strengthen the implementation of Good Corporate Governance (GCG) principles and prevent corruption within BRI, the Board of Commissioners, Board of Directors, and all BRI employees across Indonesia are required to comply with corporate gratification policies. These include prohibition on giving gratification, prohibition on receiving and the obligation to refuse gratification, and obligation to report any gratification violations through the Whistleblowing System (WBS).
3. Education and Socialization Program
   As part of the internalization efforts to enhance understanding of Anti-Bribery and Gratification Control Regulations, the Gratification Control Unit, in collaboration with BRI Corporate University through the BRISmart application, has conducted an e-learning-based socialization program on Anti-Bribery and Gratification Control for all BRI employees.
4. Reporting of Gratification Acceptance/Rejection
   Throughout 2024, the Gratification Control Unit received 17 (seventeen) gratification reports, of which 1 (one) report was forwarded to the Corruption Eradication Commission (KPK) as a mandatory gratification report, while the remaining 16 (sixteen) reports were classified as non-mandatory gratification reports.

The Board of Commissioners believes that gratification control within the Company has been effectively implemented. The Board also emphasizes that internal gratification control must be continuously reinforced to ensure that BRI's business processes adhere to ethical business practices and uphold the value of integrity.

Whistleblowing System

To implement the Company's commitment to Good Corporate Governance (GCG) and support the detection pillar in the Anti-Fraud Strategy as regulated by the regulator, the Company has undertaken efforts to identify potential fraud occurrences. To this end, the Company provides a reporting platform that is managed transparently and fairly through the Whistleblowing System (WBS). The WBS violation reporting process is a strategic measure to prevent violations and mitigate the risk of negative publicity against the Company. The Board of Commissioners views the WBS implementation as a tool to enhance GCG adherence, ensuring behavior aligns with ethical codes and corporate culture. In 2024, the Board of Commissioners has provided feedback and input regarding the effectiveness of BRI's Whistleblowing System. A total of 48 (forty-eight) complaint were received, covering 63 (sixty-three) sub-indications of violations.

The Board of Commissioners consistently conducts regular monitoring and supervision to ensure the WBS system operates optimally. The Board is supported by the Audit Committee, Internal Audit Unit (SKAI), and other relevant units in evaluating, analyzing, and following up on received reports, ensuring that every complaint is handled with transparency, accountability, and confidentiality.

The Board of Commissioners believes that, overall, the management of WBS within the Company throughout 2024 has been effective. This is reflected in the implementation of the Company's Whistleblowing System application which is integrated with the Corruption Eradication Committee (KPK) as a form of joint commitment in efforts to eradicate criminal acts of corruption. Additionally, the Company remains

committed to protecting whistleblowers, aiming to encourage whistleblowers to report suspected violations while safeguarding them from potential retaliation by reported parties. The Board of Commissioners continues to provide direction to the Board of Directors to intensify socialization efforts regarding WBS implementation, to foster a clean, professional, and highly ethical work environment.

Implementation of Risk Management

Amid the challenges of global and domestic economic uncertainty, which may pose future risks, the Board of Commissioners continues to enhance supervision over the effectiveness of risk management implementation, ensuring sustainable business growth.

BRI has established a Governance, Risk Management & Compliance (GRC) framework to control risks and ensure compliance across business and support pillars, enabling the achievement of BRI's performance targets through operational excellence. The risk management framework consists of four key pillars:

1. Active supervision by the Board of Directors and the Board of Commissioners
2. Adequacy of risk management policies and procedures, including risk limit determination
3. Adequacy of risk identification, measurement, monitoring, and control processes, along with a supporting information system
4. Comprehensive internal control system

To ensure active oversight of risk management implementation, the Board of Commissioners is supported by the Risk Management Oversight Committee. This committee ensures that BRI's risk management meets the required standards in terms of procedures and methodologies. Supervision is conducted through meetings with the Director of Risk Management and other relevant Directors, depending on the discussion topics. Additionally, direct discussions with the Risk Management Unit are held to review reports submitted by the Board of Directors. In 2024, the Board of Commissioners' supervisory activities included reviewing approvals for the General Risk Management Policy, the Risk Appetite Statement, the Recovery Plan and Resolution Plan, the Loan Portfolio Guideline, the Quarterly Risk Profile, the Anti-Fraud Strategy, and other key risk-related policies.

As the Main Entity in the BRI financial conglomerate, the implementation of Integrated Risk Management is crucial to understanding risk exposure that may arise from financial conglomerate activities in an integrated manner. Therefore, Integrated Risk Management must be carried out comprehensively, with the Board of Commissioners receiving support from the Integrated Governance Committee in its supervisory role. The supervisory approach is conducted through capital management and risk management in operations and business, covering all organizational levels within BRI and its Financial Conglomerate members. In applying both consolidated and integrated risk management, BRI has established the BRI Financial Conglomerate Integrated Governance Guidelines, ensuring compliance with applicable regulations in Indonesia. Additionally, BRI has formed the Integrated Risk Management Unit, the Integrated Compliance Unit, the Integrated Internal Audit Unit. Each of these units reports directly to the respective Directors or Senior Executive Vice Presidents (SEVPs) in charge.

The Board of Commissioners believes that BRI's risk management system has been effectively implemented and proactively managed, maintaining both the risk profile level and bank soundness level throughout 2024. This is reflected in the self-assessment results for key banking risks, which indicate that by Q4 2024, the company maintained a Composite Risk Profile rating at "Low to Moderate" and a bank soundness level at "Healthy." Moving forward, the Board of Commissioners advises the Board of Directors to continue maintaining both the risk profile rating and bank soundness level, not only for BRI but also at the BRI Group level.

Internal Control System

All Management and Employees of BRI have a role and responsibility to ensure the implementation and continuous improvement of a reliable and effective internal control system. The Board of Commissioners oversees the implementation of the internal control system through regular meetings with the Board of Directors and Executive Officers to discuss its effectiveness and provide guidance on strengthening internal controls across all the Company's activities. The Internal Audit Unit (SKAI) periodically reports the audit findings conducted by both internal and external auditors, along with their follow-up results. Additionally, SKAI regularly conducts Internal Control Assessments to ensure that the internal control system—covering five key components—is effectively implemented. These five components refer to The Committee of Sponsoring Organizations of the Treadway Commission (COSO) - Internal Control Integrated Framework, which includes Control Environment, covering Management Oversight and Control Culture, Risk Recognition and Assessment, Control Activities and Segregation of Duties, and Accounting, Information, and Communication Systems.

The Board of Commissioners also plays an active role in overseeing and fostering a control culture at BRI, supported by the Audit Committee. This aims to ensure that risk management remains within the defined risk appetite and that governance processes and systems are effectively and adequately implemented. Through the Audit Committee, the effectiveness of the Company's internal control system is regularly monitored, along with follow-ups and corrective actions on issues that could potentially reduce the system's effectiveness. Based on the assessment conducted throughout 2024, the Board of Commissioners has determined that the Company's internal control system has been implemented in accordance with the applicable control principles, and overall, the quality of the internal control system has been well maintained.

As business expands, the Company faces various challenges and business risks that demand stronger internal control systems to remain relevant in preventing potential losses. To enhance internal control quality, the Company has strengthened its framework through the implementation of a roadmap for Internal Control over Financial Reporting (ICoFR), aligned with a structured journey. This implementation aims not only to ensure the reliability of consolidated financial reports but also to improve business process efficiency and effectiveness based on internal controls, maximize data and information accuracy, reinforce the adequacy of policies and regulations, and cultivate a risk-aware culture.

Furthermore, ICoFR is designed to provide reasonable assurance as an early warning system, ensuring that all levels (lines of defense) work synergistically in executing the combined assurance function. This ultimately enhances value for stakeholders. The Board of Commissioners encourages management to remain committed to strengthening the internal control system and to ensure that ICoFR is consistently implemented across subsidiaries, thereby supporting a higher level of quality and integrated governance.

Corporate Social Responsibility

BRI has adopted a sustainability strategy to become a "World-Class Sustainable Banking Group", focusing on Environmental, Social, and Governance (ESG) dimensions. BRI's commitment to sustainable business practices is reflected through various activities and initiative programs implemented throughout 2024.

To promote sustainable governance practices, BRI consistently identifies material issues from the perspective of its stakeholders. This information is gathered through various efforts, including surveys, media analysis, questionnaires, and other methods. In 2024, BRI received 3,644 feedback entries from various stakeholders, such as BRI Management and Employees, Investors, Customers, Government, Suppliers, Non-Governmental Organizations (NGOs), and other parties. These efforts are carried out while adhering to the ten universal principles promoted by the United Nations Global Compact (UNGC).

Additionally, BRI has submitted the 2024 Communication on Progress Report, detailing BRI's impact on governance, human rights, labor, the environment, and anti-corruption, which has been published on the UNGC website. To enhance accountability and the quality of information disclosure regarding the implementation of sustainable finance at BRI, the IFRS S1 and S2 approaches have also been adopted in BRI's 2024 Sustainability Report.

On the social aspect, BRI consistently makes a real contribution to economic equity in Indonesia, primarily by expanding financial inclusion. Throughout 2024, BRI focused on scaling up and expanding the services and product coverage of BRI Group. However, BRI also remains committed to community empowerment, especially in the MSME (Micro, Small, and Medium Enterprises) sector. A holistic approach has been taken through mapping four levels of entrepreneurship, namely: unfeasible unbankable, unfeasible bankable, feasible unbankable, and feasible Bankable, which has been integrated through the presence of the Ultra Micro (UMi) Holding. In 2024, BRI conducted the Special Training Program for Women MSME Entrepreneurs, holding 2,027 financial and digital literacy training sessions, attended by 113,125 female UMi entrepreneurs from Mekaar Groups.

Regarding the environmental aspect, BRI remains committed to achieving Indonesia's Net Zero Emission (NZE) target by 2060, with a specific goal of BRI reaching net-zero emissions by 2050 in line with the Science-Based Target Initiative (SBTi) methodology. Notably, BRI has become the first financial institution in Indonesia to have its near-term NZE target calculations approved by SBTi. This commitment has been integrated into BRI's internal risk rating methodology, including Credit Risk Rating (CRR), Credit Risk Scoring (CRS), and Implementation of Climate Risk Stress Testing (CRST).

In its operational activities, BRI also considers climate risk as a key factor in financing decisions. Furthermore, all BRI personnel, from top management setting the tone from the top to employees, consistently implement green initiatives and internalize a sustainable work culture. Several green initiatives have been undertaken, including optimizing digital tools to reduce paper and plastic usage, internalizing an energy-saving culture, implementing the Green Network, providing electric vehicles for employees, and installing solar panels in several BRI business units.

To support BRI's consistency in implementing its sustainable finance roadmap, the Board of Commissioners actively oversees these efforts through joint meetings with the Board of Directors and on-site field visits. This includes approving the 2024 BRI Sustainable Finance Action Plan, ensuring that its programs are consistently implemented and that a culture of sustainability is adopted at all levels, down to the lowest organizational units.

The Board of Commissioners advises that BRI remains focused on implementing sustainable finance principles, ensuring they are consistently aligned with 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 in carrying out its duties and responsibilities, the Board of Commissioners have established four committees, namely:

1. **Audit Committee**

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

   Supervision carried out by the Audit Committee includes evaluating and ensuring the effectiveness of the implementation of internal control including the implementation of both internal and external audits and their follow-up, the effectiveness of independent auditors, compliance with regulations in the Company, ensuring the function of the Whistleblowing System (WBS) as a transparent complaint facility, monitoring and providing input on the design process and implementation journey of ICoFR and the implementation of integrated internal control, and other tasks that are conveyed in detail to each section of the Board of Commissioners Committee.

   The Board of Commissioners considers that the Audit Committee has effectively carried out its duties and responsibilities in 2024, as demonstrated by holding 21 meetings throughout the year.

2. **Risk Management Monitoring Committee**

   Risk Management Monitoring Committee is responsible to the Board of Commissioners to assist in carrying out evaluations and ensuring that the implementation of risk management in the Company meets the elements of adequacy in procedures and risk management methodologies.

   The monitoring activities carried out by the Risk Monitoring Committee include, among others, evaluating and analyzing the Company's quarterly risk profile reports, monitoring the Bank's Soundness Level on a semi-annual basis, providing recommendations or opinions on credit approvals above a certain amount that require consultation with the Board of Commissioners, conducting an analysis of the recovery and resolution plan, conducting an analysis and providing recommendations on key issues of BRI, and other tasks that are presented in detail in each section of the Board of Commissioners' Committees.

   The Board of Commissioners considers that the Risk Monitoring Committee has carried out its duties and responsibilities well throughout 2024, with a total of 42 (forty-two) meetings held.

3. **Nomination and Remuneration Committee**

   The Nomination and Remuneration Committee is responsible to the Board of Commissioners to support the effectiveness of the Board of Commissioners' duties and responsibilities related to the Nomination and Remuneration of the members of the Board of Directors and Board of Commissioners in accordance with applicable laws and regulations as well as the principles of Good Corporate Governance. The appointment and dismissal of the members of the Nomination and Remuneration Committee are carried out by the Board of Commissioners.

   To support the effectiveness of the Board of Commissioners' supervision, the Nomination and Remuneration Committee carries out activities including, among others: providing advice and constructive input on the nomination system and procedures for Management and the selection of Management talents for BRI and its Subsidiaries, providing input on the results of strategic human capital policy studies, evaluating the talent pool list, providing recommendations on proposed approvals for Subsidiary Management in accordance with its authority, formulating the structure, policies, and remuneration amount for the Board of Directors and Board of Commissioners, and other tasks that are presented in detail in each section of the Board of Commissioners' Committees.

   The Board of Commissioners considers that the Nomination and Remuneration Committee has carried out its duties and responsibilities well throughout 2024, with a total of 25 (twenty-five) meetings held.

4. **Integrated Governance Committee**

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

   The monitoring activities carried out by the Integrated Governance Committee include continuous improvement processes for policies, procedures, and practices at all levels within the Company to ensure the implementation of internal control, compliance functions, and risk management in an integrated manner.

   The Board of Commissioners considers that the Integrated Governance Committee has carried out its duties and responsibilities well throughout 2024, having held a total of 21 (twenty-one) meetings.

   The implementation of the Committees' work plans is carried out, among others, through Committee Meetings by inviting Directorates and Subsidiaries, discussion forums with Divisions and related Business units, either directly or indirectly, by evaluating the reports received, which are then reviewed by each Committee. The results of these reviews are submitted in writing to the Board of Commissioners.

Changes in the Composition of the Board of Commissioners

Throughout 2024, there has been one change in the composition of the Company's Board of Commissioners, as explained below:

Composition of the Board of Commissioners Before the Annual General Meeting of Shareholders on March 1, 2024

The composition of the Board of Commissioners before the Annual General Meeting of Shareholders (AGMS) on March 1, 2024, consisted of 10 (ten) members, comprising: 1 (one) President Commissioner, 1 (one) Vice President Commissioner/ Independent Commissioner, 6 (six) Independent Commissioners, 2 (two) Commissioners. All members of the Board of Commissioners were domiciled within the Head Office working area of BRI. The composition of the Board of Commissioners before the AGMS on March 1, 2024, was as follows:

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

Composition of the Board of Commissioners After the Annual General Meeting of Shareholders on March 1, 2024

Based on the resolution of the Annual General Meeting of Shareholders (AGMS) on March 1, 2024:

1. Honorably dismissed Hendrikus Ivo as the Company's Independent Commissioner.
2. Appointed Haryo Baskoro Wicaksono as the Company's Independent Commissioner.

Thus, as of December 31, 2024, the composition of the Company's Board of Commissioners consists of 10 (ten) members, comprising 1 (one) President Commissioner, 1 (one) Vice President Commissioner/Independent Commissioner, 6 (six) Independent Commissioners, and 2 (two) Commissioners, in accordance with applicable regulations.

Kartika Wirjoatmodjo	: President Commissioner
Rofikoh Rokhim	: Vice President Commissioner/ Independent Commissioner
Rabin Indrajad Hattari	: Commissioner
Awan Nurmawan Nuh	: Commissioner
Dwi Ria Latifa	: Independent Commissioner
Heri Sunaryadi	: Independent Commissioner
Paripurna Poerwoko Sugarda	: Independent Commissioner
Agus Riswanto	: Independent Commissioner
Nurmaria Sarosa	: Independent Commissioner
Haryo Baskoro Wicaksono	: Independent Commissioner

Closing

The Board of Commissioners expresses its gratitude for the trust given by shareholders and stakeholders. Appreciation is also extended to the Board of Directors, management, and all Insan Brilian for their unwavering support and best contributions. The Board of Commissioners hopes that all levels of the Company will continue to formulate both short-term and long-term strategies that are precise and capable of leading the Company toward better and sustainable growth.

Jakarta, February 17, 2024
On behalf of the Board of Commissioners

Kartika Wirjoatmodjo
President Commissioner

1. **Awan Nurmawan Nuh** : Commissioner,
2. **Agus Riswanto** : Independent Commissioner,
3. **Nurmaria Sarosa** : Independent Commissioner,
4. **Haryo Baskoro Wicaksono** : Independent Commissioner,
5. **Kartika Wirjoatmodjo** : President Commissioner

6. **Rofikoh Rokhim** : Vice President Commissioner/ Independent Commissioner,
7. **Rabin Indrajad Hattari** : Commissioner,
8. **Dwi Ria Latifa** : President Commissioner,
9. **Heri Sunaryadi** : President Commissioner,
10. **Paripurna Poerwoko Sugarda** : President Commissioner

2024 Annual Report
Responsibilities

Statement Letter of Members of the Board of Directors Regarding Responsibility for the 2024 Annual Report of PT Bank Rakyat Indonesia (Persero) Tbk

We, the undersigned, declare that all information in the 2024 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 17, 2025

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 Commercial, 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 Retail Funding & Distribution

Statement Letter of Members of the Board of Commissioners Regarding Responsibility for the 2024 Annual Report of PT Bank Rakyat Indonesia (Persero) Tbk

We, the undersigned, declare that all information in the 2024 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 17, 2025

The Board of Commissioners

Kartika Wirjoatmodjo
President Commissioner

Rofikoh Rokhim
Vice President Commissioner/
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

Haryo Baskoro Wicaksono
Independent Commissioner

Company Profile

"BRI's business journey began in 1895, BRI's service reach to all customers is always guaranteed with the presence of 7,558 domestic business units and 9 overseas business units as well as the largest e-channel network in all corners of Indonesia."

Company Identity

Company Name

PT Bank Rakyat Indonesia (Persero) Tbk

Stock

BBRI

Authorized Capital

IDR15,000,000,000,000

Fully Paid-In Capital

IDR7,577,950,080,200

Date of Establishment

December 16, 1895

Line of Business

Banking

Number of employees

81,848 people as of December 31, 2024

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.

Social Media

- @BRIofficialpage
- @bankbri_id
- BANK BRI
- @bankbri_id, @kontakBRI, @promo_BRI
- @bankbri_id
- PT Bank Rakyat Indonesia (Persero) Tbk

Legal Basis of Establishment

Law no. 21 of 1968

Office Network Data

- 1 Head Office
- 18 Regional Office
- 18 Regional Audit Office
- 453 Branch Office
- 6 Branch Overseas Offices
- 7.014 Sub-Branch Offices*
- 3 Sub-Branch Overseas Offices
- 69 Mobile BRI Terraces
- 4 Terraces BRI Ships

*In accordance with POJK No.12/POJK.03/2021 concerning Commercial Banks, there are adjustments for the bank office network consisting only of Head Office, Regional Office, Branch Office and Sub-Branch Office. Thus, BRI classifies BRI Unit, Teras BRI and Cash Office as Sub-Branch Office. As of December 31, 2024, there were 7,014 Sub-Branch Offices with details of 555 Sub-Branch Offices, 5,086 BRI Units, 873 Teras BRI and 500 Cash Offices.

Information Access

Head Office
Sentra BRI
Jl. Jend Sudirman Kav 44-46, Jakarta 10210
Telp : (021) 251-0244, 251-0254, 251-0264, 251-0269, 251-0279
Fax : (021) 250-0077
Website : www.bri.co.id

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

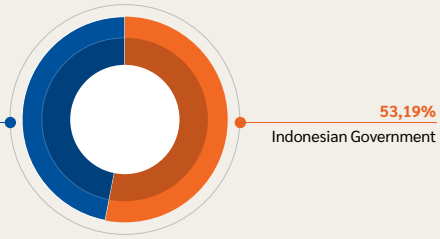
Investor Relation
Bret Ginesky
Investor Relation Division
Gedung BRI II lt. 7 Jl. Jend Sudirman Kav 44-46, Jakarta 10210
Telp : (021) 575 2019
Fax : (021) 575 2010
Email : ir@bri.co.id
Website : www.ir-bri.com

Contact Center

Contact BRI : 1500017
Email : callbri@bri.co.id
Sabrina Whatsapp : 0812-12-14017

Ownership

Indonesian Government : **53,19%**
Public : **46,81%**



Office Addresses and/or Branch Offices or Representative Offices

Regional Office

Yogyakarta

Jl. Cik Di Tiro No. 3 Terban, Gondokusuman, Kota Yogyakarta

Telp : (0274) 520270, 510850
Faks : (0274) 514166
Email : h0197@corp.bri.co.id
Web : www.bri.co.id

Bandar Lampung

Jl. Raden Intan No. 51, Kel. Tanjung Karang Kec. Enggal, Kota Bandar Lampung, Lampung

Telp : (0721) 259340
Faks : -
Email : j0449@corp.bri.co.id
Web : www.bri.co.id

Bandung

Menara BRI Tower
Jl. Asia Afrika 57 - 59, Kel. Braga, Kec. Sumur Bandung, Bandung

Telp : (022) 4200356
Faks : (022) 4232038
Email : f0198@corp.bri.co.id
Web : www.bri.co.id

Banjarmasin

Jl. Jend A. Yani KM 3,5 No. 151 Banjarmasin Kec. Banjarmasin Timur, Kel. Kebun Bunga Kalimantan Selatan

Telp : (0511) 3252056
Faks : -
Email : l0204@corp.bri.co.id
Web : www.bri.co.id

Denpasar

Jl. Dr. Kusuma Atmaja No. 1, Renon Denpasar

Telp : (0361) 228715
Faks : (0361) 234796, 225791, 264858
Email : m0203@corp.bri.co.id
Web : www.bri.co.id

Jakarta 1

Jl. Veteran II No. 8, Kel. Gambir, Kec. Gambir Jakarta Pusat

Telp : (021) 3840802
Faks : (021) 3854253
Email : e0199@corp.bri.co.id
Web : www.bri.co.id

Jakarta 2

Gedung Menara Mulia Lt. 12
Jl. Jend. Gatot Subroto Kav. 9-11, Kel. Karet Semanggi, Kec. Setiabudi, Jakarta Selatan

Telp : (021) 52920585, 52920581
Faks : -
Email : i0317@corp.bri.co.id
Web : www.bri.co.id

Jakarta 3

Jl. Kapten Soebianto Djojokusumo Kav BSD II No.1, BSD Kel. Lengkong Gudang, Kec. Serpong, Kota Tangerang Selatan

Telp : (021) 22230155
Faks : -
Email : q0853@corp.bri.co.id
Web : www.bri.co.id

Jayapura

Gedung BRI Lantai 3-5. Jalan Pasific Permai Komplek Ruko Dok 2 Jayapura

Telp : (0967) 524488, 524453
Faks : -
Email : o0856@corp.bri.co.id
Web : www.bri.co.id

Makassar

Jl. Jl. Ahmad Yani No. 8 Kel. Pattunuang
Kec. Wajo , Kota Makassar

Telp : (0411) 3613174, 312498
Faks : (0411) 312731
Email : p0202@corp.bri.co.id
Web : www.bri.co.id

Malang

Jl. Laksamana Martadinata No. 80
Kel. Sukoharjo Kec. Klojen Kota Malang

Telp : (0341) 474949
Faks : -
Email : r0854@corp.bri.co.id
Web : www.bri.co.id

Manado

Jl. Sarapung No 4-6 Kel. Wenang Utara
Kec. Wenang Kota Manado, Sulawesi Utara

Telp : (0431) 863778, 863592
Faks : -
Email : n0254@corp.bri.co.id
Web : www.bri.co.id

Medan

Jl. Putri Hijau No. 2.A Kel. Kesawan
Kec. Medan Barat Kota Medan

Telp : (061) 45256666
Faks : -
Email : b0201@corp.bri.co.id
Web : www.bri.co.id

Padang

Jl. Bagindo Azis Chan No. 30 Kel. Sawahan,
Kec. Padang Timur Kota Padang

Telp : (0751) 892309, 892310, 892311, 892312
Faks : -
Email : c0205@corp.bri.co.id
Web : www.bri.co.id

Palembang

Jl. Kapten A. Rivai No. 15, Kel Sungai Pangeran
Kec. Ilir Timur I Kota Palembang

Telp : (0711) 313411
Faks : -
Email : d0200@corp.bri.co.id
Web : www.bri.co.id

Pekanbaru

Jl. Jenderal Sudirman No. 12 Kel. Tangkerang
Tengah Kec. Marpoyan Damai, Kota Pekanbaru

Telp : (0761) 8011100, 7865018
Faks : -
Email : x0855@corp.bri.co.id
Web : www.bri.co.id

Semarang

Jl. Teuku Umar no 24 Kel. Jatingaleh
Kec. Candisari Kota Semarang

Telp : (024) 8440728, 8440729, 8440730
Fax : (024) 8445632
Email : g0196@corp.bri.co.id
Web : www.bri.co.id

Surabaya

Gedung BRI Tower
Jl. Basuki Rahmat No.122 - 138, Embong
Kaliasin, Kec. Genteng, Kota Surabaya

Telp : (031) 5324225
Faks : -
Email : k0146@corp.bri.co.id
Web : www.bri.co.id

Overseas Branch Office

BRI New York Agency

140 Broadway, 36th Floor
New York, NY 10005

Telp : +1 (212) 379 3840-45
Faks : +1 (212) 379 3850
Email : briny@brinya.com
Web : www.brinya.com

BRI Hong Kong Representative Office

Room 2211, 22/F. Lippo Centre Tower 2
89 Queensway, Hong Kong

Telp : +852 2527 1318
Faks : +852 2861 3693
Email : brihk@brihongkong.com
Web : www.brihongkong.com

BRI Cayman Island Branch

190 Elgin Avenue Grand Cayman,
KY1-9005, Cayman Islands

Telp : +1 (212) 379 3840-45
Faks : +1 (212) 379 3850
Email : bri.cayman@bri.co.id
Web : -

BRI Singapore Branch

50 Collyer Quay #08-06, OUE Bayfront,
Singapore 049321

Telp : +65 6805 0680
Faks : +65 6509 1742
Email : bri.sg@bankbri.com.sg
Web : www.bankbri.com.sg

BRI Timor Leste Colmera Branch

BRI Colmera Branch
Grand Diocese Colmera Complex,
Rua Nicolau Doc Reis Lobato Colmera Dili, Timor Leste

Telp : +670 3311372
Faks : +670 3310198
Email : timorleste@corp.bri.co.id
Web : -

BRI Taiwan Branch

1F, No. 166, Sec. 3, Nanjing East Road,
Zhongshan District, Taipei City 104105,
Taiwan – R.O.C

Telp : +886 2 2721 6330
Faks : +886 2 2721 0320
Email : -
Web : www.britaipei.com

BRI Timor Leste Sub Branch Futuhada

Time Square Complex, Rua Nicolau Doc Reis
Lobato Fatuhada, Timor Leste

Telp : +670 3310436

BRI Timor Leste Sub Branch Hudilaran

Top One Complex, Rua Hudilaran Bairopite,
Timor Leste

Telp : +670 3311378

BRI Timor Leste Sub Branch Audian

Rua 12 De Novembro No. 2,
Santa Cruz - Municipiu, Timor Leste

Telp : +670 3311208

Company Brand

The BRI logo is as follows:

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 ofthe 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.

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

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 startedits 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 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.

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 datedOctober 07, 2021.The changeswere 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.

Furthermore, BRI's Articles of Association are documented in Notarial Deed No. 32 dated April 22, 2024, of Notary Fathiah Helmi, S.H., in Jakarta regarding amendments to the Articles of Association from the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0092097 dated April 23, 2024. The changes were made in the context of compliance to the OJK Regulation ("POJK") No. 15/POJK.04/2020 regarding the Plan and Organizing of Public Companies' General Meeting of Shareholders ("GMS") and POJK No. 16/POJK.04/2020 regarding the Electronic Holding of 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 profitin orderto 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 or Volksbank

July 10, 1912

Centrale Kas Voor Volkscredietwezen Algemene

October 3, 1942

Syomin Ginko

1895 1897 1912 1934 1942

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 theLegal Form of Bank Rakyat Indonesia to become a Limited Liability Company	April 29, 1992	

September 24, 1960
Bank Koperasi Tani Nelayan (BKTN)

November 10, 2003
PT Bank Rakyat Indonesia (Persero) Tbk

1946 1960 1968 2003

February 22, 1946
Bank Rakyat Indonesia (BRI)

December 18, 1968
Bank Rakyat Indonesia (Bank Umum)

No.	About	Related Deeds/Regulations	Date	Notary Public
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

Vision, Mission and Corporate Culture

VISION

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

Corporate Culture

BRI One 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.

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, aas 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. In addition, on June 26, 2024, the Board of Commissioners discussed Company's Vision and Mission in the Directors' and Board of Commissioners' Meeting by agenda of the 2024-2026 RBB approval and BRI's the 2024 Revision and RKAP. The meeting decided that Company's vision and mission are relevant with current condition. The Directors and Board of Commissioners have ensured that Company's mission, vision, objectives, targets, and annual and medium-term plan are consistent with its long-term plan by utilizing effective innovation and technology

In order to ensure the suitability of the Vision and Mission, the Company always reviews the Vision and Mission periodically. The Board of Directors and Board of Commissioners have also discussed the Company's Vision and Mission at the Board of Directors and Board of Commissioners Meeting with the agenda of requesting approval for the 2025-2029 RJP, 2025-2027 RBB and 2025 RKAP on 25 November 2024. At the meeting, the Company's long-term aspiration was decided, namely to become "The Most Trusted Lifetime Financial Partner for Sustainable Growth". After the previous transformation focused on increasing business scale, BRI then pushed for a transformation and revitalization focus on fundamental aspects of the BRI business model, namely human capital and risk management. The Board of Directors and Board of Commissioners have ensured that the Company's mission, vision, goals, targets, strategies and annual and medium-term plans are consistent with long-term goals, by utilizing innovation and technology effectively.

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.

TRUSTWORTHY	COMPETENT	HARMONIOUS
1. Fulfill promises and commitments. 2. Responsible for tasks, decisions & actions taken 3. Adhering to the Behavior of moral & ethical values	1. Improve self-competence to respond to ever-changing challenges. 2. Helping people learn. 3. Complete tasks with the best quality.	1. Respect everyone regardless of background. 2. Likes to help others. 3. Build a conducive work environment.
We hold fast to the trust given	**We continue to learn and develop capabilities**	**We care about each other and respect differences**

CORE VALUES: AKHLAK

LOYAL	ADAPTIVE	COLLABORATIVE
We are dedicated and prioritize the interests of the nation and state	**We continue to innovate and enthusiastic in driving or facing change**	**We promote synergy in cooperation**
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.	1. Quickly adapt to be better. 2. Continuously making improvements following technological developments. 3. Act proactively.	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

Kegiatan usaha BRI berdasarkan Akta Perubahan terakhir BRI's business activities were pursuant to Deed of Amendment, lastly Deed Number 32 dated April 22, 2024, drawn before Notary Fathiah Helmi, S.H., Notary in Jakarta, and having received Ratification of Amendment and Acknowledgment of Notification of Amendment to Articles of Association from the Minister of Law and Human Rights of the Republic of Indonesia Number AHU-0023853.AH.01.02.Tahun 2024 and Number AHU-AH.01.03-0092097 dated April 23, 2024. 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. Distributing loans;
c. Issuing and/or purchasing, selling or guaranteeing at their own risk or for the benefit and upon the request 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;
    7. Other securities in accordance with the laws and legislations;
    8. Each its derivative, other interest, or liability from issuer in the common form traded incapital Market or Money Market.
d. Conducting activities in payment system sector;
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. 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. Conducting receivables transfer activities;
p. Performing equity participation in financial service institution and/or other companies supporting banking industry, such as leasehold, capital venture, securities company, insurance, and serta Depository and Settlement Institutions, by satisfying provisions stipulated by Financial Services Authority ("OJK");
q. Engaging temporary equity participation to deal with non-performing loans or financing default based of Sharia Principles provided that the participation must be withdrawn subject to the applicable provisions;
r. Acting for founder of a pension fund and pension fund administrators according to the provisions of statutory;
s. Collaborating with other financial service institutions and non-financial service institutions in providing financial services to customers;
t. Conducting other activities with OJK's approval in accordance with the provisions.

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

1. BRI Savings

a. BRI Britama Umum Savings
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.

b. 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. Morevoer, 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.

c. BRI Britama Prioritas Savings
BritAma variants aimed at Priority Customers and Private Customers, provide various privileges in accordance with applicable regulations.

d. BRI Britama DHE Savings
A collaborative savings product between BRI and Bank Indonesia (BI) intended for exporter customers, to facilitate the placement of Foreign Exchange Earnings.

e. BRI Britama Rencana Savings
A term savings account that offers investment benefits as well as protection to help customers plan for future needs.

f. BRI Britama Investasi Savings
A BritAma account that functions as a securities transaction account in the capital market is known as a Customer Fund Account.

g. BRI Britama Mitra Savings
BritAma variant designed to meet the needs of parties collaborating with BRI.

h. BRI BritAma TKI Savings
BRI BritAma TKI Savings is a savings product for Indonesian Migrant Labor prospectus with various accessibilities and supported by e-banking facility and real time online system.

i. 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.

j. BRI SiMuda Savings
BRI SiMuda Savings is a savings product specifically designed by Bank Rakyat Indonesia (BRI) for youth, particularly student or youth intending to learn how to manage fund early. It is designed to be accessible and used by youth customers with suitable features for their needs in managing money.

k. Haji BRI Savings
Haji BRI Savings is a banking product that can be used to prepare the implementation of hajj pilgrimage cost (BPIH).

l. BRI Simpedes Reguler 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.

m. BRI Simpedes TKI Savings
Simpedes TKI Savings is BRI Simpedes Saving, only intended for Indonesian Migrant Labor with PPTKIS' recommendation and served in all BRI Units. The deposit can be conducted every time, and its frequency and total of withdrawal are unlimited as long as its balance is sufficient.

n. BRI Simpedes Impian Savings
Simpedes Impian Savings is time deposit with routine deposit and customers' balance will be blocked within certain period.

o. BRI Simpedes Usaha Savings
Simpedes Usaha Savings is a saving accommodating high transaction activity for micro entrepreneurs.

p. BRI Simpedes BISA Savings
Simpedes BISA is BRI Savings designed to assist customers in both savings and investment. Its superiority of savings relies on its features and the offered benefits. Three key features of Simpedes BISA are "Saving/TRX" (holding account), "Investasi" (time deposit account and Financial Institution Pension Funds/DPLK), and "Proteksi" (AM-KKM micro insurance, Rumahku and damages of business site).

q. BRI Simpel Savings
BRI Simpel Savings is a saving for student issued by Bank BRI with easy and simple requirements and attractive features. It is for education and financial inclusion to boost early savings culture.

r. Tabunganku
TabunganKu is a deposit product for individual customer with easy and simple requirements issued collectively by Indonesian banks to nurture savings culture and improve society welfare.

s. Tabunganku Basic Saving Account
BRI TabunganKu Basic Saving Account is a simple saving offered by Bank Rakyat Indonesia (BRI) as part of national program to improve financial inclusion in community. The product is designed with basic features and access simplicity so that it is suitable for all groups, mainly community intending to have their first savings.

2. Deposito BRI

Deposito BRI is a term deposit conducted by Bank BRI in IDR currency or foreign currency. Deposito BRI offers various benefits, such as attractive interest and investment security.

a. DepoBRI Rupiah
DepoBRI Rupiah is a term deposit in IDR currency, which its withdrawal can only be conducted in certain term with attractive interest and various benefits.

b. DepoBRI Valas
DepoBRI Valas is a term deposit in foreign currency, which its withdrawal can only be conducted in certain term with attractive interest and various benefits.

3. Giro BRI

Giro BRI is a deposit product, which its withdrawal can be conducted anytime using bank draft/demand deposit.

a. Giro BRI Rupiah
Giro BRI Rupiah is a type of deposits in IDR currency, which its withdrawal can be conducted anytime using bank draft (demand deposit), ATM card, or other orders.

b. Giro BRI Valas
Giro BRI Valas is a type of benefits in foreign currency, which its withdrawal can be conducted anytime using withdrawal order specified by BRI.

Distribution of Funds

1. **Bank Guarantee**
   a. Tender/Bid Bond
      Bank Guarantee is an indirect loan facility, where BRI provides guarantee to obligor (third party) that customers/ debtors can fulfill their obligations to Third Party, Particularly in the Bank Guarantee service, Bank BRI does not charge any interest to entrepreneur customers.
   b. Advance Payment Bond
      Advance Payment Bond is advance payment guarantee issued by a surety to guarantee the interests of the obligee. This guarantee applies when the recipient of the principal fails to fulfill its obligations according to the contract agreement.
   c. Performance Bond
      Performance Bond is one type of bank guarantees issued by BRI to insure that customers can satisfy their obligation.
   d. Maintenance Bond
      Maintenance Bond is one type of bank guarantee offered by BRI through the QLola service by BRI. This guarantee is a maintenance guarantee that can be used for various types of transactions, including bid bonds, performance bonds, advance payment bonds, guarantees payment of government project, and distributor guarantees.
   e. Financial Bond
   f. Bond Payment
   g. Customs
   h. BG Year End
2. **Bank Guarantee on Counter Guarantees Basis**
   Bank Guarantee is a written guarantee provided bank to customers in ensuring that business process performs in accordance with agreement. Bank guarantee can be used in various conditions, such as tender, advance payment, and export-import trading.
3. **Bank Loan Facility**
4. **Banker's Acceptance**
   Banker's Acceptance (BA) is an instrument of money market, such as term notes where its payment is insured by bank. BA is used as solution of default issues from foreign trading, such as export and import.
5. **Cashcoll Consumer with Cash Equivalent Collateral**
6. **Ceria by BRI**
   CERIA by BRI is an online loan product distinguished from online loan offered by Financial Technology (Fintech) institution. The fundamental difference is that CERIA is managed by financial institution, PT Bank Rakyat Indonesia (Persero) Tbk, registered and tightly supervised by Financial Services Authority so that customers' data security is more monitored and well-maintained.
7. **BRIguna Loans**
   a. BRIguna Karya
      BRIguna Karya is loan or credit to active employees having fixed income for consumptive purpose.
   b. BRIguna Karya Talangan
      BRIguna Karya Talangan is Briguna loan or credit provided to active employees, who will enter pension age, maximally 1 (one) year before pension for consumptive and productive purposes.
   h. BRIguna Purna
      BRIguna Purna is Briguna loan or credit provided to retired up to debtors aged 75 years old.
   i. BRIguna Pra Purna
      BRIguna Purna Profesi is loan or credit to active employees up to retiring period and having fixed income for consumptive purpose
8. **Collection Non LC**
   a. Document Against Payment
   b. Document Against Acceptance
9. **BRI Intraday Facilities**
   BRI Intraday facility is a service providing bail out to Operational Giro Account on behalf of securities entity. The bail out must be settled at the same day and used to settle capital market transaction.
10. **Forfaiting (Bank Risk)**
    Forfaiting (Bank Risk) is an international payment method, where a bank or financial institution purchase non-due payment liability (such as notes, securities, or bills) from exporters or companies, at a discount, and transfer the risk of payment to themselves. In this context, bank risk refers to the risk taken by the bank doing the forfaiting, which is the risk that the debtor will not be able to make payments as scheduled.

11. KKB Multifance Cooperation (Join Financing)

KKB Multifinance Cooperation is Automobiles Loan (KKB) products offered by banks, where Bank Rakyat Indonesia (BRI) collaborates with multi-finance companies or financing institutions. KKB is a type of loan used to purchase automobiles (such as cars or motorcycles) with financing from banks or other financial institutions. In the context of multi-finance cooperation, bank works with financing companies to provide automobiles loan facilities to customers.

12. KPR BRI

House Ownership Loan (KPR) provided individually as solution to have residential, such as house, apartment, store-house or office-house through either developer or non-developer. It prevails for new and second purchasing, refinancing, top up, development, renovation, and take over/take over top up from other banks.

a. House Ownership Loan (KPR)
b. House Ownership Loan (KPR) Subsidy
c. House Ownership Loan (KPR) Tapera

13. Small Loans

a. a. Small KI

Small KI is provision of loan facilities to corporate and/or individual to finance long-term funds for purchasing, constructing, expansion, renewal/renovation of productive assets along with its additional costs.

b. KI Fixed Small Installment

KI Fixed Small Installment is a loan facility provided to debtor prospectus/debtors, where the installment pattern is by fixed amount (comprising of principal and interest payments) in its period. This facility can be used for productive purposes, such as investment loan.

c. KI Small Gas Station

KI Small Gas Station is Loan Facility provided to Corporate and/or individual to finance long-term funds for purchasing, constructing, expansion, renewal/renovation of productive assets along with its additional costs.

d. KI Small Dynamic

KI Small Dynamic is a selective loan facility provided by BRI to customers, either KMK or KI, where the imposition of its interest rate may be subject to change automatically (dynamic) monthly based on Customers' CASA ratio.

e. KMK Small

KMK Small is a loan facility used to finance current assets and/or replace trade payables as well as finance corporate's routine operations temporarily, down payment, cash reserves, working capital refinancing, or other working capital components. Generally, KMK Small is short-term loan, or declining in accordance with customers' business cycle.

f. KMK Fixed Small Installment

KMK Fixed Small Installment is a type of loan facilities provided to debtor prospectus/debtors, where the installment pattern is by fixed amount (comprising of principal and interest payments) in its period. This facility can be used for productive purposes, such as working capital.

g. KMK Small Dynamic

KMK Small Dynamic is a selective loan facility provided by BRI to customers, either KMK or KI, where the imposition of its interest rate may be subject to change automatically (dynamic) monthly based on Customers' CASA ratio.

h. KMK Small Construction

Small KMK Construction is working capital loan to finance contractor's/vendor's working capital necessity to complete Construction Service project in accordance with Work Agreement.

i. KMK Small Partner
BRI KMK Small Partner is one of financing products from Bank Rakyat Indonesia (BRI), specially designed to support small business (SME) having developing potential. BRI KMK (Small Partner Loan) is loan facility aimed to micro and small enterprises (MSME) actors, who are either engaging or starting business to assist them in achieving working capital or investment and expanding and developing their business.

j. KMK Small Gas Station
KMK Small Gas Station is Loan Facility used to finance current assets and/or replace trade payables as well as finance corporate's temporary routine operations, down payment, cash reserves, working capital refinancing or other working capital components

k. KMK Small Foreign Exchange
KMK Small Foreign Exchange is Loan Facility used to finance current assets and/or replace trade payables as well as finance corporate's temporary routine operations, down payment, cash reserves, working capital refinancing or other working capital components. In general, KMK is short-term that can be permanent during loan term, or declines in accordance with customers' business cycle condition.

l. KMK Small Franchise
KMK Small Franchise is Loan provided in working capital and investment for franchises.

m. Small Cash Collateral Loan
Small Cash Collateral Loan is Loan (either direct or contingent), which all collaterals are cash or cash equivalent.

14. Corporate Loan

Corporate Loan is a loan issued by a bank to a business entity. Corporate loan is a loan product that can help companies develop their business. Through this corporate loan, companies can obtain business capital loans for a certain period of time.

a. KI Corporate
b. KMK Corporate
c. KMK Buyer Financing
d. KMK Seller Financing
e. KMK Corporate Construction
f. Short Term Loan (KJP)
g. Medium Credit Corporate Collateral Cash Loans

15. Kredit Menengah

a. Intermediate KI
Intermediate KI is the provision of loan facilities to companies and/or individuals to finance long-term funding needs for the purpose of purchasing, building, expanding, renewing (renovating) productive fixed assets along with the associated costs.

b. KI Middle Partner

c. KI Intermediate SPBU
KI Intermediate SPBU is a loan facility provided by companies and/or individuals to finance long-term funding needs for the purchase, construction, expansion, renewal/renovation of productive assets and the associated costs.

d. KI Intermediate Foreign Exchange
KI Intermediate Foreign Exchange is the provision of loan facilities to companies and/or individuals to finance long-term funding needs for the purpose of purchasing, building, expanding, renewing (renovating) productive fixed assets along with the associated costs.

e. KI Medium Franchise
KI Medium Franchise is a loan provided in the form of working capital and investment for franchise businesses.

f. Medium Cash Collateral Loans
Medium Cash Collateral Loans are loans (either direct or contingent) whose collateral is entirely in the form of cash or cash equivalents.

g. Medium KMK
Medium KMK is a loan facility used to finance current assets and/or replace business debts, as well as temporarily finance routine company operational activities, down payments, cash reserves, working capital refinancing or other working capital components. KMK is generally short-term which can be fixed during the loan period, or decrease according to the customer's business turnover conditions.

h. Medium Dynamic KMK
Medium Dynamic KMK is a selective loan facility provided by BRI to customers in the form of KMK or KI, the loan interest rate of which can change automatically (dynamically) every month based on the customer's CASA ratio.

i. KMK Partner Medium Loan

j. KMK Intermediate SPBU
KMK Intermediate SPBU is a Loan Facility used to finance current assets and/or replace business debts, as well as temporarily finance the company's routine operational activities, down payments, cash reserves, refinancing working capital or working capital components.

k. Medium Construction KMK
Medium Construction KMK is a working capital loan to finance the working capital needs of contractors/ vendors to complete Construction Services projects in accordance with the Work Contract.

l. Medium Foreign Currency KMK
Medium Foreign Currency KMK is a loan facility used to finance current assets and/or replace business debts, as well as temporarily finance routine company operational activities, down payments, cash reserves, working capital

refinancing or other working capital components. KMK is generally short-term which can be fixed during the loan period, or decrease according to the customer's business turnover conditions.

m. Special Transaction Loan

16. Non KUR Program Loan

a. S-SRG (Warehouse Receipt Subsidy Scheme)

17. Kredit Multiguna (KMG)

18. 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 KMK
b. Kupedes Rakyat KI
c. Kupedes Rakyat TKI
d. Kupedes KMK
e. Kupedes KI
f. Kupedes Special Interest Rates
g. KECE
h. Kupedes Cash Collateral
i. Kupedes Utama

19. KUR

KUR BRI is a People's Business Loan which is a financing service from Bank BRI for MSMEs and cooperatives. This program aims to help MSMEs in accessing capital, so that they can improve their welfare and encourage national economic growth.

a. KUR Supermicro 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 Micro KMK BRI

KUR Micro 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 Indonesianworkerswithplacements in Singapore, Hong Kong, Taiwan, Brunei, Japan, South Korea, and Malaysia with a maximum financing of IDR25 million.

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

20. Letter of Credit (LC)/ Domestic Letter of Credit (SKBDN)

SKBDN is an instrument used for domestic trade transactions. SKBDN (local LC) is a promise of payment from the SKBDN opening bank to the seller as long as the seller is able to submit documents in accordance with the terms and conditions of the SKBDN.

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

21. Partnership Program

a. MSE Funding Program

22. Refinancing LC (BRI as Borrower/Lender)

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

23. SBLC/Demand Guarantee

Standby L/C (SBLC) is a guarantee issued by BRI as the Issuing Bank to guarantee the Beneficiary if the Applicant defaults on the contract/agreement that is the basis for issuing the SBLC.

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

24. Shipping Guarantee

25. Supply Chain Financing (SCF)

SCF is a solution to help meet the capital needs of customer supply chains. With Supply Chain Financing, BRI wants to be a business partner that provides added value to customers. This solution allows Corporate customers who act as buyers to gain flexibility in determining Terms of Payment without sacrificing the cash flow of Suppliers (Vendors) or Buyers (Distributors).

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

26. Term Loan

a. Special Transaction Loan
b. General Purpose Loan
c. Loans to the Government

27. Trade Asset Participation (Bank Risk)

28. Value Chain Financing

Other Basic Bank Products – Simple

1. **Bancassurance**
   Bancassurance BRI is a service offered by Bank BRI related to insurance.
   - Asuransi Jiwa Optimal Sejahtera Plus (Asuransi Aurora Plus)
   - Asuransi Dana Investasi Sejahtera (Davestera)
   - Asuransi Dana Investasi Sejahtera (Davestera) Optima Syariah
   - Asuransi Dana Investasi Sejahtera (Davestera) Optima
   - Asuransi BRI Life Double Care
   - Asuransi Professional Group Health
   - Asuransi Jiwa Optimal Sejahtera Sejahtera (Asuransi Aurora)
   - Asuransi Life Care
   - Asuransi ACCI Care
   - Asuransi Griya Proteksi Maksima
   - Asuransi Jiwa Pelita
   - Asuransi Brins Asuransi Asri
   - Asuransi Brins Oto
   - Asuransi Sepeda
   - Asuransi Jiwa Kredit (AJK) Kredit Pemilikan Properti (KPP) kerjasama PT Asuransi BRI Life
   - Asuransi Jiwa Kredit (AJK) Kredit Pemilikan Properti (KPP) kerjasama PT MNC Life Assurance
   - Asuransi Jiwa Kredit (AJK) Kredit Pemilikan Properti (KPP) kerjasama PT Asuransi Jiwa Sequis Life
   - Asuransi Standar Asuransi Kebakaran
   - Asuransi Oto Proteksi Maksima
   - Asuransi Proteksi Jiwa Terencana (Asuransi Kirana)
   - Asuransi Proteksi Jiwa Terencana (Asuransi Kirana Plus)
   - Asuransi Aman Optima Sejahtera (Amora)
   - Asuransi Mikro BRINS Rumahku
   - Asuransi Mikro BRINS Kerusakan Tempat Usaha
   - Asuransi Mikro – Kecelakaan, Kesehatan dan Meninggal Dunia (AM-KKM)
   - Asuransi Telepro Sehat Optima
   - Asuransi Telepro Jiwa Optima
   - Asuransi Lengkap Ekonomis Nyaman Sejahtera (Lentera)
   - Asuransi Telepro Medicash Optima
   - Asuransi Jiwa Optimal Sejahtera (Aurora)
   - Asuransi Dana Investasi dan Proteksi (Davespro)
   - Asuransi Mikro Proteksi Aman Sejahtera (Pijar)
   - Asuransi Telepro Diri Optima
   - Asuransi Telepro Lifecash Maxima
   - Asuransi Telepro Medicash Maxima
2. **BRIZZI**
   BRIZZI is an electronic money product that uses chip technology as a substitute for cash, which functions as a payment tool that can be used to pay for shopping transactions (purchases) or other transactions carried out at goods or service providers.
3. **Contact BRI**
   Contact BRI is BRI's contact center service. Customers can contact Contact BRI 1500017 or chat Sabrina via WhatsApp (0812-1214-017) for information on BRI products and services, including complaints. Customers can also communicate directly with the bank. In addition, BRI also has several official channel accounts and official social media that can be used to contact Contact BRI.
   a. SABRINA
   b. Social Media
   c. Call Center
4. **BRI Debit Card**
   BRI Debit Card or BRI Direct Debit is an e-Commerce payment feature that connects e-Commerce accounts with BRI debit cards as a source of funds/Source of Fund (SoF) so that the transaction payment process takes place quickly with a single registration process.
   a. Master Card
   b. Private Label
   c. BRI Combo Card
   d. Visa Virtual Debit Card
5. **BRI Credit Card**
   BRI Credit Card is a non-cash payment instrument issued by Bank Rakyat Indonesia (BRI). This card can be used for online or offline shopping, as well as making cash withdrawals at BRI ATMs or other bank ATMs.
   a. BRI Touch
   b. Visual Credit Card
   c. BRI Infinite
   d. BRI Easy Card
   e. BRI Mastercard Platinum
   f. BRI World Access
   g. BRI Business Card
   h. BRI Corporate Card
   i. BRI JCB Platinum
   j. Co Branding Wonderful Indonesia
   k. Co Branding Tokopedia Card
   l. Co Branding OVO U Card
   m. Co Branding Raya
   n. Co Branding Traveloka Pay Later Card
   o. Co Branding BTN Gold
   p. Co Branding BTN Platinum
   q. Cobranding Paper.id Space Card
   r. Cobranding Paper.id Universe Card
   s. Kartu Kredit Indonesia
   t. Mastercard Corporate KKP
   u. KKPD Private Label
   v. Cobranding Next Card
   w. Co Branding Samsung Platinum Card
   x. Co Branding Samsung Signature Card
   y. Co Branding Kagama

6. **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.
   b. 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.
7. **Securities Marketing Distribution Partners**
   a. Indonesian Retail Bond Selling Agent (ORI)
   b. Retail Savings Bonds Selling Agent
   c. Retail Sukuk Selling Agent
   d. Savings Sukuk Selling Agent
   e. Brokerage Marketing Partners
8. **Safe Deposit Box (SDB)**
   A Safe Deposit Box (SDB) is a secure storage service for valuables or important documents, offering highly secure storage under various conditions. Some services even design storage units or boxes that are fire-resistant or protected against external factors such as impacts. Typically, a Safe Deposit Box (SDB) is used to store high-value items, providing owners with an added sense of security. In most cases, SDBs also offer storage with relatively low insurance costs.
9. **Forex Transaction**
10. **Interest Rate Transaction**
    a. Marketable Securities Transaction
    b. Money Market Transaction
11. **Derivatives Transactions**
12. **Structure Product Transaction**
13. **BRIefx**
    BRIefx is a web-based online application/system for providing online foreign exchange transaction services with users being BRI foreign exchange customers.
14. **BRI Money Changer**
    BRI Money Changer is a business service for buying and selling foreign banknotes.
    a. Same Currency
    b. Different Currency
15. **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.
16. **Confirming Bank Business**
17. **Virtual Account**
    Virtual Account is a digital payment method through a virtual account created specifically for each customer. For each transaction, the customer will be referred to the Virtual Account to make the payment. Virtual Account consists of a customer ID number that is unique to each customer.
    a. BRIVA (BRI Virtual Account Credit)
    b. Cash Card (BRI Virtual Account Debit)
18. **Automatic Transactions**
    a. Automatic Fund Transfer (AFT)
    b. Automatic Grab Fund (AGF)
    c. Account Sweep
    d. New Account Sweep (NAS)
    e. Autodebet
19. **Interbank Transfer**
    Interbank Transfer is a banking service that allows customers to transfer money from one bank account to another at a different bank. This differs from an intrabank transfer, which refers to money transfers between accounts within the same bank.
    a. RTGS
    b. Clearing
       Clearing is the process of submitting a financial instrument that is not yet a bank's obligation, where the instrument is presented by the presenting bank and approved by the paying bank through a clearing institution, settled in Indonesian Rupiah.
    c. BIFAST
       BI Fast or BI-FAST, short for Bank Indonesia Fast Payment, is a payment system developed by Bank Indonesia. According to Bank Indonesia's official website, BI Fast is a national retail payment infrastructure that facilitates real-time, secure, efficient, and always-available (24/7) transactions. Compared to the National Clearing System of Bank Indonesia (SKNBI), which operates only during certain hours, does not support real-time fund transfers, and has limited payment channel access, BI-FAST provides faster, broader, and always-available payment services.
    d. Online Interbank Transfer

Advanced Bank Products

1. **Mutual Fund Sales Agent**
   a. Bahana Liquid Funds
   b. Danareksa Seruni Money Market II
   c. Schroder Liquid Funds
   d. Cash Trim 2
   e. Bahana Liquid USD
   f. Danareksa Gamasteps Money Market
   g. Manulife Indonesian State Bond II Class A
   h. Manulife Monthly Income II
   i. Bahana Makara Prima
   j. Danareksa Melati Main Income
   k. 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 Progresif 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. Bahana Centrum Protected Fund 204
   kk. Trimegah Terproteksi Prima 32
   ll. Trimegah Terproteksi Lestari 20
   mm. Trimegah Terproteksi Prima 33
   nn. Trimegah Terproteksi Lestari 21
   oo. Danareksa Proteksi 82
   pp. Trimegah Terproteksi Prima 35
   qq. Trimegah Terproteksi Prima 25
   rr. BRI Proteksi 93
   ss. Trimegah Terproteksi Lestari 23
   tt. Trimegah Terproteksi Lestari 27
   uu. Trimegah Terproteksi Lestari 29
   vv. BRI Proteksi 94
   ww. BRI Proteksi 95
   xx. BRI MI Proteksi 97

2. **BRI Syndication Agent**
   A BRI Syndicated Agent is an individual or business entity that collaborates with Bank Rakyat Indonesia (BRI) to provide banking services at specific locations. These agents are typically part of the BRILink program, which aims to expand BRI's service reach, especially in areas without direct access to bank branches.
3. **ATM**
   BRI ATM services make it easier for customers to conduct banking transactions and have been distributed throughout BRI business units throughout Indonesia and other strategic locations.
4. **Bancassurance**
   Bancassurance BRI is a service offered by Bank BRI related to insurance.
   a. Asuransi Telepro Sehat Optima
   b. Asuransi Telepro Jiwa Optima
   c. Asuransi Lengkap Ekonomis Nyaman Sejahtera (Lentera)
   d. Asuransi Telepro Medicash Optima
   e. Asuransi Jiwa Optimal Sejahtera (Aurora)
   f. Asuransi Dana Investasi dan Proteksi (Davespro)
   g. Asuransi Mikro Proteksi Aman Sejahtera (Pijar)
   h. Asuransi Telepro Diri Optima
   i. Asuransi Telepro Lifecash Maxima
   j. Asuransi Telepro Medicash Maxima
5. **RDN Administrator Bank**
   A Bank Administrator for Investor Fund Accounts (RDN) is a bank that partners in providing account opening and management services for investors in the capital market. RDN is a special account used to store investor funds for securities transactions, such as buying and selling stocks, bonds, or other capital market instruments.
6. **KSEI Payment Bank**
   A KSEI Payment Bank is a commercial bank designated by KSEI to open giro accounts on behalf of KSEI and Account Holders. It is responsible for holding funds recorded in Securities Accounts and facilitating the settlement of securities transactions, based on agreements with KSEI and applicable regulations.
7. **BRI Future Investment (BRIFine)**
   The pension program offered by BRIFINE BRI is the Defined Contribution Pension Plan (PPIP), where the contributions are determined by the Pension Fund Regulations, and all contributions along with their development results are recorded in each participant's account as retirement benefits.
   a. PPIP (Program Pensiun Iuran Pasti)
   b. Other Benefit Programs

8. **Discretionary Fund**
   Discretionary Fund is one of the types of custodian services. Not all Custodian services are Discretionary Funds). so the alternative can use the following narrative:

   BRI has been carrying out asset custody services (custodian bank) since 1996 based on an operating license through the Decree of the Chairman of Bapepam Number 91/PM/1996 dated April 11, 1996 and has been appointed as a Sub Registry in carrying out Government bond transactions and SBI Scriptless management by Bank Indonesia.

   Asset custody service is part of the Investment Services Division activities which include the following services:
   - Safekeeping services and Portfolio Valuation;
   - Settlement handling services;
   - Income collection services, including tax payments;
   - Corporate action and proxy services;
   - Information and reporting services;
   - Custody Unit Link and DPLK services;
   - Custodian services for asset securitization; and
   - Global Custodian services for securities issued abroad.

9. **BRI Smart Billing**
   BRI Smart Billing is an integrated billing management application that effectively and practically helps businesses or billers manage their invoices and receivables more easily, affordably, and quickly.
10. **BRI Smart Junio**
    BRI Smart Junio is an application developed by Bank Rakyat Indonesia to simplify the management of academic and non-academic school data. Features in the Junio Smart application include the learning process, school fee billing, and administrative data management.
11. **BRI Trust**
    BRI Trust Services is a service for the safekeeping of customer assets in the form of financial assets for and on behalf of customers. BRI is the first bank in Indonesia to obtain permission from Bank Indonesia to run Trust Services in Indonesia through Bank Indonesia letter Number 15/19/DPB1/PB1-3 dated February 12, 2013 and Bank Indonesia confirmation letter Number 15/30/DPB1/PB1-3 dated March 19, 2013.

    The scope of BRI Trust Services includes:
    - Paying Agent Services;
    - Lending Agent Services;
    - Investment Agent Services; and
    - Other Agency Services, such as Escrow Agents and Guarantee Agents.

12. **BRILink**
    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. BRILink Mobile
13. **BRImerchant**
    BRI Merchant is an innovative platform from BRI that provides convenience for merchants in managing business transactions. One of its key features is self-onboarding QRIS, which allows prospective BRI merchant customers to register and start using QRIS quickly and easily.
14. **BRImo**
    BRImo is a financial super app for various customer transactions anytime and anywhere. The transactions offered range from online onboarding, both domestic and international, payments, purchases, investments, insurance, to financial record-keeping. BRImo also facilitates customers with cross-border transaction needs through international transfers to over 160 countries and QR payments abroad.

15. **BRImola**

    BRImola is a supply chain or LPG trade application for PSO (subsidized) LPG from agents to distribution centers and also for NPSO (non-subsidized) LPG from agents to outlets. This application simplifies the order process, payments, and report retrieval as everything is done online.

16. **CDM**
    a. CDM
    b. Brankas Digital

17. **CRM**

    CRM is the latest innovation that allows customers to perform various transactions, such as cash withdrawals, cash deposits, balance checks, and fund transfers easily and quickly.

18. **EDC**

    EDC BRI is an Electronic Data Capture (EDC) machine that can be used to accept payments via debit cards, credit cards, BRIZZI cards, and QRIS.

    EDC BRI can be used by merchants partnered with Bank BRI.
    a. EDC Full Manage Service (FMS)
    b. EDC Partnership

19. **E-Tax**

    E-Tax BRI is a digital service from Bank Rakyat Indonesia (BRI) designed to facilitate electronic tax payments. This service allows taxpayers, both individuals and businesses, to make tax payments easily, quickly, and securely through various BRI banking channels.

20. **Online Acquiring**
    a. Debit and CC

21. **QLola**

    QLola by BRI is an Integrated Corporate Solution Platform that enables BRI customers to access various BRI products and services such as Cash & Trade, Supply Chain Management, Foreign Exchange, Investment Service, Financial Dashboard, API services, and other products and services with a single sign-on login.

22. **QRIS**
    a. QRIS MPM

       QRIS Merchant Presented Mode (MPM) Dynamic is a QR code issued through a device such as an EDC machine or smartphone. The merchant needs to input the payment amount first, and then the customer scans the displayed or printed QRIS.
    b. QRIS CPM

       QRIS Customer Presented Mode (CPM) Dynamic is a QR code generated by a user's device (such as a smartphone), and this dynamic code changes periodically. Each user will have a different QR code within a limited time period. The merchant's scanning device can scan the code and complete the financial transaction from the user's account to the merchant's account as agreed.

23. **Self Service Banking (SSB)**
    a. SSB Digital Customer Service
    b. SSB RCM (Replacement Card Machine)

24. **Self Service Banking (SSB)**
    a. SSB SSPP (Self Service Pastbook Printing)
    b. SSB QMS (Queueing Management System)

25. **Senyum Mobile**

    Super apps that are used to apply for BRI, PNM and Pegadaian products.

26. **Stroberi**
    a. Stroberi Kasir

       Stroberi Kasir BRI is an Android-based application that helps manage businesses, including transaction recording, inventory management, and financial services.
    b. Stroberi Tagihan

       Stroberi Tagihan is an online real-time billing management system designed to simplify market managers and MSMEs in managing invoices.

27. **Trustee BRI**

    BRI has extensive experience acting as a trustee and has earned the trust of various state-owned enterprises (BUMN), banks, and other corporations in bond/MTN issuance. Their role is to represent and protect the interests of bond/MTN holders according to the terms specified in the trustee agreement.

BUMN UNTUK INDONESIA
BRI
BRImerchant
Pantau Usahamu Semudah Dalam Genggaman
Monitoring Detail Transaksi
Download Laporan Settlement
Voice Notification
Pengajuan QRIS dari HP
Download Sekarang!
bbri.id/DownloadBRIMerchant
Nikmati Kemudahan di BRI mo
Sabrina 0812 1214 017 | www.bri.co.id
1500017

Operating Area

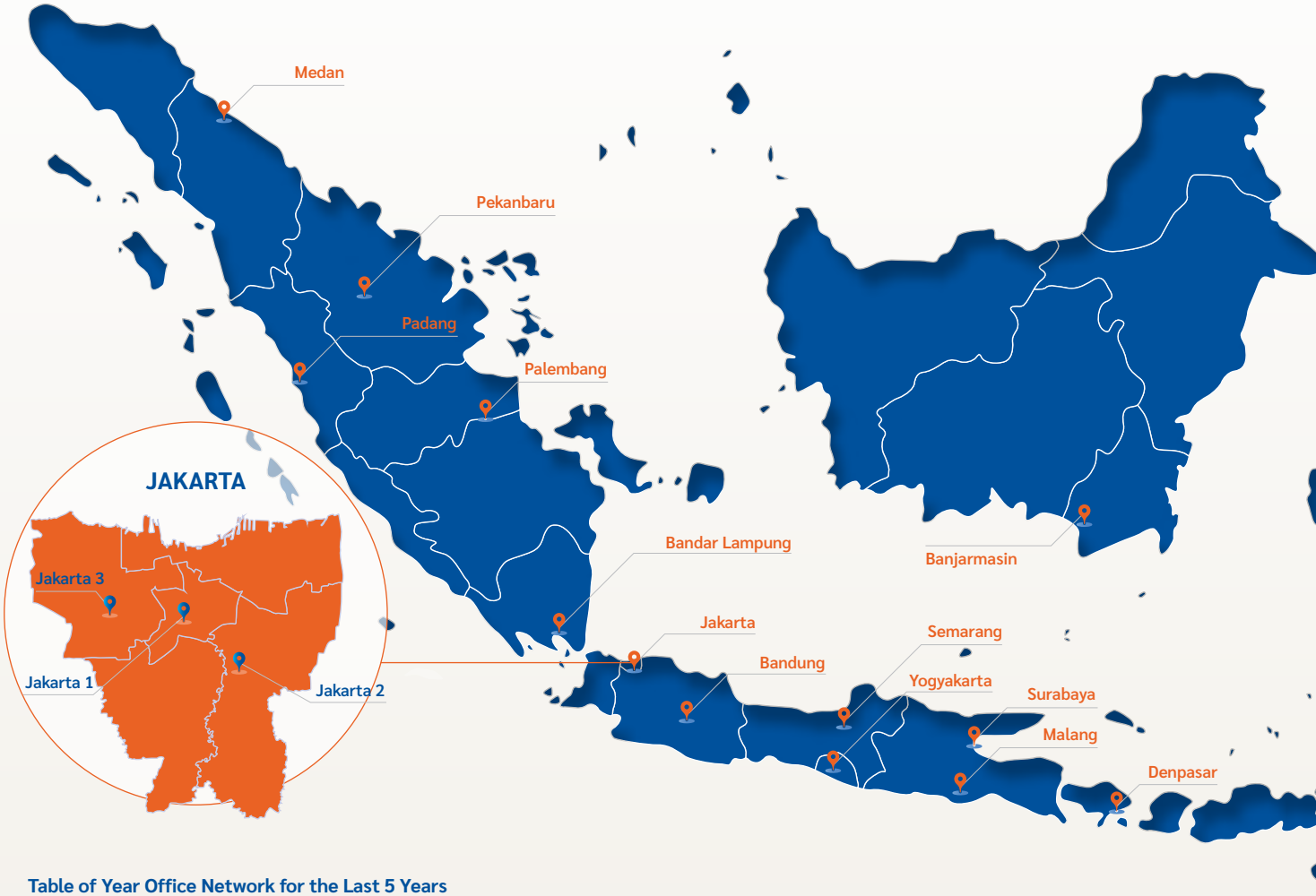
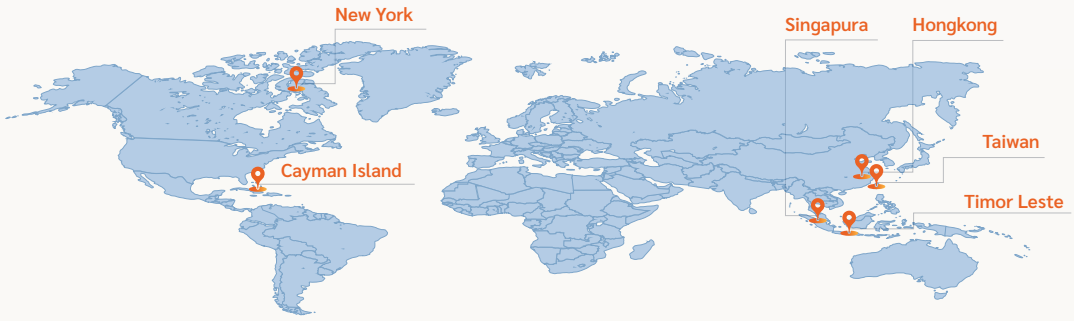


Table of Year Office Network for the Last 5 Years

Office Type	2024	2023	2022	2021	2020
Head Office	1	1	1	1	1
Regional Office	18	18	18	18	19
Regional Audit Office	18	18	18	18	19
Branch Office + Special Sub-Branch Office (Domestic)	453	453	449	451	462
Sub-Branch Office (Domestic)	555	556	579	588	608
Unit Kerja Luar Negeri	9	9	9	9	8
BRI Units*	5,086*	5,117*	5,156*	5,222*	5,382
Cash Office*	500*	505*	506*	525*	547
BRI Terrace*	873*	977*	1,370*	1,697*	1,867
Mobile BRI Terrace	69	115	117	132	132
Ship BRI Terrace	4	4	4	4	4
Total	7.586	**7,773**	**8,227**	**8,665**	**9,049**

* Inaccordance with OJK Regulation 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.
* In accordance with Service Note B.63.e-PPM/ODV/OD2/08/2023 dated August 3, 2023 regarding Submission of approval for changes to KCK supervision.
** Did not include the number of Foreign Office Unit Offices.

As of December 31, 2024, BRI has 1 Head Office and serves all customers through 7,576 domestic business unit and 9 (nine) overseas business unit as well as an e-channel network spread throughout Indonesia.



INTERNATIONAL NETWORK

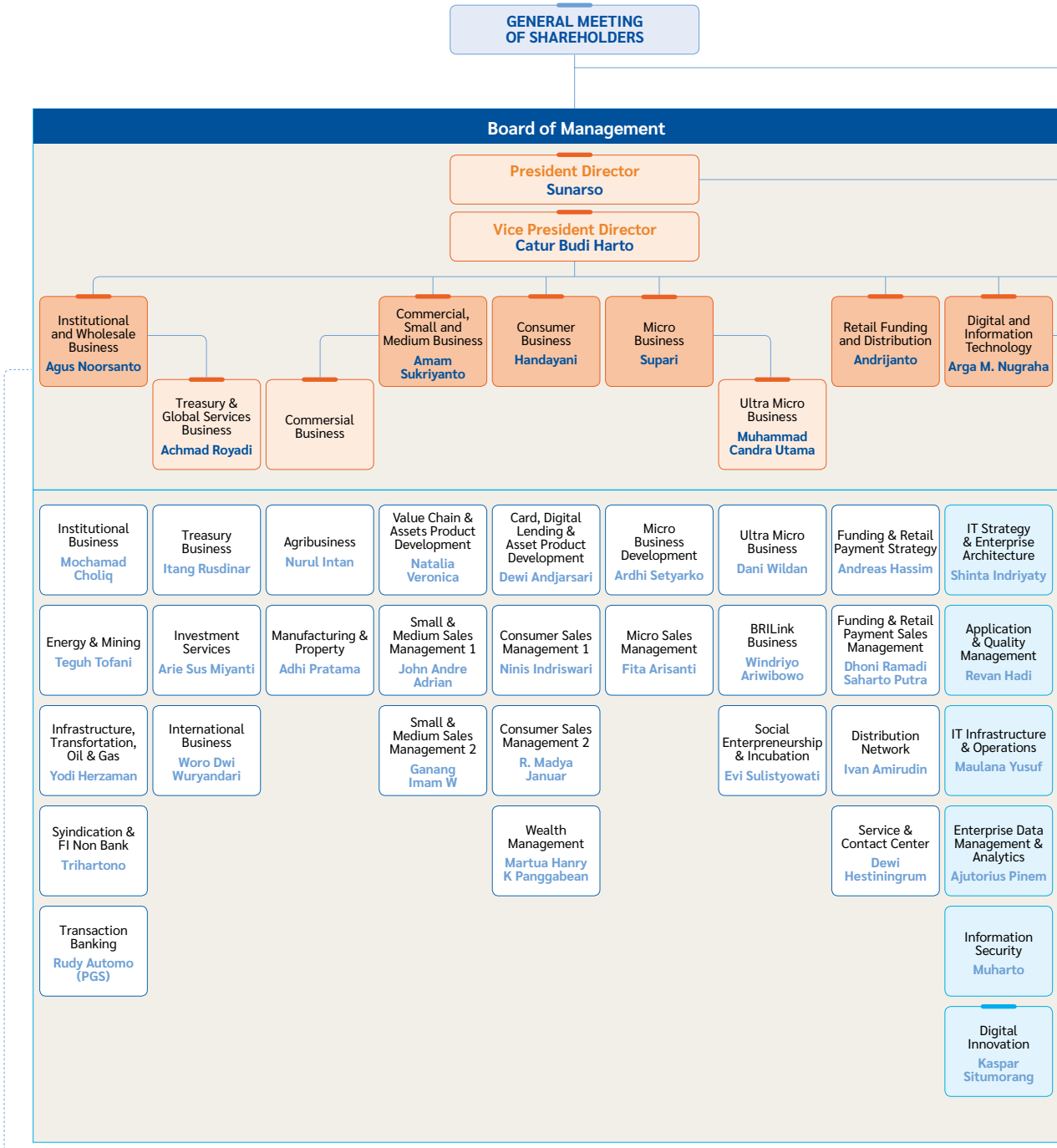
Table of Office Networks per Region in 2024

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	39	25	-
Banjarmasin	1	1	31	31	280	20	62	2	-
Denpasar	1	1	32	26	295	20	112	4	1
Jakarta 1	1	1	22	47	-	55	-	-	-
Jakarta 2	1	1	34	74	243	79	68	21	-
Jakarta 3	1	1	35	53	288	30	70	-	1
Jayapura	1	1	13	13	88	10	14	1	-
Makassar	1	1	37	27	348	18	3	-	-
Malang	1	1	24	35	504	15	127	4	-
Manado	1	1	20	15	203	16	36	2	1
Medan	1	1	24	33	258	24	41	1	-
Padang	1	1	14	8	157	11	43	-	-
Palembang	1	1	21	28	217	9	38	-	-
Pekanbaru	1	1	22	20	170	18	28	1	1
Semarang	1	1	22	38	421	38	40	-	-
Surabaya	1	1	25	24	279	30	36	8	-
Yogyakarta	1	1	33	33	582	51	60	-	-
Overseas**	-	-	6	3	-	-	-	-	-
Total	18	18	459	558	5,086	500	873	69	4

* In accordance with OJK Regulation 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. In accordance with Service Note B.63.e-PPM/ODV/OD2/08/2023 dated August 3, 2023 regarding Submission of approval for changes to KCK supervision.
** Overseas Branch Offices are located in New York, Cayman Island, Singapore, Hong Kong, Taiwan and Timor Leste. Overseas Assistant Branch Office is located in Timor Leste.

BUMN UNTUK INDONESIA
BRI
mo Jelajahi Indonesia hingga Mancanegara? Mudah pakai BRImo
Buka Rekening dari 11 Negara
Konversi 10 Mata Uang Asing
Transfer ke Lebih dari 160 Negara
Aktivasi Fitur Debit Multicurrency
#BRImoWorldXperience
Official Titling Sponsor
Nikmati Kemudahan di BRI mo
Daftar Sekarang
CONTACT BRI 1500017
Sabrina 0812 1214 017 | www.bri.co.id
BRI merupakan peserta penjaminan LPS, serta berizin dan diawasi Otoritas Jasa Keuangan & Bank Indonesia

Organizational Structure



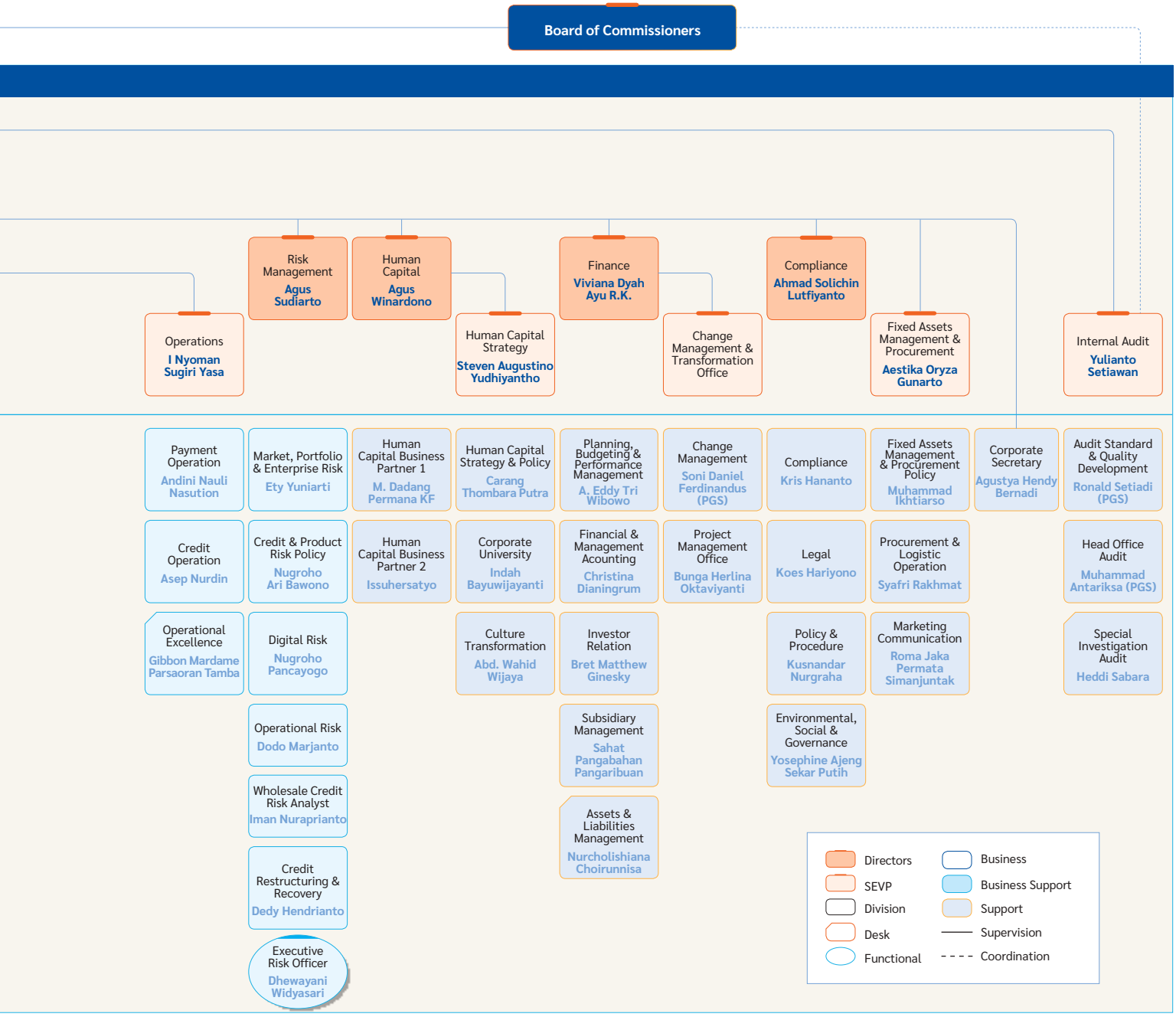
Board of Commissioners Committee:

Audit, Nomination & Remuneration, Risk Management Monitoring, Integration Governance

Directors Committee:

Risk Management and ESG, Credit Policy, Credit, ALCO, Human Capital, IT, Capital & Investment, Product, Procurement, PMO

BRI's organizational structure was ratified based on NOKEP Decree: S.1043-DIR/PPM/04/2024 dated April 03, 2024, concerning the Organization of PT Bank Rakyat Indonesia (Persero) Tbk. The following is BRI's organizational structure as of April 03, 2024.



The members of the Committee under the Board of Commissioners as of December 31, 2024, are as follows:

1. Audit Committee: Rofikoh Rokhim (Chairman), Heri Sunaryadi, Agus Riswanto, Haryo Baskoro Wicaksono, Irwanto, Bintoro Nurcahyo, Loethano Boy Meizardi, Donny Himawan, Thauriq Anwar.
2. Nomination and Remuneration Committee: Heri Sunaryadi (Chairman), Rofikoh Rokhim (Secretary), Kartika Wirjoatmodjo, Rabin Indrajad Hattari, Awan Nurmawan Nuh, Dwi Ria Latifa, Nurmaria Sarosa, Agus Riswanto, Paripurna P. Sugarda, Haryo Baskoro Wicaksono, M. Dadang Permana K.F.
3. Risk Management Monitoring Committee: Nurmaria Sarosa (Chairman), Rofikoh Rokhim, Rabin Indrajad Hattari, Heri Sunaryadi, Awan Nurmawan Nuh, Haryo Baskoro Wicaksono, A. Sigid Sudahno, Sandra Chalik, Cahyo Yuliarso.
4. Integrated Governance Committee: Paripurna Poerwoko Sugarda (Chairman), Kartika Wirjoatmodjo, Rofikoh Rokhim, Dwi Ria Latifa, Heri Sunaryadi, Haryo Baskoro Wicaksono, Tedi Nurhikmat, Tjondro Prabowo, Maria Ulpah, Johanes Kuntjoro Adisardjono, Ayahanita K., Abdul Ghoni, Eko Wahyudi, Mohammad Hidayat, Donsuwan Simatupang, Diah Defawati Ade, Agoosh Yosran, Yudi Priambodo Purnomo Sidi, Muhammad Cholil Nafis, Nurhaida, Kahlil Rowter

The names of the members of the Committee under the Board of Directors can be found in the Corporate Governance Chapter.

List of Association Membership

Bank BRI actively joins a number of organizations and associations related to its core business to maintain developments in the business environment, expand the network, and strengthen BRI's contribution, synergy and existence in creating a sustainable business climate. Being a member of several organizations is a strategic step for Bank BRI in running banking business activities by noticing the Environmental, Social, and Governance (LST) aspects. Nevertheless, BRI does not provide financial contributions outside of regular membership fees. Until the end of 2024, BRI is 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 Indonesia's capital market as an industry capable of supporting the national economy.	Chairman	National
2.	Bankers Association for Risk Management (BARA)	Becoming a banking partner in realizing a national banking industry with the best practical standards that can optimally manage risks.	Chairman	National
3.	Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP)	Serving as a communication and consultation platform among Compliance Directors within Indonesia's banking sector.	Head of Professional Development Division	National
4.	Asosiasi Satelit Indonesia (ASSI)	An association dedicated to protecting the interests of Indonesia's satellite business, particularly through regulations that support the domestic industry while fostering national potential in satellite and space technology.	Head of Research and Data Center Division	National
5.	Forum Human Capital Indonesia (FHCI)	A platform for knowledge sharing, information exchange, and collaboration related to HC across all BUMN	Head of V Culture & Social Responsibility Division	National
6.	Himpunan Pedagang Surat Utang (HIMDASUN)	An association that acts as the operator of the Indonesian Government Bond (Surat Utang Negara/SUN) market, committed to improving liquidity and transparency in the government bond sector.	Vice Chairman II	National
7.	Asosiasi Dana Pensiun Lembaga Keuangan (ADPLK)	Supporting the role of the DPLK (Pension Fund) industry in Indonesia to help the government enhance public welfare.	Vice Chairman of Legal and Compliance Division	National
8.	Association of Certified Fraud Examiners (ACFE-Indonesia Chapter)	Indonesia's largest professional anti-fraud organization, leading in education, research, advocacy, and anti-fraud development.	Deputy Director of Public Relations & Publication	National
9.	Asosiasi Sistem Pembayaran Indonesia (ASPI)	An association proactively involved in setting standards and measures to promote digital payments, representing the industry in discussions with regulators and policymakers.	Secretary General	National
10.	Association Cambiste Internationale - Financial Markets Association Indonesia (ACI-FMA)	An organization representing more than 800 professionals in the financial market sector, including money markets, foreign exchange, derivatives, bonds, and brokerage. Affiliated with ACI Paris and IBI, this organization continues to evolve alongside financial market integration.	Secretary General	National
11.	Ikatan Auditor Internal Bank (IAIB)	Developing the banking internal audit profession to enhance the effectiveness of risk management implementation, internal controls, and good governance, ultimately contributing to a robust and sound financial industry in Indonesia.	Deputy Secretary General	National
12.	Appointed Cross Currency Dealer (ACCD)	ACCD-designated banks are those deemed capable of facilitating Rupiah and Yuan transactions under the agreed LCS framework. These banks demonstrate strong financial health and resilience, experience in trade/ investment transactions, extensive financial services capabilities, and established relationships with partner-country banks.	Secretary	National

No.	Association Name	Purpose	Participation Position	Scale
13.	Asosiasi Pasar Uang dan Valuta Asing Indonesia (APUVINDO)	An association responsible for providing domestic financial market participants with information on benchmark reform agendas and interest rate reference recommendations.	General Treasurer	National
14.	Asosiasi Bank Kustodian Indonesia (ABKI)	Ensuring that the code of ethics for custodian services is upheld by its members, ensuring compliance with Indonesia's legal and regulatory framework.	Treasurer	National
15.	Asosiasi Wali Amanat Indonesia (AWAI)	Developing the role of trustees, ensuring regulatory compliance, and enhancing professionalism in the capital market industry, particularly concerning bond issuance and other debt securities.	Treasurer	National
16.	World Economic Forum	An organization that connects various global communities with a shared vision, engaging businesses, governments, and NGOs in discussions and collaborations on economic, social, and environmental challenges.	Member (Associate Partners Category)	International
17.	Partnership for Carbon Accounting Financials (PCAF)	Conducting disclosure of financed emissions.	Member	International
18.	United Nations Global Compact (UNGC)	Committed to sustainability and supporting the achievement of the Sustainable Development Goals (SDGs).	Member	International
19.	Asia Pacific Loan Market Association (APLMA)	Expanding connections and relationships with banks across the Asia-Pacific region to explore potential syndicated loan agreements.	Member	International
20.	Industrial Relation (IR) Himbara	A platform for knowledge sharing and information exchange regarding Investor Relations (IR) policies within Himbara banks.	Member	National
21.	Public Private Partnership – INTRACNET PPATK	A collaborative forum integrating cooperation between PPATK, APGAKUM, and the banking sector to prevent drug-related crimes and business email compromise (BEC) fraud schemes.	Member	National
22.	Asosiasi Forensik Digital Indonesia (AFDI)	Bringing together and coordinating digital forensic analysts and enthusiasts within an association to drive progress for its members and contribute to the nation.	Member	National
23.	Indonesia Foreign Exchange Market Committee (IFEMC)	A forum for discussing issues and practices related to deepening and developing Indonesia's financial markets, including the impact of international financial markets.	Ad Hoc Repo	National
24.	Indonesia Contact Center Association (ICCA)	An organization providing updates on Contact Center developments, benchmarking, and technological advancements.	Member	National
25.	Lembaga Alternatif Penyelesaian Sengketa-Jasa Keuangan (LAPS-JK)	An institution handling non-financial disputes with approval from the Financial Services Authority (OJK).	Member	National
26.	Asosiasi Penyelenggara Jaringan Telekomunikasi (APJATEL)	An association providing updates on regulations or government policies both central and regional concerning telecommunications networks, particularly BRI-owned Fiber Optic (FO) infrastructure.	Member	National
27.	Asosiasi Penyelenggara Jasa Internet Indonesia (APJII)	A nonprofit association regulating internet service providers to ensure efficient interconnection among licensed internet service providers in Indonesia.	Member	National
28.	Masyarakat Telematika (MASTEL)	An association serving as a platform for stakeholders in information technology, communications, and broadcasting, including businesses, organizations, associations, and professionals.	Member	National
29.	Perhimpunan Bank Nasional (Perbanas)	A forum for discussions, including current taxation issues and strategic tax-related recommendations.	Member	National
30.	Inisiatif Keuangan Berkelanjutan Indonesia (IKBI)	A communication platform among financial institutions in Indonesia related to sustainable finance.	Member	National
31.	Asosiasi Bank Agen Penjual Efek Reksa Dana Indonesia (ABAPERDI)	An association managing specific issues related to mutual fund sales, from the preparation stage (Waperd licensing, PPL, exam locations), sales process (PPJ control, KYC, NPWP validation), to reporting and data management.	Member	National

Board of Directors' Profile

Sunarso

President Director

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Pasuruan, in 1963. Age 61 as of December 2024.
Domicile	:	Jakarta, Indonesia

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 – Kellog School of Management, Northwestern University – Evaston, Illinois – USA (2013).
  6. Decision Making for Leaders – Melbourne University, Australia (2014).
  7. Revamping The Capability in Loan Analysis : Revisit The Core Techniques in Loan Underwriting Methods For Various Loan Types , Loan Monitoring and Problem Loan Resolution, BARa ,Bandung (2014).
  8. Systemic, Operational, and Infrastucture Risk Management, Universitas Commerciale Luigi Bocconi, Italy and Erasmus University (2016).
  9. Geopolitic Risk Related to Asia, International Risk Management Refreshment Program, National Chengchi University, Taipei Taiwan and IBI and UGM (2018).
  10. Managing Cyber Risk Post Pandemic, Risk Management Refreshment Program, BARa (2020).
  11. International Risk Management Refreshment Program, BARa-MM UGM-IBI (2022).
  12. Qualification 7 Field of Bank Risk Management , Level 7 Competency Certificate, LSPP (2023).
  13. Executive Course on " Strategic Management and Leadership Cohort 3", Republic Indonesia Defense University (2024).
  14. Indonesian Banking In Supporting Indonesia Towards a Low Carbon Economy, Risk Management Refreshment Program - BARa (2023).
  15. Improving the Effectiveness of Risk Management Implementation to Realize a Sustainable Banking Industry, Risk Management Alignment, BARA (2024).

ACHIEVEMENT

- Impact on Financial Industry , Kumparan Awards (Desember 2024).
- Excellence in CEO Leadership, CNBC Indonesia Awards (Desember 2024).
- The Best CEO, Most Expansive Sustainable Financing Activities, TOP CEO Indonesia Awards , Tempo IDN (November 2024).
- CEO Of The Year , Detikcom Awards (Oktober 2024).
- Sustainable Leader of the Year – Lestari Award (August 21, 2024).
- Best CEO (Gold) – Asia Best Companies (June 2024).
- TOP Leader on CSR Commitment 2024 – MSI Group (May 27, 2024).
- The Best Banking CEO In Digital Brand 2024 – Infobank (April 1, 2024).
- Best CEO of Communication – BCOMSS Ministry of SOEs (March 7, 2024).
- Maestro CEO of The Year - CNBC Indonesia Award 2023, CNBC Indonesia (December 13, 2023).
- CEO of the Year - Infobank Top 100 CEO & The Next Leaders Forum 2023, Infobank Magazine (December 5, 2023).
- The Most Committed Chief Executive Officer State-Owned Enterprises in Driving Technological Change - TOP BUMN Awards, Indonesian Business (November 30, 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 Best CEO - Asia's Best Companies, FinanceAsia Award 2023 (Hong Kong, June 28, 2023).
- The Best CEO Across All Industries - The 8th Annual SPEx2® DX Award 2023, One GML x Kontan (June 28, 2023).
- Pemimpin Terpopuler di Media Online 2023 - The 1st Indonesia GPR Awards (IGA) 2023, PR Indonesia (June 16, 2023).
- The Most Reputable Banking CEO in Digital Platform 2023 - 12th Infobank - Isentia Digital Brand 2023, Infobank Magazine (April 12, 2023).
- The Most Admired CEO of State Owned Bank - Indonesia Property & Bank Award 2023, Property & Bank Magazine (March 20, 2023).
- The Best CEO with Distinction (kategori Company With More Than 1.000. Employees) - Indonesia Best CEO 2022, SWA Media Group & Dunamis Organization Service (March 1, 2023).
- Leadership Excellence Award - CNBC Indonesia Awards 2022, CNBC Indonesia (December 12, 2022).

- Top State Owned Banker 2022 - Tokoh Finansial Indonesia Award 2022, Investor Magazine - Berita Satu (December 9, 2022).
- Best of the Best "Marketeer of The Year 2022" - Marketeer of the Year Award 2022, MarkPlus, Inc. & Indonesia Marketing Association (December 8, 2022).
- The Best Industry Marketing Champion 2022 - Marketeer of the Year Award 2022, MarkPlus, Inc. & Indonesia Marketing Association (December 8, 2022).
- The Asian Banker CEO Leadership Achievement for Indonesia Award - Asian Banker Best CEO and Managed Bank Awards 2022.
- CEO of The Year 2022 - Top 100 CEO Infobank Magazine (November 23, 2022).
- Most Popular Leader/CEO on Social Media 2022 for BUMN Tbk category - Jamboree PR Indonesia (JAMPIRO) 2022.
- Most Popular Leader/CEO on Social Media 2022 for the BUMN Tbk category - Indonesian Public Relations Award (AHI) 2022, PR Indonesia.
- Figures in Financing and Empowering MSMEs - Rakyat Merdeka Award 2022 "For Indonesia to Recover and Rise" ".
- Winners of 'Indonesia DEI & ESG Awards 2022' (Most Popular Category in Online Media 2021) - Humas Indonesia, PR Indonesia Group (August 5, 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, 6th July 2022) from The Asset Magazine (Hongkong).
- Business Person of The Year 2021 - Fortune Indonesia 2022.
- The Best CEO for Corporate Digital Transformation - Digitech Award 2022.
- The Best CEO - 11th Anugerah BUMN 2022 (BUMN Track).
- The Best CEO - CNBC Indonesia Award 2021.
- Indonesia Most Admired CEO 2021 with Outstanding Leadership in Developing Digital Business Transformation Through Financial Technology - Warta Ekonomi.
- Top National Banker 2021 - Best Indonesian Financial Figures & BUMN 2021 - Investor Magazine, Satu Media Holding News.
- Infobank Bankers of The Year 2021 - Infobank Top 100 CEO 2021.
- The Most Popular Leader In Social Media 2021 (BUMN Leader Category Tbk) - PR Indonesia.
- Financial Figures 2021 - Economic Review: Indonesia Finance Award-IV 2021.
- The Best CEO In Value Creation - Infobank Top BUMN 2021.
- The Best CEO CSR of The Year - Nusantara CSR Award 2021 (La Tofi School of CSR).
- The Best CEO Series 2021 (Infobank).
- The Best CEO – GRC & Performance Excellence Award 2021.
- Top CEO Award 2021 - Tras n Co.
- The Best CEO of the company Tbk - 10th Anugerah BUMN 2021.
- The Best CEO, Kategori Strategic Orientation Perusahaan (Tbk), 10th Anugerah BUMN 2021.
- The Best CEO - iNews Maker Award 2021 (MNC Televisi Network).
- Top National Banker 2020 (Indonesian Financial Figures 2020 - Investor Magazine).
- The Best CEO in Banking Transformation (CNBC Award 2020).
- Best CEO of The Year untuk kategori Sustainable Development Goals Contribution (People of The Year 2020 - Metro TV).
- The Best CEO, Bisnis Indonesia TOP BUMN Award 2020.
- Best Innovative CEO (IDX Channel – Anugerah Inovasi Indonesia 2020).
- The Best CEO & GRC Leader 2020, GRC & Performance Exellence Award 2020.
- Best Visionary CEO of the Company Tbk (Anugerah BUMN 2020, BUMN Track).
- Best CEO Talent Development (Anugerah BUMN 2020, BUMN Track).
- Indonesia Humane Entrepreneurship Award 2019.
- The Best CEO BUMN: Talent Development (Anugerah BUMN 2018, BUMN Track)
- The Best CEO BUMN: The Best Good Corporate Governance & Service, 7sky Media, (2018).
- The Best CEO: The Best Transformative Leader, 7sky Media, (2018).
- Most Admired CEO Award 2018 pada kategori Leadership for Digital Transformation of Pawning Business (Warta Ekonomi).
- The Best CEO diberikan oleh DataGovAi Award.
- The Best SME Banker 2013 in Asia Pacific : The Triple A Awards from The Asset Magazine (Hong Kong).
- The Most Influential People in Southeast Asia – Leading Corporate & Commercial Bankers from Alpha Southeast Asia Magazine (2012).

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

First appointed as Deputy President Director of BRI at the Extraordinary GMS on January 3, 2019. Appointed as President Director of BRI 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 Number 56/ KDK.03/2019 dated December 20, 2019. Then he was reappointed as President Director based on the Annual GMS on March 13, 2023.

BRI SHARE OWNERSHIP

5.658.656 shares

TERM OF OFFICE

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

CONCURRENT POSITIONS

- 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.

Catur Budi Harto

Vice President Director

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Demak, in 1963. Age 61 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATION BACKGROUND

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

CERTIFICATION

- Level 7 Risk Management Certification.
- Certified Wealth Manager from The Certified Wealth Managers' Association.

WORK EXPERIENCE

- Senior Executive Vice President (SEVP) BRI (2015-2016).
- Director of BTN (Persero) Tbk (2016 – 2017).
- Director of Small Business & BNI Network (2017 – 2019).
- Deputy President Director of BRI (2019 – present).

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 Number 57/ KDK.03/2019 dated December 20, 2019. Then reappointed at the 2024 Annual GMS on March 1, 2024.

TERM OF OFFICE

- 2019 – 2024 (First Period).
- 2024 – 2029 (Second Period).

CONCURRENT POSITIONS

- 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 Hum 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.

BRI SHARE OWNERSHIP

4.045.557 shares

Handayani

Director of Consumer Business

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Surabaya, in 1965. Age 59 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATION BACKGROUND

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

CERTIFICATION

- Level 7 Risk Management Certification.
- Capital Market Competency Certification Level 5

WORK EXPERIENCE

- Public Relations Section, Perbanas (2016 - 2020).
- Director of Marketing & Alternate Distribution 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).
- Vice Chairman of CWMA (2017 – present).
- Secretary General of ASPI (2019 – present).
- Head of Srikandi BUMN Division (2021).

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 Number 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).

CONCURRENT POSITIONS

- Vice Chairman of CWMA (2017 – present)
- Secretary General of ASPI (2019 - present)
- Permanent Member of the Asset and Liability Committee (ALCO) BRI (2022-present).
- Permanent Member of the BRI Credit Committee (2022-present).
- Permanent member of the BRI Human Capital Talent Committee (2022-present).
- Permanent member of the Human Capital Committee for BRI Performance Management (2022-present).

Does not have a position in another public company.

BRI SHARE OWNERSHIP

5.741.900 shares

Supari

Director of Micro Business

Citizenship	:	Indonesian citizen
Place and Year of Birth/Age	:	Born in Ngawi, in 1966. Age 58 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATION 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 BRI Micro Business for the first time based on the Annual GMS on March 22, 2018. Effective after obtaining FSA (OJK) approval or Fit and Proper Test according to OJK Letter Number KEP-34/ KDK.03/2018 dated December 04, 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).
- 2023 – 2028 (Second Period).

CONCURRENT POSITIONS

- 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 Komite Human Capital Committee for Performance Management BRI (2023-present).

Does not have a position in another public company.

BRI SHARE OWNERSHIP

4.970.914 shares

Ahmad Solichin Lutfiyanto

Director of Compliance

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Malang, in 1970. Age 54 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATION BACKGROUND

- Bachelor of Agricultural Technology, University of Jember (1990).
- Master of Management, Marketing/MIS, UGM/Adger Collage University Norway (2000).

CERTIFICATION

Risk Management Certification Level 7.

WORK EXPERIENCE

- Deputy Head of BRI Retail Business Network Division (2012 – 2016).
- Head of BRI Transaction Banking Division (2016 – 2017).
- Head of BRI Human Capital Policy & Development Division (2017 – 2018).
- Director of Compliance BRI (2018 – 2019).
- Director of BRI Network & Services (2019 – 2021).
- Director of Compliance BRI (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 Number 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).

CONCURRENT POSITIONS

- Permanent Member without Voting Rights of the BRI Asset and Liability Committee (ALCO) (2018-present).
- Permanent Member of the BRI Risk Management Committee (2018-present).
- Permanent Member of the BRI Environmental, Social & Governance (ESG) Committee (2021-present).
- Member of the BRI Credit Policy Committee (2018-present).
- Permanent Member of the BRI Information Technology Steering Committee (2018-present).
- Permanent Member of the BRI Data Governance Committee (2022-present).
- Permanent member of the BRI Human Capital Talent Committee (2022-present).
- Permanent member of the Human Capital Committee for BRI Performance Management (2022-present).
- Permanent member of the BRI Human Capital Ethics & Discipline Committee (2022-present).
- Permanent Member of the BRI Goods and Services Procurement Committee (2022-present).

Does not have a position in another public company.

BRI SHARE OWNERSHIP

5.454.170 shares

Agus Sudiarto

Director of Risk Management

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Jakarta, in 1964. Age 60 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATION BACKGROUND

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

CERTIFICATION

Risk Management Certification Level 7

Work Experience

- President Director of Bank Syariah Mandiri (2014 – 2017).
- SEVP Special Asset Management Bank Mandiri (2017 – 2019).
- Director of Risk Management BRI (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 Number 59/ KDK.03/2019 dated December 20, 2019. Then reappointed at the 2024 Annual GMS on March 1, 2024.

TERM OF OFFICE

- 2019 – 2024 (First Period).
- 2024 – 2029 (Second Period).

CONCURRENT POSITIONS

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

Does not have a position in another public company.

BRI SHARE OWNERSHIP

3.584.100 shares

Agus Noorsanto

Director of Wholesale and Institutional Business

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Pandeglang, in 1964. Age 60 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATION BACKGROUND

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

CERTIFICATION

Risk Management Certification Level 7

WORK EXPERIENCE

- SEVP Business Small, Medium & Consumer BRI (2016).
- Senior Executive Vice President Network and Services BRI (2016 – 2017).
- President Director of BRI Agro (2017 – 2019).
- Director of Wholesale & Institutional Business 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 Number 59/KDK.03/2019 dated December 20, 2019. Then reappointed at the 2024 Annual GMS on March 1, 2024.

TERM OF OFFICE

- 2019 – 2024 (First Period).
- 2024 – 2029 (Second Period).

CONCURRENT POSITIONS

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

Does not have a position in another public company.

BRI SHARE OWNERSHIP

3.938.641 shares

Agus Winardono

Director of Human Capital

Citizenship	:	Indonesian citizen
Place and Year of Birth/Age	:	Born in Jakarta, in 1965. Age 59 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATION BACKGROUND

- Bachelor of Corporate Economics, University of Krisna Dwipayana (1988).
- Master in Financial Management, PPM College of Management (2001).
- Doctor of HR Management, Universitas Negeri Jakarta (2024).

CERTIFICATION

- Risk Management Certification Level 5.
- Certified Wealth Manager from 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).
- Chair of Sector V FHCI BUMN (2024-present).
- Chair of PMO for the Development of Integrated Human Capital Applications in BUMN (2023-present).
- Vice Chair of Sector I – Digital Capacity Building Forum for BUMN Digital (2023-present).
- Treasurer of BUMN School of Excellence (2023-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 FSA (OJK) approval or Fit and Proper Test in accordance with OJK Letter Number 33/KDK.03.2021 dated April 14, 2021.

TERM OF OFFICE

2021 – 2026 (First Period).

CONCURRENT POSITIONS

- Permanent Member of the Asset and Liability Committee (ALCO) BRI (2021-present).
- Permanent Member of the Risk Management Committee BRI (2021-present).
- Permanent Member of the Credit Committee BRI (2021-present).
- Permanent Member of the Human Capital Committee, Planning & Policy Sector BRI (2021-present).
- Permanent Member of the Human Capital Committee, Talent Sector BRI (2021-present).
- Permanent Member of the Human Capital Committee, Performance Management Sector BRI (2021-present).
- Permanent Member of the Human Capital Committee, Ethics & Discipline Sector BRI (2021-present).
- Chair of the Human Capital Committee, Ethics & Discipline 2 BRI (2021-present).
- Substitute Chair of the Human Capital Committee, Job Evaluation Sector BRI (2021-present).
- Chair of Sector V FHCI BUMN (2024-present).
- Chair of the PMO for Integrated Human Capital Application Development BUMN (2023-present).
- Vice Chair of Sector I – Digital Capacity Building Forum for BUMN Digital (FORDIGI) (2023-present).
- Treasurer of BUMN School of Excellence (2023-present).

Does not have a position in another public company.

BRI SHARE OWNERSHIP

3,469,681 shares

Amam Sukriyanto

Director of Commercial, Small and Medium Business

Citizenship	:	Indonesian citizen
Place and Year of Birth/Age	:	Born in Situbondo, in 1968. Age 56 per Desember 2024.
Domicile	:	Jakarta, Indonesia

EDUCATION BACKGROUND

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

CERTIFICATION

Risk Management Certification Level 5

WORK EXPERIENCE

- EVP of International Business BRI (2018 – 2020).
- EVP of Corporate Secretary Division BRI (2020).
- SEVP of Fixed Assets Management & Procurement Directorate BRI (2020 – 2021).
- Director of Small and Medium Business BRI (2021 – 2024).
- Director of Commercial, Small, and Medium Business BRI (2024 – present).

LEGAL BASIS OF APPOINTMENT

Appointed as the Director of Small & Medium Business BRI for the first time based on the results of the Extraordinary General Meeting of Shareholders (RUPS) on January 21, 2021. Effective after obtaining approval from OJK or the Fit and Proper Test, as per OJK Letter Number 34/KDK.03.2021 dated April 14, 2021. In the 2024 Annual General Meeting of Shareholders (RUPS) on March 1, 2024, there was a change in nomenclature from Director of Small and Medium Business to Director of Commercial, Small, and Medium Business.

TERM OF OFFICE

2021 – 2026 (First period).

CONCURRENT POSITIONS

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

Does not have a position in another public company.

BRI SHARE OWNERSHIP

3,623,454 shares

Viviana Dyah Ayu R.K.

Director of Finance

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Surakarta, in 1978. Age 46 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATION BACKGROUND

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

CERTIFICATION

- Chartered Accountant Certification.
- Risk Management Certification Level 7.
- 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).
- Director of Finance BRI (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 Number 36/ KDK.03.2021 dated April 14, 2021

TERM OF OFFICE

2021 – 2026 (First Period).

CONCURRENT POSITIONS

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

Does not have a position in another public company.

BRI SHARE OWNERSHIP

3.819.500 shares

Arga M. Nugraha

Director of Digital and Information Technology

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Jakarta, in 1981. Age 43 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATION BACKGROUND

- Bachelor of Informatics Engineering, Bina Nusantara University (2003).
- Master of Science, Carnegie Mellon University, USA (2011).

CERTIFICATION

- Risk Management Certification Level 5.
- 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 Network & Services BRI (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 the Fit and Proper Test according to OJK Letter Number 35/KDK.03.2021 dated April 14, 2021. At the Annual GMS on March 1, 2022, his duties were transferred to Director of Digital & Information Technology.

TERM OF OFFICE

2021 - 2026 (First Period).

CONCURRENT POSITIONS

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

Does not have a position in another public company.

BRI SHARE OWNERSHIP

3.421.385 shares

Andrijanto

Director of Retail Funding and Distribution

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Surabaya, in 1974, Age 50 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATION BACKGROUND

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

CERTIFICATION

Level 7 Risk Management Certification

WORK EXPERIENCE

- Head of BRI Corporate Development & Strategy Division, PT Bank Rakyat Indonesia (Persero) Tbk (2019-2021).
- Head of BRI Planning, Budgeting & Performance Management Division, PT Bank Rakyat Indonesia (Persero) Tbk (2021-2022).
- Director of BRI Network and Services (2022 – 2024).
- Director of BRI Retail Funding and Distribution (2024-Present).

LEGAL BASIS OF APPOINTMENT

Appointed as Director of BRI Network and Services for the first time based on the Annual General Meeting of Shareholders of PT Bank Rakyat Indonesia (Persero) Tbk dated March 1, 2022. Effective after obtaining OJK approval or the Fit and Proper Test according to OJK Letter Number 15/KDK.03/2022 dated June 22, 2022. At the 2024 Annual GMS on March 1, 2024, there was a change in nomenclature from Director of Network and Services to Director of Retail Funding and Distribution.

TERM OF OFFICE

2022 - 2027 (First Period).

CONCURRENT POSITIONS

- Permanent Member of the BRI Asset and Liability Committee (ALCO) (2022-present).
- Permanent Member of the BRI Credit Committee (2022-present).
- Alternate Chair concurrently Permanent Member of the BRI Information Technology Steering Committee (2022-present).
- Alternate Chairperson concurrently serving as Permanent Member of BRI's Data Governance Committee (2022-present).
- Permanent member of the BRI Human Capital Talent Committee (2022-present).
- Permanent member of the Human Capital Committee for BRI Performance Management (2022-present).
- Permanent Member of the BRI Product Committee (2022-present).
- Permanent Member of the BRI Project Management Office Steering Committee (2022-present).

Does not have a position in another public company.

BRI SHARE OWNERSHIP

2.989.700 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						Family Relations With						Management Relations
		Board of Commissioners		Board of Director		Controlling shareholders*		Board of Commissioners		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		✓		✓		✓		✓		✓		✓		✓
Handayani	Director of Consumer Business		✓		✓		✓		✓		✓		✓		✓
Supari	Director of Micro Business		✓		✓		✓		✓		✓		✓		✓
Ahmad Solichin Lutfiyanto	Director of Compliance		✓		✓		✓		✓		✓		✓		✓
Agus Sudiarto	Director of Risk Management		✓		✓		✓		✓		✓		✓		✓
Agus Noorsanto	Director of Wholesale and Institutional Business		✓		✓		✓		✓		✓		✓		✓
Agus Winardono	Director of Human Capital		✓		✓		✓		✓		✓		✓		✓
Amam Sukriyanto	Director of Commercial, Small, and Medium Business		✓		✓		✓		✓		✓		✓		✓
Viviana Dyah Ayu R.K.	Director of Finance		✓		✓		✓		✓		✓		✓		✓
Arga M. Nugraha	Director of Digital and Information Technology		✓		✓		✓		✓		✓		✓		✓
Andrijanto	Director of Retail Funding and Distribution		✓		✓		✓		✓		✓		✓		✓

*Directly or indirectly

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 2024, there were no changes in the composition of the Board of Directors. However, during the 2024 Annual General Meeting of Shareholders (RUPS), the following decisions were made regarding the management of the Company:

1. Honorably dismissed the following individuals as Company Management:
   a. Catur Budi Harto as Vice President Director
   b. Agus Noorsanto as Director of Wholesale and Institutional Business
   c. Agus Sudiarto sebagai as Director of Risk Management
2. Changed the nomenclature of the following Board of Directors members:
   a. Director of Small and Medium Business became Director of Commercial, Small, and Medium Business.
   b. Director of Network and Services became Director of Retail Funding and Distribution.

3. Transferred assignments of the following individuals as members of the Board of Directors:
   a. Amam Sukriyanto, previously Director of Small & Medium Business, became Director of Commercial, Small, and Medium Business.
   b. Andrijanto, previously Director of Network and Services, became Director of Retail Funding and Distribution
4. Appointed the following individuals as Company Management:
   a. Catur Budi Harto as Vice President Director
   b. Agus Noorsanto as Director of Wholesale and Institutional Business
   c. Agus Sudiarto as Director of Risk Management

Thus, the composition of the Board of Directors after the 2024 Annual GMS consists of 12 individuals, comprising 1 President Director, 1 Vice President Director, and 10 Directors. The composition and basis for the appointment of the 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	• Extraordinary GMS on January 3, 2019 • Extraordinary GMS on September 2, 2019 • Annual GMS on March 13, 2023	December 20, 2019
Catur Budi Harto	Vice President Director	OJK	• Extraordinary GMS on September 2, 2019 • Annual GMS on March 1, 2024	December 20, 2019
Handayani	Director of Consumer Business	OJK	• Extraordinary GMS on October 18, 2017 • Annual GMS on March 1, 2022	March 14, 2018
Supari	Director of Micro Business	OJK	• Annual GMS on March 22, 2018 • Annual GMS on March 13, 2023	December 4, 2018
Ahmad Solichin Lutfiyanto	Director of Compliance	OJK	• Annual GMS on March 22, 2018 • Appointed as Compliance Director based on the Extraordinary GMS on January 21, 2021 • Annual GMS on March 13, 2023	April 1, 2021
Agus Sudiarto	Director of Risk Management	OJK	• Extraordinary GMS on September 2, 2019 • Annual GMS on March 1, 2024	December 20, 2019
Agus Noorsanto	Director of Wholesale and Institutional Business	OJK	• Extraordinary GMS on September 2, 2019 • Annual GMS on March 1, 2024	December 20, 2019
Agus Winardono	Director of Human Capital	OJK	Extraordinary GMS on January 21, 2021	April 14, 2021
Amam Sukriyanto	Director of Small and Medium Business	OJK	Extraordinary GMS on January 21, 2021	April 14, 2021
Viviana Dyah Ayu R.K.	Director of Finance	OJK	Extraordinary GMS on January 21, 2021	April 14, 2021
Arga M. Nugraha	Director of Digital and Information Technology	OJK	Extraordinary GMS on January 21, 2021	April 14, 2021
Andrijanto	Director of Retail Funding and Distribution	OJK	Annual GMS on March 1, 2022	June 22, 2022

Board of Commissioners' Profile

Kartika Wirjoatmodjo

President Commissioner

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Surabaya, in 1973. Age 51 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATIONAL BACKGROUND

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

CERTIFICATION

Risk Management Certification Level 7

WORK EXPERIENCE

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

LEGAL BASIS OF APPOINTMENT

Appointed as President Commissioner of BRI for the first time on February 18, 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 Number 46/ KDK.03/2020 dated July 03, 2020

TERM OF OFFICE

2020 – 2025 (First Period).

CONCURRENT POSITIONS

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

Does not hold any positions in other public companies.

BRI SHARE OWNERSHIP

1.678.000 shares

Rofikoh Rokhim

Vice President Commissioner/ Independent Commissioner

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Klaten, in 1971. Age 53 as of December 2024.
Domicile	:	Jakarta, Indonesia

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 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:
  - Internationale Weiterbildung und Entwicklung gGmbH (2007)
  - Massachusetts Institute of Technology (2008 - 2009)
  - INSEAD (2014)
  - Harvard Kennedy School (2015)
  - Harvard Business School (2016)
  - Wharton Business School (2018)
  - Stanford Graduate School of Business (2018)
  - Said Business School University of Oxford (2018)
  - Chicago Booth School of Business (2019)
  - London School of Economics and Political Science (2019)
  - Institute Management Development (2021)
  - Kellogg School of Management (2022)
  - Columbia Business School (2022)
  - NYU Stern School of Business (2023)
  - Hass School of Business (2023)
  - Darden School Business (2024)
  - Ross School of Business (2024)

CERTIFICATION

- Risk Management Certification Level 6
- Chartered Accountant (CA)
- Indonesia Internal Audit Practitioner (IIAP)

TERM OF OFFICE

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

WORK EXPERIENCE

- Lecturer and Researcher at the Faculty of Economics and Business, University of Indonesia (2006 – present).
- Head of the Indonesian Business Intelligence Unit (2008-2013).
- Risk Management and Audit Committee of PT Pos Indonesia (2012-2015).
- Anti-Oil and Gas Mafia Task Force, Ministry of Energy and Mineral Resources (2014-2015).
- Committee on Services and Membership and Organizational Performance Management Policy and HR BPJS TK (2015-2017).
- President Commissioner of PT Hotel Indonesia Natour (Persero) (2015-2017).
- Village Fund Task Force, Ministry of Villages, Disadvantaged Regions and Transmigration (2016-2017).
- Independent Commissioner of BRI (2017 – 2021).
- Vice 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 October 18, 2017. Appointed as Deputy President Commissioner/Independent Commissioner at the Extraordinary GMS on October 7, 2021. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter Number 64 / KDK. 03/2021 on November 30, 2021

CONCURRENT POSITIONS

- Lecturer and Researcher at the Faculty of Economics and Business, University of Indonesia (2006-present).
- Member of the BRI Audit Committee (2017-2024).
- Member of the BRI Nomination and Remuneration Committee (2018-present).
- Indonesian Stock Exchange Company and Trading Appraisal Committee (2023-present).
- Chairman of the BRI Audit Committee (2024-present).
- Member of BRI Risk Management Monitoring Committee (2024 - present)

Does not have a position in another public company.

BRI SHARE OWNERSHIP

Do not have

Rabin Indrajad Hattari

Commissioner

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Jakarta, in 1975. Age 49 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATIONAL BACKGROUND

- Bachelor of Economics and 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)
  - Harvard Business School (2024)

CERTIFICATION

Risk Management Certification Level 6

WORK EXPERIENCE

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

LEGAL BASIS OF APPOINTMENT

Appointed as Commissioner of BRI for the first time on February 18, 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 Number 54/ KDK.03/2020 dated July 27, 2020.

TERM OF OFFICE

2020 – 2025 (First Period).

CONCURRENT POSITIONS

- Planning Expert Staff, Defense Industry Policy Committee, Ministry of Defense of the Republic of Indonesia (2020-present).
- Member of the BRI Nomination and Remuneration Committee (2020-present).
- Member of the BRI Risk Management Monitoring Committee (2020-present).
- Member of the Remuneration and HR Committee, Indonesia Investment Agency (INA) (2021-present).
- Secretary of the Ministry of SOEs (2023-present).

Does not have a position in another public company.

BRI SHARE OWNERSHIP

1.510.100 shares

Awan Nurmawan Nuh

Commissioner

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Bandung in 1968. Age 56 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATIONAL BACKGROUND

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

CERTIFICATION

- Risk Management Certification Level 6*
- Chartered Accountant (CA)
- Qualified Risk Governance Professional (QRGP)

WORK EXPERIENCE

- Expert Staff of the Minister of Finance for Tax Regulations and Law Enforcement (2016 – 2021)
- President Commissioner of PT Penjaminan Infrastruktur Indonesia (Persero) (2020 – 2023)
- Inspector General of the Ministry of Finance (2021 – present)
- Member of the Supervisory Board of the Indonesian Institute of Accountants (2022 – present)
- Member of the Supervisory Board of the Environmental Fund Management Agency (2023 – present)
- Commissioner of BRI (2023 – present)

LEGAL BASIS OF APPOINTMENT

Appointed as BRI Commissioner for the first time on March 13, 2023 based on the Results of the 2023 Annual GMS. Effective after obtaining OJK approval or the Fit and Proper Test according to OJK Letter Number SR-285/PB.02/2023 dated December 8, 2023.

TERM OF OFFICE

2023 – 2028 (First Period).

CONCURRENT POSITIONS

- Inspector General of the Ministry of Finance (2021 – present)
- Member of the Supervisory Board of the Indonesian Institute of Accountants (2022 – present)
- Member of the Supervisory Board of the Environmental Fund Management Agency (2023 – present)
- Member of the BRI Nomination and Remuneration Committee (2023 – present)
- Member of the BRI Risk Management Monitoring Committee (2023 – present)

Does not have a position in another public company.

BRI SHARE OWNERSHIP

712.500 shares

* The alignment to Level 6 was carried out in November 2024 as part of the competency testing process by the Banking Profession Certification Institute (LSPP).

Dwi Ria Latifa

Independent Commissioner

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Tanjung Balai Karimun, in 1966. Age 58 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATIONAL BACKGROUND

- Bachelor of Law, Pancasila University (1990).
- Alumni of Lemhanas-40 (2007).
- Master of Science, Gadjah Mada University (2012).
- Professional Education:
  - Northwestern-Kellog Executive Education School of Management (2023)
  - Harvard Business School (2023)
  - London Business School (2024)
  - Erasmus University (2024)

CERTIFICATION

Risk Management Certification Level 6

WORK EXPERIENCE

- Founder and Head of Rialatifa & Partners Office (1992 – present).
- Founder and Member of the Expert Council of the Indonesian Lawyers Union (1997 – present).
- Member of DPR RI (2000-2004).
- Chairperson of the DPP for Women and Child Protection of PERADI (2009 – 2014).
- Member of DPR RI (2014-2019).
- Chairperson 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 (2022 – present).

LEGAL BASIS OF APPOINTMENT

Appointed as Independent Commissioner of BRI for the first time on February 18, 2020 based on the results of the 2020 BRI AGM. Effective after obtaining OJK approval or the Fit and Proper Test according to OJK Letter Number 2/KDK.03/2021 dated January 20, 2021.

TERM OF OFFICE

2020 – 2025 (First Period).

CONCURRENT POSITIONS

- Founder and Head of Rialatifa & Partners (1992 - present)
- Founder and Member of the Expert Council of the Indonesian Lawyer Association (1997 - present)
- Member of BRI Nomination and Remuneration Committee (2020 - present)
- Member of BRI Risk Management Monitoring Committee (2020 - present)
- Member of BRI Integrated Governance Committee (2020 - present)
- President Commissioner of PT Bersua Utama Indonesia (2022 - present)

Does not have a position in another public company.

BRI SHARE OWNERSHIP

Do not have

Heri Sunaryadi

Independent Commissioner

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Jember, in 1965. Age 59 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATIONAL BACKGROUND

- Bachelor of Agricultural Technology from Bogor Agricultural Institute (1987).
- Master of Management BINUS Business School (2011).
- Professional Education:
  - Imperial College Business School (2023).
  - Imperial Business School (2023).
  - London Business School (2024).
  - Hautes Etudes Commerciales (HEC) Paris (2024).

CERTIFICATION

- Risk Management Certification Level 6*
- Basic Financing Certification of PT Sertifikasi Profesi Pembiayaan Indonesia (SPPI).

WORK EXPERIENCE

- President Director of Bahana Securities (2007-2009).
- President Director of PT Bahana Pembinaan Usaha Indonesia (2009-2013).
- President Director of PT Kustodian Sentral Efek Indonesia (2013 – 2014).
- Finance Director of PT Telkom Indonesia (Persero) Tbk (2014 – 2016).
- Board of Commissioners of PT Kustodian Sentral Efek Indonesia (2016 – 2018).
- Board of Commissioners of PT Merdeka Cooper Gold Tbk (2018 – 2021).
- Independent Commissioner of BRI (2021 – Present).
- Independent Commissioner of PT Tower Bersama Infrastructure Tbk (2022-Present).

LEGAL BASIS OF APPOINTMENT

Appointed as Independent Commissioner of BRI for the first time on October 7, 2021 based on the results of the 2021 BRI EGMS decision. Effective after obtaining OJK approval or the Fit and Proper Test according to OJK Letter Number SR-29/PB.12/2022 dated February 8, 2022.

TERM OF OFFICE

2021 - 2026 (First Period).

CONCURRENT POSITIONS

- Independent Commissioner – PT Tower Bersama Infrastructure Tbk (2022 – present).
- Chairman of BRI Nomination and Remuneration Committee (2022 – present).
- Member of BRI Audit Committee (2022 – present).
- Member of BRI Risk Management Monitoring Committee (2022 – present).
- Member of BRI Integrated Governance Committee (2022 – present).

Does not have a position in another public company.

BRI SHARE OWNERSHIP

Do not have

* The alignment to Level 6 was carried out in November 2024 as part of the competency testing process by the Banking Profession Certification Institute (LSPP).

Paripurna Poerwoko Sugarda

Independent Commissioner

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Yogyakarta, in 1957. Age 67 as of December 2024.
Domicile	:	Yogyakarta, Indonesia

EDUCATIONAL BACKGROUND

- Doctor of Management, Islamic University of Indonesia (1984)
- Bachelor of Law, Gadjah Mada University (1986).
- Master of Law, Gadjah Mada University (1999)
- Master of Law, University of Groningen (2008).
- Doctor of Law, Gadjah Mada University (2012).
- Professional Education:
  - Harvard Law School (1996)
  - University of New South Wales (1998)
  - Georgetown University (2000)
  - Maastricht University (2010)
  - Harvard Business School (2023)
  - Harvard Business School (2024)

CERTIFICATION

Risk Management Certification Level 6*

WORK EXPERIENCE

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

LEGAL BASIS OF APPOINTMENT

Appointed as Independent Commissioner of BRI for the first time on March 1, 2022 based on the Results of the 2022 GMS. Effective after obtaining OJK approval or the Fit and Proper Test according to OJK Letter Number 28/KDK.03/2022 dated August 8, 2022.

TERM OF OFFICE

2022 - 2027 (First Period).

CONCURRENT POSITIONS

- Lecturer at the Faculty of Law, Universitas Gadjah Mada (1988-present).
- Member of the BRI Integrated Governance Committee (2022-2024).
- President Commissioner of PT Kaltim Methanol Industri (2022-present).
- Member of the BRI Nomination and Remuneration Committee (2022-present).
- Chairman of the BRI Integrated Governance Committee (2024-present).

Does not have a position in another public company.

BRI SHARE OWNERSHIP

Do not have

* The alignment to Level 6 was carried out in November 2024 as part of the competency testing process by the Banking Profession Certification Institute (LSPP).

Agus Riswanto

Independent Commissioner

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Delanggu, in 1962. Age 62 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATIONAL BACKGROUND

- Bachelor of Law, Satya Wacana Christian University (1986).
- Master of Law, Iblam College of Law (2001).
- Professional Education:
  - International Law Enforcement Academy of Bangkok (2000)
  - Japan International Cooperation Agency (2005)
  - Korea International Cooperation Agency (2006)
  - Office of the Attorney General of Thailand (2010)
  - Imperial Business School (2023).
  - London Business School (2024).
  - Erasmus University (2024).

CERTIFICATION

Risk Management Certification Level 6*

WORK EXPERIENCE

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

LEGAL BASIS OF APPOINTMENT

Appointed as Independent Commissioner of BRI for the first time on March 1, 2022 based on the Results of the 2022 Annual GMS. Effective after obtaining OJK approval or the Fit and Proper Test according to OJK Letter Number 29/KDK.03/2022 dated August 8, 2022.

TERM OF OFFICE

2022 - 2027 (First Period).

CONCURRENT POSITIONS

- Member of BRI Audit Committee (2022 – present).
- Member of BRI Nomination and Remuneration Committee (2022-present).

Does not have a position in another public company.

BRI SHARE OWNERSHIP

Do not have

* The alignment to Level 6 was carried out in November 2024 as part of the competency testing process by the Banking Profession Certification Institute (LSPP).

Nurmaria Sarosa

Independent Commissioner

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Jakarta, in 1965. Age 59 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATIONAL BACKGROUND

- Bachelor of Architecture, Bandung Institute of Technology (1989).
- Professional Education:
  - Harvard Business School (2023).
  - Northwestern - Kellog Executive Education School of Management (2023).
  - London Business School (2024).
  - INSEAD Business School (2024).

CERTIFICATION

Risk Management Certification Level 6*

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 BRI (2022 - present).

LEGAL BASIS OF APPOINTMENT

Appointed as Independent Commissioner of BRI for the first time on March 1, 2022 based on the Results of the 2022 Annual GMS. Effective after obtaining OJK approval or the Fit and Proper Test according to OJK Letter Number 27/KDK/.03/2022 dated August 8, 2022.

TERM OF OFFICE

2022 - 2027 (First Period).

CONCURRENT POSITIONS

- Member of BRI Risk Management Monitoring Committee (2022 – 2024).
- Member of BRI Nomination and Remuneration Committee (2022 - present).
- Chairman of BRI Risk Management Monitoring Committee (2024 – present).

Does not have a position in another public company.

BRI SHARE OWNERSHIP

Do not have

* The alignment to Level 6 was carried out in November 2024 as part of the competency testing process by the Banking Profession Certification Institute (LSPP).

Haryo Baskoro Wicaksono

Independent Commissioner

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Yogyakarta, in 1982. Age 42 as of December 2024.
Domicile	:	Jakarta, Indonesia

EDUCATIONAL BACKGROUND

- Bachelor of International Relations, Muhammadiyah University of Yogyakarta (2001).
- Master of Economics and Business, Gajah Mada University of Yogyakarta (2009).

CERTIFICATION

Risk Management Certification Level 7

WORK EXPERIENCE

- Head of Risk Management, Head of Internal Audit, Head of Governance & Compliance - Astra Financial Conglomeration (2018-2022).
- Head of Transformation & Corporate Strategy - Bank Bukopin Syariah (2023).
- Head of Transformation & Subsidiaries - Bank Muamalat Indonesia (2023).
- Commissioner of PT Transportasi Gas Indonesia (2023 - 2024).
- Independent Commissioner of BRI (2024 – present).

LEGAL BASIS OF APPOINTMENT

First appointed as Independent Commissioner of BRI on March 1, 2024 based on the Results of the 2024 Annual GMS. Effective after obtaining OJK approval or the Fit and Proper Test according to OJK Letter Number SR-332/PB.02/2024 dated August 8, 2024.

TERM OF OFFICE

2024 – 2029 (First Period).

CONCURRENT POSITIONS

- Member of BRI Audit Committee (2024 - present).
- Member of BRI Nomination and Remuneration Committee (2024 - present).
- Member of BRI Risk Management Committee (2024 - present).
- Member of BRI Integrated Governance Committee (2024 - present).

Does not have a position in another public company.

BRI SHARE OWNERSHIP

Do not have

Hendrikus Ivo*

Independent Commissioner

Citizenship	:	Indonesian citizens
Place and Year of Birth/Age	:	Born in Jakarta, in 1958. Age 66 as of December 2024.
Domicile	:	Jakarta, Indonesia

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) of the Financial Services Authority (OJK) (2014).
- Head of the Department of Special Examination and Banking Investigation of the Financial Services Authority (OJK) (2014).
- Head of the Legal Department of the Financial Services Authority (OJK) (2015).
- Deputy Commissioner of Investigation & APU PPT of the Financial Services Authority (OJK) (2016).
- Deputy Commissioner of Investigation, Organization and HR 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 – 2024).

LEGAL BASIS OF APPOINTMENT

First appointed as Independent Commissioner of BRI on May 15, 2019 based on the results of the 2019 BRI AGM. Effective after obtaining OJK approval or the Fit and Proper Test according to OJK Letter Nokep-41/KDK.03/2019 dated August 29, 2019.

TERM OF OFFICE

2019 – 2024 (First Period).

CONCURRENT POSITIONS

- Chairman of the Audit Committee (2020 – 2024).
- Member of the BRI Nomination and Remuneration Committee (2018 – 2024).
- Member of the BRI Integrated Governance Committee (2018 – 2024).

BRI SHARE OWNERSHIP

Do not have

* Stop serving since March 1, 2024.

Affiliated Relationship of Members of The Board of Commissioners

Table of Affiliation of the Board of Commissioners

Financial, Family and Management Relations of the Board of Commissioners															
Name	Position	Financial Relations With						Family Relations With						Management Board of Relations	
		Board of Commissioners		Board of Directors		Controlling shareholders *		Board of Commissioners		Board of Directors		Controlling shareholders *			
		Yes	No	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		✓		✓	✓			✓		✓		✓		✓
Paripurna Poerwoko Sugarda**	Independent Commissioner		✓		✓		✓		✓		✓		✓	✓	
Nurmaria Sarosa	Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Dwi Ria Latifa**	Independent Commissioner		✓		✓		✓		✓		✓		✓	✓	
Agus Riswanto	Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Awan Nurmawan Nuh	Commissioner		✓		✓		✓		✓		✓		✓		✓
Haryo Baskoro Wicaksono	Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Hendrikus Ivo***	Independent Commissioner		✓		✓		✓		✓		✓		✓		✓

* Direct or indirect
** The person concerned has management relationships with other companies outside the BRI Group as stated in the table Concurrent Positions of the Board of Commissioners
*** Resigned from office on March 1, 2024

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 2024, there have been changes in the composition of the Board of Commissioners. These changes were made based on the Company's needs. The changes in the composition of the Board of Commissioners are as follows:

Composition of the Board of Commissioners Before the Annual GMS on March 1, 2024

The composition of the Board of Commissioners before the Annual General Meeting of Shareholders (AGMS) on March 1, 2024 was 10 (ten) people consisting of 1 (one) President Commissioner, 1 (one) Vice President Commissioner/Independent Commissioner, 2 (two) Commissioner and 6 (six) an Independent Commissioner. 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 Before the Annual GMS on March 1, 2024

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

Composition of the Board of Commissioners after the Annual GMS on March 1, 2024

On March 1, 2024, the Annual General Meeting of Shareholders (AGMS) decided to change the composition of the Company's management as follows:

1. Honorably dismissed Hendrikus Ivo as Independent Commissioner.
2. Appointed Haryo Baskoro Wicaksono as Independent Commissioner.

Thus, the composition of the Board of Commissioners after the Annual GMS on March 1, 2024 was 10 (ten) people consisting of 1 (one) President Commissioner, 1 (one) Vice President Commissioner/Independent Commissioner, 2 (two) Commissioner and 6 (six) an Independent Commissioner. 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 1, 2024

Name	Position	Executor	Basis of Appointment	Effective date
Kartika Wirjoatmodjo	President Commissioner	OJK	Annual GMS dated February 18, 2020	July 3, 2020
Rofikoh Rokhim	Vice President Commissioner/ Independent Commissioner	OJK	Extraordinary GMS on October 7, 2021	November 30, 2021
Rabin Indrajad Hattari	Commissioner	OJK	Annual GMS on February 18, 2020	July 27, 2020
Awan Nurmawan Nuh	Commissioner	OJK	Annual GMS on March 13, 2023	December 8, 2023
Dwi Ria Latifa	Independent Commissioner	OJK	Annual GMS on February 18, 2020	January 20, 2021
Heri Sunaryadi	Independent Commissioner	OJK	Extraordinary GMS on October 7, 2021	February 8, 2022
Paripurna Poerwoko Sugarda	Independent Commissioner	OJK	Annual GMS on March 1, 2022	August 8, 2022
Agus Riswanto	Independent Commissioner	OJK	Annual GMS on March 1, 2022	August 8, 2022
Nurmaria Sarosa	Independent Commissioner	OJK	Annual GMS on March 1, 2022	August 8, 2022
Haryo Baskoro Wicaksono	Independent Commissioner	OJK	Annual GMS on March 1, 2024	August 8, 2024

Executive Officer Profile

Senior Executive Vice President (SEVP)

Yulianto Setiawan

SEVP Internal Audit Unit (SKAI)

Indonesian citizens, born in Kudus in 1978. Age 46 as of December 2024. Domicilie in Jakarta.

EDUCATIONAL BACKGROUND

- Bachelor of Economics, Universitas Islam Indonesia, Yogyakarta (2000).
- Master of Commerce, The University of Queensland, Australia (2006).

WORK EXPERIENCE

- CFO PT BRI Ventura Investama (March 2019 - November 2019)
- Acting Head of Corporate Transformation Division (2019-2020)
- Head of Corporate Transformation Division (June 2020 - December 2020)
- Executive Vice President Change Management Division (January 2021 - April 2021)
- Division Head Financial & Management Accounting Division (2021 - 2024).
- Internal Audit Head Division Head Office Audit (June 2024 - November 2024).
- SEVP Internal Audit Business unit (SKAI) (2024 - present).

LEGAL BASIS OF APPOINTMENT

BRI Board of Directors Decree NOKEP: 4221-DIR/HBS/11/2024 concerning Promotion as Head of Internal Audit Unit/Senior Executive Vice President of Internal Audit Sub Directorate of PT Bank Rakyat Indonesia (Persero) Tbk.

TERM OF OFFICE

Starting from November 29, 2024 – SK for the next Next Amendment Decree

SHAREHOLDING

49.593 shares

Achmad Royadi

SEVP Treasury & Global Services

Indonesian citizens, born in Jakarta, in 1975. Age 49 as of December 2024. Domicilie in Jakarta.

EDUCATIONAL BACKGROUND

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

WORK EXPERIENCE

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

LEGAL BASIS OF APPOINTMENT

BRI Board of Directors Decree NOKEP:W 410 – DIR/HCB/07/2021 concerning Promotion as Senior Executive Vice President of the Treasury & Global Services Directorate.

TERM OF OFFICE

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

SHAREHOLDING

1.060.772 share

Muhammad Candra Utama

SEVP Ultra Micro

Indonesian citizens, born in Palembang in 1972. Age 50 as of December 2024. Domicilie in Tangerang Selatan.

EDUCATIONAL BACKGROUND

- Bachelor of Agribusiness, Sriwijaya University (1995)
- Master of Management, PPM College Jakarta

WORK EXPERIENCE

- Deputy Regional Manager for Business, Jakarta Regional Office 1 (2017-2019).
- Acting Head of Briguna Credit Division, Head Office (2019-2020).
- Head of Institution Division 1, Head Office (2020).
- Executive Vice President of Institutional Business Division, Head Office (2020-2022).
- Division Head of 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

TERM OF OFFICE

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

SHAREHOLDING

1.628.128 shares

Aestika Oryza Gunarto

SEVP Fixed Assets Management & Procurement

Indonesian citizens, born in Kendal in 1970. Age 54 as of December 2024. Domicilie in Jakarta.

EDUCATIONAL BACKGROUND

- Bachelor of Corporate Economics, Atma Jaya University (1994).
- Master of Marketing Management, Padjajaran University (2006).

WORK EXPERIENCE

- Deputy Head of Corporate Secretary Division, Head Office (2016-2019).
- Deputy Regional Manager for Business, Makassar Regional Office (2019).
- Deputy Regional Manager for Business, Semarang Regional Office (2019-2020).
- Acting 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

TERM OF OFFICE

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

SHAREHOLDING

71,100 shares

I Nyoman Sugiri Yasa

SEVP Operations

Indonesian citizens, born in Bali in 1977. Age 47 as of December 2024. Domicilie in Jakarta.

EDUCATIONAL BACKGROUND

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

WORK EXPERIENCE

- Acting Head of Technology Cooperation Division, Head Office (2018-2019).
- Head of Technology Cooperation Division, Head Office (2019).
- Head of Application Management & Operation Division, 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

833.684 shares

Steven Augustino Yudiyantho

SEVP Human Capital Strategy

Indonesian citizens, born in Tanjung Pinang in 1973. Age 52 years as of December 2024. Domicilie in Jakarta

EDUCATIONAL BACKGROUND

- Bachelor of Management, Gadjah Mada University, Yogyakarta (1996)
- Master of Management, IPMI Management College - Mt. Eliza Business School (2000).

WORK EXPERIENCE

- Country Learning Head Barclays Indonesia (2009 - 2010)
- SVP Organization & Development Bank Permata (2010 - 2013)
- Head of HR Commercial Aqua / Danone Waters (2013 - 2017)
- SVP HC Strategy & Talent Management Bank Mandiri (2018 - 2023)
- Chief Learning Office BUMN Leadership & Management Institute (2021 - 2023)
- SEVP Human Capital Strategy Bank BRI (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 shares

Division Head, Regional CEO, Regional Chief Audit, Desk Head and Functional Position

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

Business Unit Leader	Business Unit
DIVISION HEAD	
Shinta Indriyaty	Divisi IT Strategy & Enterprise Architecture Division
Revan Hadi	Divisi Application Management & Operation
Vacant	Divisi Digital Banking Development & Operation
Ajutorius Pinem	Divisi Enterprise Data Management & Analytics
Maulana Yusuf	Divisi IT Infrastructure & Operation
Muharto	Divisi Information Security
Andini Nauli Nasution	Divisi Payment Operation
Asep Nurdin	Divisi Credit Operation
Ety Yuniarti	Divisi Market, Portfolio & Enterprise Risk Management
Nugroho Ari Bawono	Divisi Credit & Product Risk Policy
Dodo Marjanto	Divisi Operational Risk
Nugroho Pancayogo	Divisi Digital Risk
Iman Nuraprianto	Divisi Wholesales Credit Risk Analyst
Dedy Hendrianto	Divisi Credit Restructuring & Recovery Loan
Carang Thombara Putra	Divisi Human Capital Strategy & Policy
Issuhersatyo	Divisi Human Capital Business Partner 2
M. Dadang Permana KF	Divisi Human Capital Business Partner 1
Indah Bayuwijayanti	BRI Corporate University
A. Eddy Tri Wibowo	Divisi Planning, Budgeting & Performance Management
Christina Dianingrum	Divisi Financial & Management Accounting
Bret Matthew Ginesky	Divisi Investor Relation
Sahat Pangabahan Pangaribuan	Divisi Subsidiary Management
Bunga Herlina Oktaviyanti	Divisi Project Management Office
Vacant	Divisi Change Management
Abd. Wahid Wijaya	Divisi Culture Transformation
Kris Hananto	Divisi Compliance
Koes Hariyono	Divisi Legal
Kusnandar Nurgraha	Divisi Policy & Procedure
Yosephine Ajeng Sekar Putih	Divisi Environmental, Social & Governance

Business Unit Leader	Business Unit
DIVISION HEAD	
Muhammad Ikhtiarso	Divisi Fixed Assets Management & Procurement Policy
Syafri Rakhmat	Divisi Procurement & Logistic Operation
Roma Jaka Permata Simanjuntak	Divisi Marketing Communication
Vacant	Divisi Audit Standard & Quality Development
Vacant	Head Office Audit

Business Unit Leader	Business Unit
REGIONAL CEO	
Bernadi Kurniawan	Regional Office Bandar Lampung
Sadmiadi	Regional Office Bandung
Novian Supriatno	Regional Office Banjarmasin
Hery Noercahya	Regional Office Denpasar
Hendra Winata	Regional Office Jakarta 1
Suyitno	Regional Office Jakarta 2
Moh Suratin	Regional Office Jakarta 3
Pram Purnama Alam	Regional Office Jayapura
D.Argo Prabowo	Regional Office Makassar
Arie Wibowo	Regional Office Malang
Luthfi Iskandar	Regional Office Manado
Dani Alfianto	Regional Office Medan
Riza Pahlevi	Regional Office Padang
Kusdinar Wiraputra	Regional Office Palembang
Reza Syahrizal Setiaputra	Regional Office Pekanbaru
Hari Basuki	Regional Office Semarang
Setiyarta	Regional Office Surabaya
John Sarjono	Regional Office Yogyakarta
Dipo Satria Alam	Special Branch Office

Business Unit Leader	Business Unit
REGIONAL CHIEF AUDIT	
Gito Wardoyo	Regional Audit Office Bandar Lampung
Edi Setiawan	Regional Audit Office Bandung
Narto Laksono	Regional Audit Office Banjarmasin
Bangkit Ngabdianto	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
Amin Teguh Prayitno	Regional Audit Office Jayapura
Wahju Hidajat	Regional Audit Office Makassar
Rustam Maulana	Regional Audit Office Malang
Oscar Hutagaol	Regional Audit Office Manado
Roland Hutagalung	Regional Audit Office Medan
Sukengsi Hari Slamet	Regional Audit Office Padang
Isman Ardiana	Regional Audit Office Palembang
Edia Handiman S.	Regional Audit Office Pekanbaru
Berlian Ferra Herawati	Regional Audit Office Semarang
Fajar Prasetyo	Regional Audit Office Surabaya
Endah Nurhayati	Regional Audit Office Yogyakarta

Business Unit Leader	Business Unit
DESK HEAD	
Gibbon Mardame Parsaoran Tamba	Operational Excellence
Nurcholishiana Choirunnisa	Assets & Liabilities Management
Heddi Sabara	Special Investigation Audit

Business Unit Leader	Business Unit
FUNCTIONAL POSITION	
Dhewayani Widyasari	Executive Risk Officer
Debra Murniati	
Cahyo Widyatmoko	

Employee Profile

Number of Employees by Gender

Table of Number of Employees by Gender

(in units of people)

Jenis Kelamin	2024	2023
Women	33,717	30,477
Men	48,131	47,262
Amount	81,848	**77,739**

Number of Employees by Position Level

Table of Number of Employees by Position Level

(in units of people)

Position Level	2024			2023		
	Women	Men	Total	Women	Men	Total
Senior Executive Vice President	-	6	6	1	6	7
Executive Vice President	1	17	18	6	26	32
Vice President/Senior Vice President	56	242	298	51	206	257
Assistant Vice President	337	1,148	1,485	322	1090	1412
Senior Manager	747	1,968	2,715	744	2013	2757
Manager	1,033	3,519	4,552	994	3516	4510
Junior Manager	5,023	10,157	15,180	5,434	10,586	16,020
Associates	26,520	31,074	57,594	22,925	29,819	52,744
Amount	33,717	48,131	81,848	**30,477**	**47,262**	**77,739**

Number of Employees by Age Range

Table of Number of Employees by Age Range

(in units of people)

Age Range	2024			2023		
	Women	Men	Total	Women	Men	Total
20 – 24	4,755	1,948	6,703	3,340	1,465	4,805
25 – 29	9,420	7,767	17,187	7,120	6,879	13,999
30 – 34	5,529	11,518	17,047	7,139	14,616	21,755
35 – 39	7,776	15,472	23,248	6,926	13,571	20,497
40 – 44	3,015	5,907	8,922	2,849	5,472	8,321

Age Range	2024			2023		
	Women	Men	Total	Women	Men	Total
45 – 49	1,644	3,169	4,813	1,362	2,677	4,039
50 – 54	1,250	1,841	3,091	1,414	2,031	3,445
> 54	328	509	837	327	551	878
Amount	33,717	48,131	81,848	**30,477**	**47,262**	**77,739**

Number of Employees by Education Level

Table of Number of Employees by Education Level

(in units of people)

Education Level	2024			2023		
	Women	Men	Total	Women	Men	Total
≤ High School / Equivalent	702	444	1,146	640	509	1,149
Diploma	4,522	4,947	9,469	4,026	4,701	8,727
Bachelor Degree	28,008	41,454	69,642	25,334	40,745	66,079
Master Degree	483	1,278	1,761	477	1,297	1,774
Doctorate Degree	2	8	10	-	10	10
Amount	33,717	48,131	81,848	**30,477**	**47,262**	**77,739**

Number of Employees by Status

Table of Number of Employees by Status

(in units of people)

Employment Status	2024			2023		
	Women	Men	Total	Women	Men	Total
Permanent Employee	20,258	39,237	59,495	20,209	39,875	60,084
Contract Employee	13,407	8,837	22,244	10,072	7,135	17,207
Trainee	52	57	109	196	252	448
Amount	33,717	48,131	81,848	**30,477**	**47,262**	**77,739**

Number of Employees by Generation

Table of Number of Employees by Generation

(in units of people)

Generation	2024			2023		
	Women	Men	Total	Women	Men	Total
Baby Boomers	-	7	7	1	7	8
Gen X	3,849	6,634	10,483	4,306	7,370	11,676
Millennials	17,433	34,467	51,900	21,145	37,246	58,391

Generation	2024			2023		
	Women	Men	Total	Women	Men	Total
Gen Z	12.435	7.023	19.458	5.276	2.767	8.043
Amount	33.717	48.131	81.848	**30.477**	**47.262**	**77.739**

Number of Employees by Service Period

Table of Number of Employees by Period of Service

(in units of people)

Service Period	2024			2023		
	Women	Men	Total	Women	Men	Total
< 3	16,017	12,281	28,298	11,859	10,309	22,168
3 – 5	3,123	4,860	7,983	4,063	6,401	10,464
6 – 10	6,565	15,798	22,363	7,988	18,633	26,621
11 – 15	3,217	7,594	10,811	1,340	3,721	5,061
16 – 20	1,589	2,792	4,381	2,281	3,620	5,901
21 – 25	1,513	2,520	4,033	960	1,786	2,746
26 – 30	1,100	1,687	2,787	1,184	1,913	3,097
> 30	593	599	1,192	802	879	1,681
Amount	33,717	48,131	81,848	**30,477**	**47,262**	**77,739**

Main and Controlling Shareholders

BRI's Major and Controlling Shareholder was 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.

Republic of Indonesia

(53.19%)

Shareholder's Composition

Shareholder composition is presented as follows:

Table of BRI Shareholder Composition as of January 1, 2024

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%
Coorperative	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%
Mutual Fund	316	1,990,315,695	1.31%
Government coorporation	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%
Total	**331,958**	**151,559,001,604**	**100%**

Table of BRI Shareholder Composition as of December 31, 2024

Shareholder Classification	Number of Shareholders	Number of Shares (shares)	Ownership
Republic of Indonesia	1	80,610,976,876	53.19%
Public	653,250	70,948,024,728	46.81%
National Investor	650,574	23,910,394,894	15.78%
Individual	646,180	9,612,406,830	6.34%
Employee	2,834	8,639,856	0.01%
Regional government	1	1,590,000	0.00%
Bank	12	977,781,285	0.65%
Coorperative	28	5,503,770,523	3.63%
Foundatuion	54	323,016,446	0.21%

Shareholder Classification	Number of Shareholders	Number of Shares (shares)	Ownership
Pension Fund	168	2,750,978,898	1.82%
Insurance	204	2,112,117,756	1.39%
Limited company	769	534,853,860	0.35%
Mutual Fund	324	2,085,239,440	1.38%
Government coorporation	0	0	0.00%
Foreign Investor	2,676	47,037,629,834	31.04%
Individual	527	45,762,800	0.03%
Foreign corporation	2,149	46,991,867,034	31.01%
Total	**653,251**	**151,559,001,604**	**100%**

The 20 Largest Shareholders' Composition

Table of Composition of BRI's 20 Largest Shareholders as of Januari 1, 2024

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	Coorperative	5,498,021,834	3.63%
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%

No.	Investor Name	Status	Number of Shares (shares)	Ownership
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%

Table of Composition of BRI's 20 Largest Shareholders as of December 31, 2024

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	Coorperative	5,498,021,834	3.63%
3.	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD BOARD-2039927326	Foreign Corporation	1,374,792,058	0.91%
4.	DJS KETENAGAKERJAAN PROGRAM JHT	Pension Fund	1,359,369,214	0.90%
5.	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	Foreign Corporation	979,891,447	0.65%
6.	JPMCB NA RE - VANGUARD EMERGING MARKETS STOCK INDEX FUND	Foreign Corporation	890,024,760	0.59%
7.	CITIBANK SINGAPORE S/A GOVERNMENT OF SINGAPORE	Foreign Corporation	756,220,297	0.50%
8.	CITIBANK NEW YORK S/A GOVERNMENT OF NORWAY - 1	Foreign Corporation	609,038,351	0.40%
9.	BNYMSANV RE BNYM RE PEOPLE'S BANK OF CHINA	Foreign Corporation	592,721,255	0.39%
10.	SSB 2Q27 ISHARES CORE MSCI EMERGING MARKETS ETF -2183966403	Foreign Corporation	588,113,895	0.39%
11.	JPMSE AMS RE AIF CLT RE-STICHTING DEPOSITARY APG EMERGING MARKETS EQUITY	Foreign Corporation	546,998,219	0.36%
12.	SSB C021 COLLEGE RETIREMENT EQUITIES FUND -2183964206	Foreign Corporation	505,576,768	0.33%
13.	JPMCB NA RE-VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET IT II	Foreign Corporation	494,608,909	0.33%
14.	JPMSE LUX RE UCITS CLT RE-JPMORGAN FUNDS	Foreign Corporation	478,825,695	0.32%
15.	JPMCB NA RE-T. ROWE PRICE EMERGING MARKETS DISCOVERY STOCK TRUST	Foreign Corporation	476,977,111	0.31%
16.	JPMCB NA RE - BLACKROCK INST TR CO N A INVESTMENT FDS FOR EMPLOYEE BENEFIT TRUSTS	Foreign Corporation	459,457,232	0.30%
17.	UBS AG LONDON-2140724000	Foreign Corporation	425,205,489	0.28%
18.	NTC-CANTILLON FUNDS PLC	Foreign Corporation	422,605,435	0.28%
19.	JPMCB NA RE-JPMORGAN EMERGING MARKETS EQUITY FUND	Foreign Corporation	381,640,571	0.25%
20.	NTC-CANTILLON GLOBAL EQUITY L.P	Foreign Corporation	369,506,844	0.24%

Composition of Shares Ownership of 5% or More

Table of Shareholder Composition of 5% or More BRI as of January 1, 2024

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, 2024

Investor Name	Number of Shareholders	Number of Shares (shares)	Ownership
Republic of 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, 2024

Public Share Ownership	Number of Shareholders	Number of Shares (shares)	Ownership
NATIONAL INVESTOR			
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 coorporation	0	0	0.00%
Sub Total	329,185	15,538,643,828	10.25%
FOREIGN INVESTOR			
Individual	369	38,489,189	0.03%
Foreign corporation	2,403	55,370,891,711	36.53%
Sub Total	2,772	55,409,380,900	36.56%
Total	**331,957**	**70,948,024,728**	**46.81%**

Table of Shareholders Composition Less than 5% of BRI as of December 31, 2024

Public Share Ownership	Number of Shareholders	Number of Shares (shares)	Ownership
NATIONAL INVESTOR			
Individual	646,180	9,612,406,830	6.34%
Employee	2,834	8,639,856	0.01%
Regional government	1	1,590,000	0.00%
Bank	12	977,781,285	0.65%
Cooperative	28	5,503,770,523	3.63%
Foundation	54	323,016,446	0.21%
Pension Fund	168	2,750,978,898	1.82%
Insurance	204	2,112,117,756	1.39%

Public Share Ownership	Number of Shareholders	Number of Shares (shares)	Ownership
Limited company	769	534,853,860	0.35%
Mutual Fund	324	2,085,239,440	1.38%
Government coorporation	0	0	0.00%
Sub Total	650,574	23,910,394,894	15.78%
FOREIGN INVESTOR			
Individual	527	45,762,800	0.03%
Foreign corporation	2,149	46,991,867,034	31.01%
Sub Total	2,676	47,037,629,834	31.04%
Total	**653,250**	**70,948,024,728**	**46.81%**

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, 2024

Name	Position	Number of Shares (shares)	Ownership
BOARD OF DIRECTOR			
Sunarso	President Director	3,234,856	0.00213%
Catur Budi Harto	Vice President Director	1,839,057	0.00121%
Handayani	Director of Consumer Business	3,425,200	0.00226%
Supari	Director of Micro Business	2,890,914	0.00191%
Ahmad Solichin Lutfiyanto	Director of Compliance	3,587,470	0.00237%
Agus Sudiarto	Director of Risk Management	1,717,400	0.00113%
Agus Noorsanto	Director of Wholesale and Institutional Business	2,071,941	0.00137%
Agus Winardono	Director of Human Capital	1,503,481	0.00099%
Amam Sukriyanto	Director of Small and Medium Businesses	1,526,754	0.00101%
Viviana Dyah Ayu R.K.	Director of Finance	1,512,800	0.00100%
Arga M. Nugraha	Director of Digital and Information Technology	1,313,785	0.00087%
Andrijanto	Director of Networks and Services	1,123,000	0.00074%
BOARD OF COMMISSIONER			
Kartika Wirjoatmodjo	President Commissioner	689,800	0.00046%
Rofikoh Rokhim	Vice President Commissioner/ Independent Commissioner	-	-
Rabbin Indrajad Hattari	Commissioner	620,700	0.00041%
Awan Nurmawan Nuh	Commissioner	-	-
Hendrikus Ivo*	Independent Commissioner	-	-
Dwi Ria Latifa	Independent Commissioner	-	-
Heri Sunaryadi	Independent Commissioner	-	-
Paripurna Poerwoko Sugarda	Independent Commissioner	-	-
Agus Riswanto	Independent Commissioner	-	-

Name	Position	Number of Shares (shares)	Ownership
Nurmaria Sarosa	Independent Commissioner	-	-
Amount		**27,057,158**	**0.01785**

*Stop serving since March 1, 2024.

Table of Share Ownership of the Board of Commissioners and Board of Directors of BRI as of December 31, 2024

Name	Position	Number of Shares (shares)	Ownership
BOARD OF DIRECTOR			
Sunarso	President Director	5,658,656	0.00373%
Catur Budi Harto	Vice President Director	4,045,557	0.00267%
Handayani	Director of Consumer Business	5,741,900	0.00379%
Supari	Director of Micro Business	4,970,914	0.00328%
Ahmad Solichin Lutfiyanto	Director of Compliance	5,454,170	0.00360%
Agus Sudiarto	Director of Risk Management	3,584,100	0.00236%
Agus Noorsanto	Director of Wholesale and Institutional Business	3,938,641	0.00260%
Agus Winardono	Director of Human Capital	3,469,681	0.00229%
Amam Sukriyanto	Director of Commercial, Small and Medium Business	3,623,454	0.00239%
Viviana Dyah Ayu R.K.	Director of Finance	3,819,500	0.00252%
Arga M. Nugraha	Director of Digital and Information Technology	3,421,385	0.00226%
Andrijanto	Director of Retail Funding and Distribution	2,989,700	0.00197%
BOARD OF COMMISSIONER			
Kartika Wirjoatmodjo	President Commissioner	1,678,000	0.00111%
Rofikoh Rokhim	Vice President Commissioner/ Independent Commissioner	-	-
Rabbin Indrajad Hattari	Commissioner	1,510,100	0.00100%
Awan Nurmawan Nuh	Commissioner	712,500	0.00047%
Dwi Ria Latifa	Independent Commissioner	-	-
Heri Sunaryadi	Independent Commissioner	-	-
Paripurna Poerwoko Sugarda	Independent Commissioner	-	-
Agus Riswanto	Independent Commissioner	-	-
Nurmaria Sarosa	Independent Commissioner	-	-
Haryo Baskoro Wicaksono	Independent Commissioner	-	-
Amount		**54,618,258**	**0.03604%**

As of December 31, 2024, the Board of Commissioners and Directors of BRI did not have indirect share ownership.

Senior Management Shares Ownership

Table of BRI Senior Management Share Ownership as of December 31, 2024

Name	Position	Number of Shares (shares)	Ownership
Yulianto Setiawan	SEVP Internal Audit Business unit (SKAI)	49,593	0.00003%
Achmad Royadi	SEVP Treasury & Global Services	1,060,772	0.00070%
Muhammad Candra Utama	SEVP Ultra Micro	1,628,128	0.00107%
Aestika Oryza Gunarto	SEVP Fixed Assets Management & Procurement	71,100	0.00005%
I Nyoman Sugiri Yasa	SEVP Operations	833,684	0.00055%
Steven Augustino Yudiyantho	SEVP Human Capital Strategy	52,500	0.00003%

As of December 31, 2024, BRI Senior Management does not have indirect share ownership.

Classification of Shareholders

Table of BRI Shareholder Classification as of December 31, 2024

Share Ownership	Number of Shareholders	Number of Shares (shares)	Ownership
Local Institution	1,560	94,900,325,084	62.62%
Foreign Institution	2,149	46,991,867,034	31.01%
Local Individual	649,014	9,621,046,686	6.35%
Foreign Individual	527	45,762,800	0.03%
Total	**653,251**	**151,559,001,604**	**100.00%**

List of Subsidiaries, Associated Companies and Joint Venturance Companies

Subsidiaries

Company Name	**PT Bank Raya Indonesia Tbk (Raya)***	
Business Field	National Private Commercial Bank	
BRI Participation Date	March 3, 2011	
Total Assets	IDR13,158,236 million	
Ownership (%)	86.85%	
Start of Operation/Operation Status	September 27, 1989/ Still Operating	
Address	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	
Company Management	**BOARD OF COMMISSIONERS**	
	M. Sidik Heruwibowo	President Commissioner
	Johanes Kuntjoro Adi S.	Independent Commissioner
	Retno Wahyuni Wijayanti	Independent Commissioner
	Nyimas Dewi Ratih Kamil**	Commissioner
	BOARD OF DIRECTORS	
	Ida Bagus Ketut Subagia	President Director
	Lukman Hakim	Director
	Rustarti Suri Pertiwi	Director
	Danar Widyantoro	Director
	Kicky Andrie Davetra	Director

* Previously named PT Bank Rakyat Indonesia Agroniaga Tbk (BRI Agro)
** Waiting for Fit & Proper

Company Name	**BRI Global Financial Services Co. Ltd. (BRI Global Financial Services)***	
Business Field	Remittance Company	
BRI Participation Date	December 16, 2011	
Total Assets	IDR42,145 million	
Ownership (%)	100.00%	
Start of Operation/Operation Status	April 7, 2005/Still Operating	
Address	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	
Company Management	Executive Management	
	Wisnu Rimba Pratama	Non-Executive Director
	Dimas Hendrasaputra	Executive Director

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

Company Name	**PT Asuransi BRI Life (BRI Life)**	
Business Field	Life Insurance Company	
BRI Participation Date	December 29, 2015	
Total Assets	IDR26,520,605 million	
Ownership (%)	51.00%	
Start of Operation/Operation Status	October 28, 1987/Still Operating	
Address	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	
Company Management	**BOARD OF COMMISSIONERS**	
	Muhammad Syafri Rozi	President Commissioner
	Lau Soon Liang	Commissioner
	Hari Siaga Amijarso	Independent Commissioner
	Ubaidillah Nugraha	Independent Commissioner
	Eko Wahyudi	Independent Commissioner
	BOARD OF DIRECTOR	
	Aris Hartanto	President director
	I Dewa Gede Agung	Director
	(Vacant)	Director
	Sutadi	Director
	Lim Chet Ming	Director
	SUPERVISORY BOARD	
	KH. DR.Mohamad Hidayat, MBA, MH	Chairman
	M Ir. H. Agus Haryadi.AAAIJ, FIIS	Member
	Hj. Siti Haniatunnisa, LLB, MH	Member

Company Name	**PT BRI Multifinance Indonesia (BRI Finance)**	
Business Field	Financing Company	
BRI Participation Date	December 7, 1983	
Total Assets	IDR7,689,464 Million	
Ownership (%)	99.88%	
Start of Operation/Operation Status	December 7, 1983/Still Operating	
Address	Menara BRILiaN Lantai GF, 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	
Company Management	**BOARD OF COMMISSIONERS**	
	Sigit Murtiyoso	President Commissioner
	Dhoni Ramadi	Commissioner
	Diah Defawati Ande	Independent Commissioner
	BOARD OF DIRECTOR	
	Wahyudi Darmawan	President Director
	Primartono Gunawan	Director
	Ari Prayuwana	Director
	Willy Halim Sugiardi	Director

Company Name	**PT BRI Danareksa Sekuritas (BRI DS)**	
Business Field	Securities Companies in the field of Underwriters and Broker-Dealers	
BRI Participation Date	December 21, 2018	
Total Assets	IDR1,089,788 million	
Ownership (%)	67.00%	
Start of Operation/Operation Status	July 1, 1992/Still Operating	
Address	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	
Company Management	**BOARD OF COMMISSIONERS**	
	Achmad Royadi	Commissioner
	R. Muhammad Irwan	Independent Commissioner
	Donsuwan Simatupang	Independent Commissioner
	BOARD OF DIRECTOR	
	Laksono Widodo	President Director
	Fifi Virgantria	Director
	Hendra Hermawan	Director
	Kevin Praharyawan	Director

Company Name	**PT BRI Ventura Investama (BRI Ventures)**	
Business Field	Venture Capital Company	
BRI Participation Date	December 20, 2018	
Total Assets	IDR2,471,125 million	
Ownership (%)	99.97%	
Start of Operation/Operation Status	January 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 Management	**BOARD OF COMMISSIONERS**	
	Ety Yuniarti	President Commissioner
	Henri	Independent Commissioner
	Agoosh Yoosran	Independent Commissioner
	BOARD OF DIRECTORS	
	Nicko Widjaja	President Director
	Indra Bayu Gunawan	Director
	Markus Liman Rahardja	Director

Company Name	**PT BRI Asuransi Indonesia (BRI Insurance)**	
Business Field	General Insurance Company	
BRI Participation Date	September 26, 2019	
Total Assets	IDR7,721,019 milion	
Ownership (%)	90.00%	
Start of Operation/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 Management	**BOARD OF COMMISSIONERS**	
	Kris Hananto	President Commissioner
	Ayahanita K	Independent Commissioner
	Benny Imam Safii	Independent Commissioner
	Wahab Talaohu	Independent Commissioner
	BOARD OF DIRECTOR	
	Rahmat Budi Legowo	President Director
	Sony Harsono W.S.	Director
	Heri Supriyadi	Director
	Ade Zulfikar	Director
	Recky Plangiten	Director
	SHARIA SUPERVISORY BOARD	
	Hj. Nilmayetty Yusri	Chairman
	Abdul Ghoni	Member

Company Name	**PT Pegadaian**	
Business Field	Pawn Company	
BRI Participation Date	September 13, 2021	
Total Assets	IDR102,172,436 million	
Ownership (%)	99.99%	
Start of Operation/Operation Status	April 1,1901/Still Operating	
Address	Jl. Kramat Raya No.162, Kenari Senen, Jakarta Pusat Telp : (021) 3155550 Faks : (021) 80635162 Email : - Web : www.pegadaian.co.id	
Company Management	**BOARD OF COMMISSIONERS**	
	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
	BOARD OF DIRECTOR	
	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 Sulistyo	Director
	Udin Salahudin	Director
	SHARIA SUPERVISORY BOARD	
	Muhammad Cholil Nafis	Chairman
	Muhammad Asrorun Ni'am Sholeh	Member

Company Name	**PT Permodalan Nasional Madani (PNM)**	
Business Field	Financing Company	
BRI Participation Date	September 13, 2021	
Total Assets	IDR55.348.061 million	
Ownership (%)	99.99%	
Start of Operation/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 Management	**BOARD OF COMMISSIONERS**	
	Arif Rahman Hakim	President Commissioner
	Nurhaida	Independent Commissioner
	Veronica Colondam	Independent Commissioner
	Parman Nataatmadja	Commissioner
	Iwan Taufiq Purwanto	Commissioner
	BOARD OF DIRECTOR	
	Arief Mulyadi	President Director
	Triswahju Herlina	Director of Strategic Planning and Finance
	Kindaris	Director of Compliance and Risk Management
	Prasetya Sayekti	Director of Business
	Sunar Basuki	Director of Operations, Digital and Information Technology
	SHARIA SUPERVISORY BOARD	
	Didin Hafidhuddin	Chairman of the Sharia Supervisory Board
	Muhammad Syafii Antonio	Member of the Sharia Supervisory Board

Company Name	**PT BRI Manajemen Investasi (BRI MI)**	
Business Field	Securities Company in Investment Manager	
BRI Participation Date	December 20, 2018	
Total Assets	IDR313,098 million	
Ownership (%)	65.00%	
Start of Operation/Operation Status	October 9, 1992/Still Operating	
Address	Gedung BRI II Lt. 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 Management	**BOARD OF COMMISSIONERS**	
	Tri Hartono	President Commissioner
	Kahlil Rowter	Independent Commissioner
	BOARD OF DIRECTOR	
	Tina Meilina	President Director
	Ira Irmalia Sjam	Director of Finance and Operations
	Upik Susiyawati	Director of Marketing

Associate Company

Company Name	**PT Bahana Artha Ventura (BAV)**
Business Field	Venture Capital Company
BRI Participation Date	November 21, 2017
Total assets	IDR1,269,997 million
Ownership (%)	15.10%
Start of Operation/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	**PT Kustodian Sentral Efek Indonesia (KSEI)**
Business Field	Securities Settlement Institute
BRI Participation Date	December 5, 1997
Total assets	IDR3,725,101 million
Ownership (%)	5.00%
Start of Operation/Operation Status	November 11, 1998,/ Still Operating
Address	Gedung Bursa Efek Jakarta Tower I, 5th 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

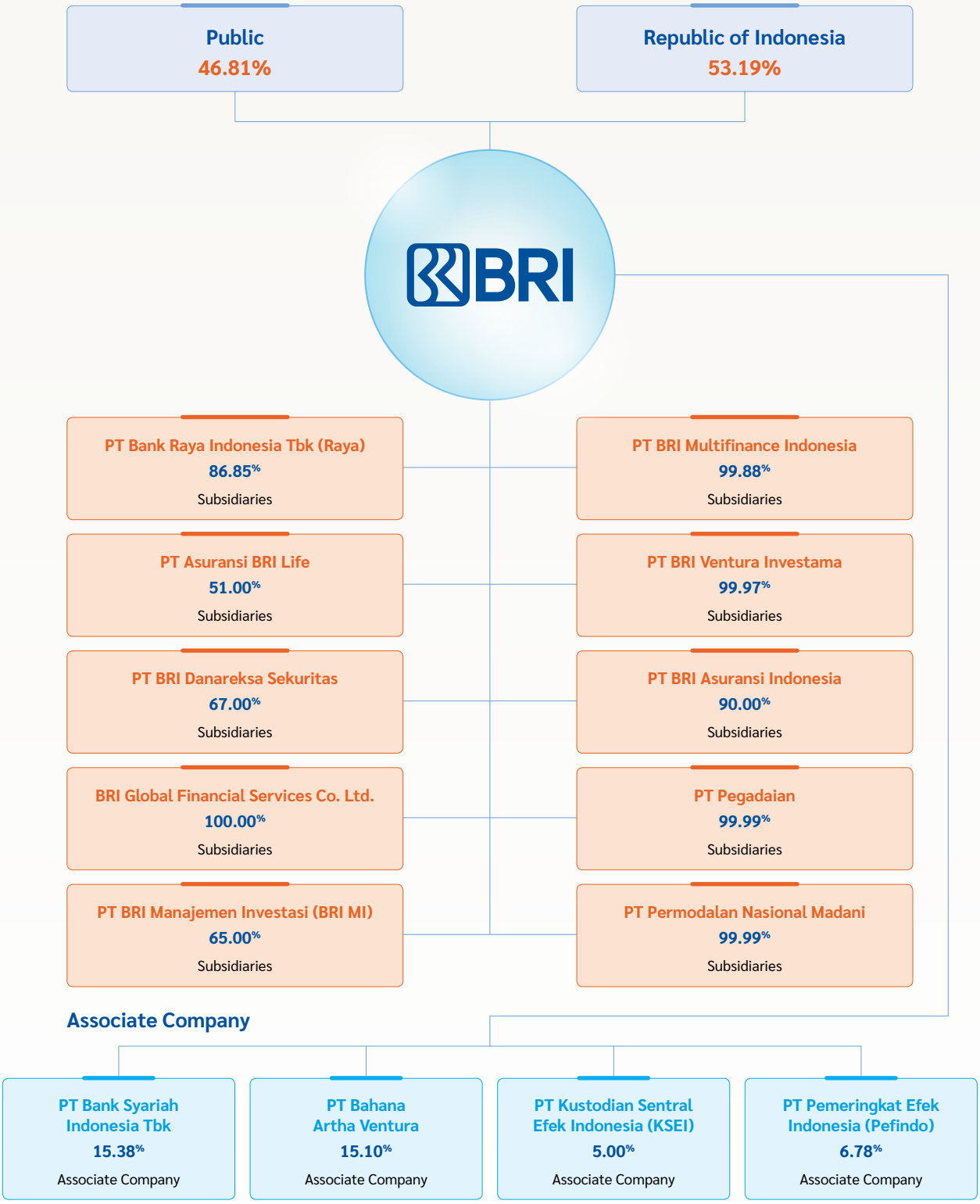
Company Name	**PT Pemeringkat Efek Indonesia (Pefindo)**
Business Field	Securities Rating Company
BRI Participation Date	June 15, 1995
Total assets	-
Ownership (%)	6.78%
Start of Operation/Operation Status	December 21, 1993/ Still Operating
Address	Panin Tower Senayan City, 17th Floor Jl. Asia Afrika 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 Field	Sharia Commercial Bank
BRI Participation Date	December 19, 2007
Total assets	IDR408,613,432 million
Ownership (%)	15.38%
Start of Operation/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, 2024, BRI did not have a Joint Venture Company.

Company Group Structure



Until 2024, 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 candidates for Executive Director and Non Executive Director.
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 IDR500.00 per share. traded on 10 November 2003. with offering price of IDR875.00 (IDR87.50 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 ofthe 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).

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.

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 IDR500 per share to IDR250 per share (Ratio 1:2). The share price prior to stock split on 10 January 2011 was IDR9.300.00 and changed to IDR4.800 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

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 IDR2.419 trillion. The initial target of buyback was planned at IDR2.5 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 Letter 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 January 13, 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 October 18, 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 November 9, 2017 was IDR16.450 and were changed to IDR3.280 at the closing of trading on November 10, 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 November 10, 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:

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	-	-	
2021	Right Issue	50	3.400	28,213,191,604	

Description:

- There is no offering price for MSOP, ESOP, and ESA since the Company directly grants shares to eligible employees based on calculations, methods, and assumptions from a competent third-party report.
- There is no offering price for Stock Buy-Back since the Company directly purchases shares through market mechanisms.

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

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 apar 0 value of 50 IDRper 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.

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

	Total Number of Shares Paid Up at End of Period	Capital Value Paid Late Period (IDR Million)	Composition of Shareholders after Corporate ActionKorporasi			
			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
	151,559,001,604	7,577,950	86,108,998,710	56.82	65,450,002,894	43.18

Chronology of Issuance and/or Listing of Other Securities

Chronology of Issuance and/or Bond Issuance

Bond Information Table

No.	Description	Electronic Bond distribution date	Tenor	Currency	Bond Amount (Million)
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	IDR500,000
3.	BRI Bank Subordinated Bonds II Year 2009	December 22, 2009	60 Months	IDR	IDR2,000,000
4.	Shelf Registration Bonds I Bank BRI Phase I 2015 Series A	June 25, 2015	370 Days	IDR	IDR655,000
5.	Shelf Registration Bonds I Bank BRI Phase I Year 2015 Series B	June 25, 2015	36 Months	IDR	IDR925,000
6.	Shelf Registration Bonds I Bank BRI Phase I Year 2015 Series C	July 02, 2015	60 Months	IDR	IDR1,420,000
7.	Shelf Registration Bonds I Bank BRI Phase II Year 2016 Series A	January 19, 2016	370 Days	IDR	IDR808,000
8.	Shelf Registration Bonds I Bank BRI Phase II Year 2016 Series B	January 19, 2016	36 Months	IDR	IDR1,018,500
9.	Shelf Registration Bonds I Bank BRI Phase II Year 2016 Series C	February 04, 2016	5 Years	IDR	IDR2,823,500
10.	Shelf Registration Bonds I Bank BRI Phase III Year 2016 Series A	May 04, 2016	370 Days	IDR	IDR1,212,000
11.	Shelf Registration Bonds I Bank BRI Phase III Year 2016 Series B	May 04, 2016	36 Months	IDR	IDR2,437,000
12.	Shelf Registration Bonds I Bank BRI Phase III Year 2016 Series C	May 25, 2016	5 Years	IDR	IDR701,000
13.	Shelf Registration Bonds II Bank BRI Phase I Year 2016 Series A	December 02, 2016	370 Days	IDR	IDR616,000
14.	Shelf Registration Bonds II Bank BRI Phase I Year 2016 Series B	December 02, 2016	36 Months	IDR	IDR964,000
15.	Shelf Registration Bonds II Bank BRI Phase I Year 2016 Series C	December 01, 2016	5 Years	IDR	IDR193,000
16.	Shelf Registration Bonds II Bank BRI Phase I Year 2016 Series D	December 01, 2016	7 Years	IDR	IDR477,000
17.	Shelf Registration Bonds II Bank BRI Phase I Year 2016 Series E	December 01, 2016	10 Years	IDR	IDR2,350,000
18.	Shelf Registration Bonds II Bank BRI Phase II Year 2017 Series A	April 12, 2017	370 Days	IDR	IDR1,131,000
19.	Shelf Registration Bonds II Bank BRI Phase II Year 2017 Series B	April 11, 2017	36 Months	IDR	IDR1,743,500

	Bid price	Due date	Interest Rate (%)	Payment status	Rating		Trustee
					2024	2023	
	-	October 30, 2013	7.75%	paid off	-	-	-
	-	January 09, 2014	13.5%	paid off	-	-	-
	-	December 22, 2014	10.95%	paid off	-	-	-
	100% of the principal amount of the bonds	July 07, 2016	8.4%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	July 03, 2018	9.2%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	July 03, 2020	9.5%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	February 08, 2017	8.5%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	February 04, 2019	9.25%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	February 04, 2021	9.60%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	May 30, 2017	7.5%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	May 25, 2019	8.2%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	May 25, 2021	8.70%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	December 06, 2017	7.25%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	December 01, 2019	8%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	December 01, 2021	8.20%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	December 01, 2023	8.65%	paid off	-	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bonds	December 01, 2026	8.90%	Not yet paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bonds	April 16, 2018	7.2%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	April 11, 2020	8.1%	paid off	-	-	Bank Negara Indonesia

No.	Description	Electronic Bond distribution date	Tenor	Currency	Bond Amount (Million)
20.	Shelf Registration Bonds II Bank BRI Phase II Year 2017 Series C	April 11, 2017	5 Years	IDR	IDR925,000
21.	Shelf Registration Bonds II Bank BRI Phase II Year 2017 Series D	April 11, 2017	10 Years	IDR	IDR1,300,500
22.	Shelf Registration Bonds II Bank BRI Phase III Year 2017 Series A	August 24, 2017	36 Months	IDR	IDR980,500
23.	Shelf Registration Bonds II Bank BRI Phase III Year 2017 Series B	August 24, 2017	5 Years	IDR	IDR1,652,500
24.	Shelf Registration Bonds II Bank BRI Phase III Year 2017 Series C	August 24, 2017	7 Years	IDR	IDR2,517,000
25.	Shelf Registration Bonds II Bank BRI Phase IV Year 2018 Series A	February 21, 2018	5 Years	IDR	IDR1,837,000
26.	Shelf Registration Bonds II Bank BRI Phase IV 2018 Series B	February 21, 2018	7 Years	IDR	IDR605,000
27.	Senior Notes due 2018	March 28, 2013	60 Months	USD	USD500
28.	BRI Bank Subordinated Bonds III Year 2018	June 21, 2018	5 Years	IDR	IDR500,000
29.	Shelf Registration Bonds III Bank BRI Phase I Year 2019 Series A	November 07, 2019	370 Days	IDR	IDR737,850
30.	Shelf Registration Bonds III Bank BRI Phase I Year 2019 Series B	November 07, 2019	3 Years	IDR	IDR2,089,350
31.	Shelf Registration Bonds III Bank BRI Phase I Year 2019 Series C	November 07, 2019	5 Years	IDR	IDR2,172,800
32.	Global Bond 2018	July 20, 2018	5 Years	USD	USD500
33.	Sustainable Bond 2019	March 28, 2019	5 Years	USD	USD500
34.	Bank BRI Sustainable Bonds I Phase I Year 2022 Series A	July 20, 2022	370 Days	IDR	IDR2,500,000
35.	Bank BRI Sustainable Bonds I Phase I Year 2022 Series B	July 20, 2022	3 Years	IDR	IDR2,000,000
36.	Bank BRI Sustainable Bonds I Phase I Year 2022 Series C	July 20, 2022	5 Years	IDR	IDR500,000
37.	BRI Bank Subordinated Bonds IV Year 2023	July 06, 2023	5 Years	IDR	IDR500,000
38.	Bank BRI Sustainable Bonds I Phase II Year 2023 Series A	October 17, 2023	1 Years	IDR	IDR1,345,650
39.	Bank BRI Sustainable Bonds I Phase II Year 2023 Series B	October 17, 2023	2 Years	IDR	IDR4,154,350
40.	Bank BRI Sustainable Bonds I Phase II Year 2023 Series C	October 17, 2023	3 Years	IDR	IDR500,000
41.	Bank BRI Sustainable Bonds I Phase III Year 2024 Series A	March 20, 2024	1 Years	IDR	IDR1,237,665
42.	Bank BRI Sustainable Bonds I Phase III Year 2024 Series B	March 20, 2024	2 Years	IDR	IDR879,430
43.	Bank BRI Sustainable Bonds I Phase III Year 2024 Series C	March 20, 2024	3 Years	IDR	IDR382,905

	Bid price	Due date	Interest Rate (%)	Payment status	Rating		Trustee
					2024	2023	
	100% of the principal amount of the bonds	April 11, 2022	8.30%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	April 11, 2027	8.80%	Not yet paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bonds	August 24, 2020	7.6	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	August 24, 2022	8%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	August 24, 2024	8.25%	paid off	idAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bonds	February 21, 2023	6.65%	paid off	idAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bonds	February 21, 2025	6.90%	Not yet paid off	idAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	-	March 28, 2018	2.95%	paid off	-	-	BNY Mellon
	100% of the principal amount of the bonds	June 26, 2023	7.70%	paid off	idAA by Pefindo	idAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bonds	November 17, 2020	6.5%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	November 07, 2022	7.60%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	November 07, 2024	7.85%	paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	99,696% of the principal amount of the bonds	July 20, 2023	4.625%	paid off	BBB- by Fitch	BBB- by Fitch	BNY Mellon
	99,713% of the principal amount of the bonds	March 28, 2024	3.950%	paid off	"BBB- by Fitch Rating Baa2 by Moodys"	"BBB- by Fitch Rating Baa2 by Moodys"	BNY Mellon
	100% of the principal amount of the bonds	July 30, 2022	3.70%	paid off	-	-	Bank Negara Indonesia
	100% of the principal amount of the bonds	July 20, 2024	5.75%	paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bonds	July 20, 2027	6.45%	Not yet paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Negara Indonesia
	100% of the principal amount of the bonds	July 06, 2028	6.45%	Not yet paid off	idAA by Pefindo	idAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	October 27, 2024	6.10%	paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	October 17, 2025	6.35%	Not yet paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	October 17, 2026	6.30%	Not yet paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	March 30, 2025	6.15%	Not yet paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	March 20, 2026	6.25%	Not yet paid off	idAAA by Pefindo	idAAA by Pefindo	Bank Tabungan Negara
	100% of the principal amount of the bonds	March 20, 2027	6.25%	Not yet paid off	idAAA by Pefindo	idAAA by 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	IDR630,000	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	IDR520,000	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	IDR850,000	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	Number of MTN (Million)	Bid price	Due date	Interest Rate (%)	Payment Status
1.	MTN BRI Tahap I Tahun 2014 Seri A	10 Oktober 2014	370 days	IDR	IDR300,000	-	October 15, 2015	8.75	Paid off
2.	MTN BRI Tahap I Tahun 2014 Seri B	10 Oktober 2014	24	IDR	IDR60,000	-	October 10, 2016	9.25	Paid off
3.	MTN BRI Tahap I Tahun 2014 Seri C	10 Oktober 2014	36	IDR	IDR360,000	-	October 10, 2017	9.50	Paid off
4.	MTN BRI Tahap II Tahun 2014	24 Desember 2014	12	IDR	IDR520,000	-	December 24, 2015	8.90	Paid off
5.	MTN BRI Tahap I Tahun 2016	16 September 2016	370 days	IDR	IDR1,925,000	-	September 21, 2017	7.40	Paid off
6.	MTN Bank BRI Tahun 2022 Seri A	24 November 2022	2 years	IDR	IDR2,000,000	100% of the principal amount of the MTN	November 24, 2024	6.60%	Paid off
7.	MTN Bank BRI Tahun 2022 Seri B	24 November 2022	3 years	IDR	IDR3,000,000	100% of the principal amount of the MTN	November 24, 2025	6.98%	Not yet paid off

Chronology of Issuance and/or Recording of Long Term Notes (LTN)

Table of Information Issuance of Long Term Notes (LTN)

No.	Description	Electronic distribution date of MTN	Tenor	Currency	Number of MTN (Million)	Bid price	Due date	Interest Rate (%)	Payment Status
1.	Long Term Notes Carried Out Without Going Through a Public Offering of PT Bank Rakyat Indonesia (Persero) Tbk I in 2022	December 27, 2022	162 Months	IDR	IDR52,332	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	Number of MTN (Million)	Bid price	Due date	Interest Rate (%)	Payment Status
2.	Long Term Notes Carried Out Without Public Offering of PT Bank Rakyat Indonesia (Persero) Tbk II in 2023	October 25, 2023	159	IDR	IDR59,485	100% of the principal amount of the LTN	January 25, 2037	0.55%	Not yet paid off
3.	Long Term Notes Carried Out Without Public Offering of PT Bank Rakyat Indonesia (Persero) Tbk II in 2023	March 26, 2024	155	IDR	IDR55,920	100% of the principal amount of the LTN	February 26, 2037	0.55%	Not yet paid off

Information on Using the Services of Public Accounting (AP) and Public Accounting Offices (KAP)

Name of KAP	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	9th year
AP Assignment Period	5th year

Audit Services	Audit Fees
1. General audit of the Consolidated Financial Statements of the Company and Subsidiaries for the 2024 Financial Year, including SA 600 - Special Considerations – Audit of Group Financial Reports for the Financial Audit Agency (BPK).	1. IDR15,825,000,000
2. Compliance with Legislation and Internal Control (PSA 62) 2024.	2. IDR125,000,000
3. General audit of the Company's Micro Small Enterprise Funding Program (PUMK) Financial Report for the 2024 Fiscal Year.	3. IDR675,000,000
4. General audit of the financial reports of the Long Term Incentives (LTI) Program for the Board of Directors and Board of Commissioners for the 2024 financial year	4. IDR18,400,000,000
Non Audit Services	**Non-Audit Fee**
1. Agreed procedure for calculating the KPI achievements of the Board of Directors (collegial and individual), position December 31, 2024.	1. IDR600,000,000
2. Agreed procedures for data sent by BRI for the compilation of the Ministry of SOEs' financial reports for the 2024 financial year.	2. IDR240,000,000
3. Agreed procedures for compliance with applicable regulations for funding micro and small businesses for the 2024 financial year (if necessary).	3. IDR185,000,000

Name and Address of Supporting Institutions and/or Professionals

Securities Rating Agency

PT Pemeringkat Efek Indonesia (Pefindo)	Panin Tower - Senayan City, 17th Floor Jl. Asia Afrika Lot. 19 Jakarta 10270, Indonesia Telp : (021) 7278 2380 Faks : (021) 7278 2370 Web : www.pefindo.com Email : -
	Services provided: Corporate Rating, Rating of BRI Bank Sustainable Bonds Phase III Year 2024
Fitch Ratings Indonesia	Prudential Tower 20th Floor Jl. Jend Sudirman Kav. 79 Jakarta 12910, Indonesia Telp : (021) 5795 7755 Faks : (021) 5795 7750 Web : www.fitchratings.co.id Email : -
Fitch Ratings International	30 North Colonnade London E14 SGN United Kingdom Telp: +44(0)20 3530 1000 Web: www.fitchratings.com Email: lonaccounts.receivable@fitchratings.com
Moody's Investors Service	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
SnP Global Rating	Singapore 12 Marina Boulevard 018982 Singapura Head of Sales, Asia-Pacific Telp : (0852) 2533-3522

Trade Information and Share Listing

PT Bursa Efek Indonesia	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
	Services provided : Shares Bond Listing Service

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)

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

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

Awards and Certifications

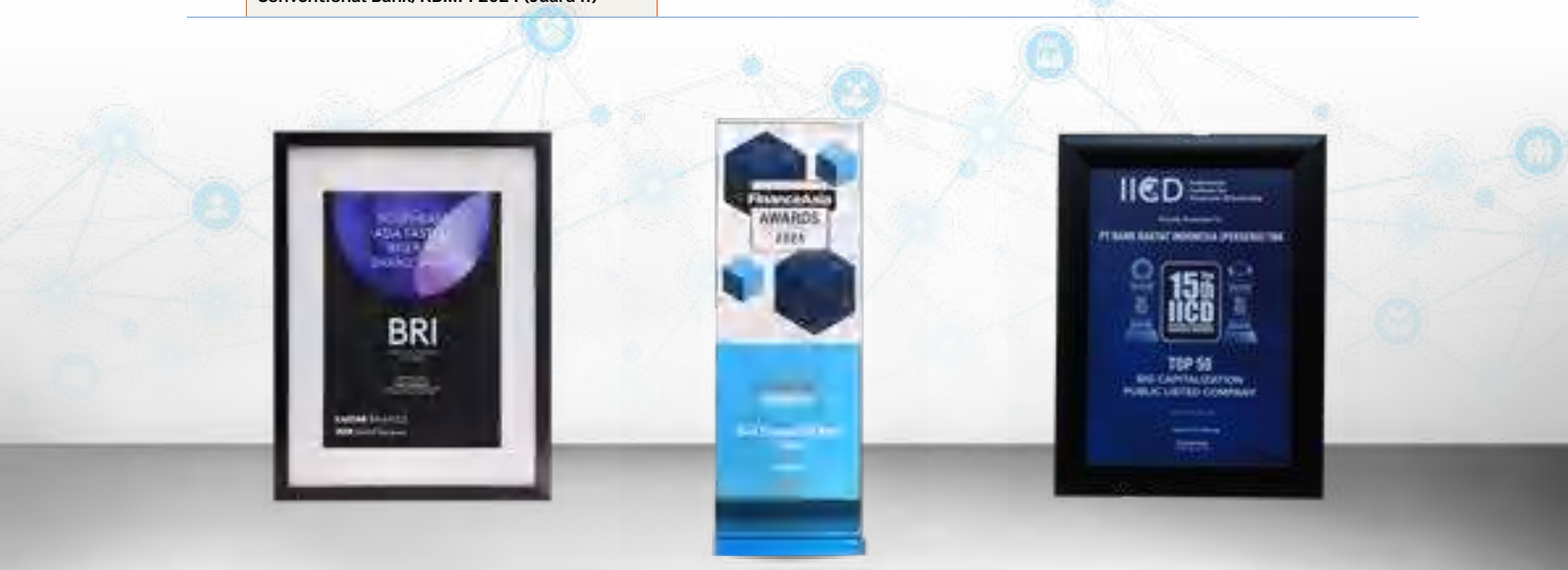
Awards

No.	Award	Date	Organizer	Category	Place of Implementation	Level
1	Anugerah Avirama Nawasena: Sustainable Accountability Disclosure and Reporting	January 18, 2024	ITB School of Business and Management (SBM ITB)	ESG	Jakarta	National
2	Best Stock Awards 2024: BRI sebagai Pemenang Kategori Big Cap Sektor Keuangan	January 25, 2024	Investor Trust	Banking	Jakarta	National
3	Best Stock Awards 2024: BRI sebagai Pemenang Kategori BUMN	January 25, 2024	Investor Trust	Banking	Jakarta	National
4	Indonesia Living Legend Awards 2024: BRI sebagai Diamond Living Legend Company in Providing Inclusive Banking Products and Services Through MSME and Ultra Micro Credit Distribution	January 31, 2024	Warta Ekonomi	Banking	Jakarta	National
5	Sustainable Finance Awards 2024: BRI Best Bank in Indonesia (Kategori Asia-Pasific)	February 1, 2024	Global Finance	Sustainable Finance	London	International
6	Indonesia Top Digital PR Award 2024: BRI sebagai Indonesia TOP Digital PR Award 2024 Special Achievement for Financial Sector	February 7, 2024	InfoEkonomi ID & Tras n Co	Public Relation	Jakarta	National
7	Investor Daily ESG Apreciation: BRI sebagai Appreciated Governance ESG Report 2023	February 27, 2024	B-Universe	ESG	Jakarta	National
8	Investor Daily ESG Apreciation: Most Appreciated ESG Report 2023	February 27, 2024	B-Universe	ESG	Jakarta	National
9	Investor Daily ESG Apreciation: ESG Lower Risk 2023 (Top 20 ESG Leader Bursa)	February 27, 2024	B-Universe	ESG	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
10	Investor Daily ESG Apreciation: Most Integrated ESG Report 2023	February 27, 2024	B-Universe	ESG	Jakarta	National
11	Sustainability Communication Awards 2024: BRI sebagai The Excellent Sustainable Communication Company in Financial Sector	February 28, 2024	Nusantara TV with Binokula	Public Relation	Jakarta	National
12	Global SME Banking Innovation Awards 2024: BRI sebagai Best Data Analytic Initiative	February 29, 2024	The Digital Banker	Banking	Virtual	International
13	Top Brand Award 2024: Tabungan BRI Junior (Juara 1)	February 28 - 29, 2024	Marketing Magazine	Banking	Jakarta	National
14	Top Brand Award 2024: Tabungan BRI BritAma (Juara 2)	February 28 - 29, 2024	Marketing Magazine	Product/Brand	Jakarta	National
15	Top Brand Award 2024: Tabungan BritAma Rencana (Juara 2)	February 28 - 29, 2024	Marketing Magazine	Banking	Jakarta	National
16	Top Brand Award 2024: BRIZZI (Juara 2)	February 28 - 29, 2024	Marketing Magazine	Banking	Jakarta	National
17	Top Brand Award 2024: Deposito BRI (Juara 2)	February 28 - 29, 2024	Marketing Magazine	Product/Brand	Jakarta	National
18	Top Brand Award 2024: Internet Banking (Juara 2)	February 28 - 29, 2024	Marketing Magazine	Banking	Jakarta	National
19	Top Brand Award 2024: Kartu Kredit BRI (Juara 4)	February 28 - 29, 2024	Marketing Magazine	Banking	Jakarta	National
20	Top Brand Award 2024: KPR BRI (Juara 4)	February 28 - 29, 2024	Marketing Magazine	Digital	Jakarta	National
21	3 Besar Kategori BUMN Penggunaan Produk Dalam Negeri	March 4, 2024	Indonesian Ministry of Industry	PDN	Jakarta	National
22	Pertamina Appreciation Night Award 2024: Bank Trade Finance (Winner)	March 5, 2024	Pertamina	Banking	Jakarta	National
23	Pertamina Appreciation Night Award 2024: Bank Penempatan (Winner)	March 5, 2024	Pertamina	Banking	Jakarta	National
24	Pertamina Appreciation Night Award 2024: Bank Pinjaman Jangka Pendek (Winner)	March 5, 2024	Pertamina	Banking	Jakarta	National
25	Pertamina Appreciation Night Award 2024: Top Local Bank (Winner Best of the best)	March 5, 2024	Pertamina	Banking	Jakarta	National
26	The Ninth WOW Brand: KPR BRI (Juara 2)	March 7, 2024	Markplus.inc	Banking	Jakarta	National
27	The Ninth WOW Brand: ATM BRI (Juara 1)	March 7, 2024	Markplus.inc	Digital	Jakarta	National
28	The Ninth WOW Brand: Tabungan BRI (Juara 2)	March 7, 2024	Markplus.inc	Banking	Jakarta	National
29	The Ninth WOW Brand: Kartu Kredit BRI (Juara 2)	March 7, 2024	Markplus.inc	Banking	Jakarta	National
30	The Ninth WOW Brand: Bank Konvensional BRI (Juara 2)	March 7, 2024	Markplus.inc	Brand	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
31	PR Indonesia Awards (PRIA) 2024: BRI Program PR Terbaik - Membangun Ekonomi Kerakyatan	March 7, 2024	Humas Indonesia	Public Relation	Bali	National
32	PR Indonesia Awards (PRIA) 2024: Kanal Digital - Media Sosial Tiktok Terbaik	March 7, 2024	Humas Indonesia	Public Relation	Bali	National
33	PR Indonesia Awards (PRIA) 2024: BRI Kanal Digital - Media Sosial Instagram Terbaik	March 7, 2024	Humas Indonesia	Public Relation	Bali	National
34	PR Indonesia Awards (PRIA) 2024: BRI Sustainability Report Terbaik	March 7, 2024	Humas Indonesia	Public Relation	Bali	National
35	PR Indonesia Awards (PRIA) 2024: BRI Annual Report Terbaik	March 7, 2024	Humas Indonesia	Public Relation	Bali	National
36	PR Indonesia Awards (PRIA) 2024: BRI sebagai Pemenang 20 Lembaga/Korporasi di Media Cetak dan Online	March 7, 2024	Humas Indonesia	Public Relation	Bali	National
37	BUMN Corporate Communications and Sustainability Summit (BCOMSS) 2024: Best Social Media and Corporate Campaign (Juara II)	March 7, 2024	Ministry of BUMN	Social Media	Jakarta	Regional
38	BUMN Corporate Communications and Sustainability Summit (BCOMSS) 2024: Corporate Social Media Ranger Activation (Juara II)	March 7, 2024	Ministry of BUMN	Produk/Brand	Jakarta	Regional
39	BUMN Corporate Communications and Sustainability Summit (BCOMSS) 2024: Best CEO of Communication - Sunarso Direktur Utama BRI	March 7, 2024	Ministry of BUMN	CEO	Jakarta	Regional
40	BUMN Corporate Communications and Sustainability Summit (BCOMSS) 2024: Stakeholder Management (Juara I)	March 7, 2024	Ministry of BUMN	Stakeholder Management	Jakarta	Regional
41	Business Matching 2024: BRI sebagai BUMN yang Mendukung Peningkatan Penggunaan Produk Dalam Negeri (P3DN) 2024	March 7, 2024	Ministry of Industry	Product/Brand	Bali	National
42	The Ninth WOW Brand: Mobile Banking BRImo (Juara 3)	March 7, 2024	Markplus.inc	Banking	Jakarta	National
43	Best CEO of Communications pada BUMN Corporate Communication and Sustainability Summit (BCOMSS) 2024	March 8, 2024	Ministry of BUMN	CEO	Jakarta	Regional
44	Retail Banker International (RBI) Trailblazer Asia Awards 2024: BRI as Best Current Offering (Winner)	March 14, 2024	Retail Banker International (RBI)	Banking	Singapura	International
45	Retail Banker International (RBI) Trailblazer Asia Awards 2024: Excellence in Mass Affluent Banking (Highly Comended)	March 14, 2024	Retail Banker International (RBI)	Banking	Singapura	International
46	CNN Indonesia Awards 2024: Outstanding Champion for Financial Inclusion Practice - BRI Regonal Office Makassar	March 21, 2024	CNN Indonesia	Banking	Makassar	National
47	Indonesia Top Digital Corporate Brand Award 2024: TOP Digital Corporate Award 2024 Special Achievement for BUMN, Subsidiary BUMN & BUMD	March 28, 2024	InfoEkonomi ID & Tras n Co	Product/Brand	Jakarta	National
48	The Most Valuable Banking Brand in Indonesia pada Top 500 Banking Brands 2024 dari Brand Finance	March 6, 2024	Brand Finance	Brand	London	International
49	13th Infobank Digital Brand 2024: The 2nd Best Mobile Banking Bank Umum Konvensional 2024-KBMI 4 (Modal Inti di atas Rp70 Triliun) (BRIMO - Juara II)	April 1, 2024	Infobank	Banking	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
50	13th Infobank Digital Brand 2024: The Best Overall Tabungan Bank Umum Konvensional 2024-KBMI 4 (Modal Inti di atas Rp70 Triliun) (Juara I)	April 1, 2024	Infobank	Banking	Jakarta	National
51	13th Infobank Digital Brand 2024: The 2nd Best Overall KPR Bank Umum Konvensional 2024 (Juara II)	April 1, 2024	Infobank	Digital	Jakarta	National
52	13th Infobank Digital Brand 2024: The 2nd Best Overall Mobile Banking Bank Umum Konvensional 2024 (Juara II)	April 1, 2024	Infobank	Banking	Jakarta	National
53	13th Infobank Digital Brand 2024: The 2nd Best Deposito Bank Umum Konvensional 2024-KBMI 4 (Modal Inti di atas Rp70 Triliun) (Juara II)	April 1, 2024	Infobank	Digital	Jakarta	National
54	13th Infobank Digital Brand 2024: The 2nd Best Overall Wealth Management Bank Umum Konvensional 2024-KBMI 4 (Modal Inti di atas Rp70 Triliun) (Juara II)	April 1, 2024	Infobank	Banking	Jakarta	National
55	13th Infobank Digital Brand Recognition 2024: Bank BRI sebagai The 2nd Highest Digital Index Mobile Banking Conventional Bank 2024 (Overall II)	April 1, 2024	Infobank	Banking	Jakarta	National
56	13th Infobank Digital Brand 2024: The 3rd Best Overall Bank Umum Konvensional 2024 - (Juara III)	April 1, 2024	Infobank	Digital	Jakarta	National
57	13th Infobank Digital Brand 2024: The 3rd Best Overall Bank Umum Konvensional 2024-KBMI 4 (Modal Inti d atas Rp70 Triliun) (Juara III)	April 1, 2024	Infobank	Digital	Jakarta	National
58	13th Infobank Digital Brand Recognition 2024: Platinum Trophy Bank Umum Konvensional - 10 Years in a Row 2015-2024	April 1, 2024	Infobank	Banking	Jakarta	National
59	13th Infobank Digital Brand Recognition 2024: The Best Banking CEO In Digital Brand 2024 - Sunarso Direktur Utama BRI	April 1, 2024	Infobank	CEO	Jakarta	National
60	13th Infobank Digital Brand Recognition 2024: Bank BRI sebagai The 2nd Best Mortgage Loan Conventional Bank/KBMI4 2024 (Juara II)	April 1, 2024	Infobank	Banking	Jakarta	National

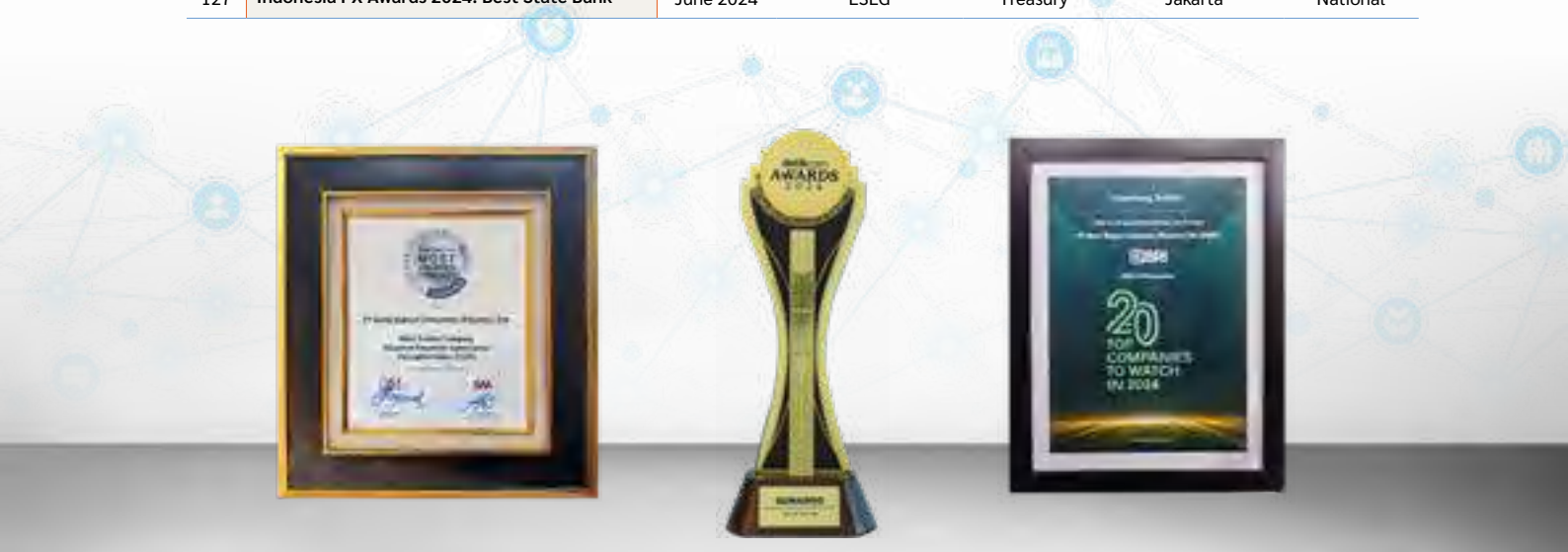


No.	Award	Date	Organizer	Category	Place of Implementation	Level
61	13th Infobank Digital Brand Recognition 2024: Bank BRI sebagai The Best Savings Account Conventional Bank/KBMI4 2024 (Juara I)	April 1, 2024	Infobank	Banking	Jakarta	National
62	13th Infobank Digital Brand Recognition 2024: Bank BRI sebagai The Highest Digital Index Conventional Bank 2024 (Juara III)	April 1, 2024	Infobank	Banking	Jakarta	National
63	13th Infobank Digital Brand Recognition 2024: Bank BRI sebagai The Highest Digital Index Savings Account Conventional Bank 2024 (Overall I)	April 1, 2024	Infobank	Banking	Jakarta	National
64	13th Infobank Digital Brand Recognition 2024: Bank BRI sebagai The 2nd Highest Digital Index Mortgage Loan Conventional Bank 2024 (Overall II)	April 1, 2024	Infobank	Banking	Jakarta	National
65	13th Infobank Digital Brand Recognition 2024: Bank BRI sebagai The 3rd Highest Digital Index Deposit Conventional Bank 2024 (Overall III)	April 1, 2024	Infobank	Banking	Jakarta	National
66	13th Infobank Digital Brand Recognition 2024: Bank BRI sebagai The 3rd Highest Digital Index Debit Card Conventional Bank 2024 (Overall III)	April 1, 2024	Infobank	Banking	Jakarta	National
67	The Best Chief Executive Officer (CEO) in Digital Brand	April 1, 2024	Infobank	CEO	Jakarta	National
68	The Best Investortrust Companies 2024: BRI sebagai Pemenang Emiten Terbaik 2024	April 16, 2024	Investor Trust	Banking	Jakarta	National
69	20 Top Companies to Watch in 2024: BRI sebagai Result, Review, Outlook	April 25, 2024	Bloomberg Technoz	Digital	Jakarta	National
70	TOP Innovation Choice Award 2024: Bank BRI sebagai Layanan Transaksi dan Pembayaran QRIS Memakai Kartu Kredit BRI Melalui Aplikasi Super Apps BRImo	April 30, 2024	InfoEkonomi	Digital	Jakarta	National
71	Bank Service Excellence Monitor (BSEM) 2024: Performa Terbaik Mobile Banking Bank untuk BRImo	May 2, 2024	BSEM MRI	Digital	Jakarta	National
72	Bank Service Excellence Monitor (BSEM) 2024: Performa Terbaik Chatbot untuk Sabrina	May 2, 2024	BSEM MRI	Digital	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
73	Bank Service Excellence Monitor (BSEM) 2024: Peringkat II Overall Contact Center	May 2, 2024	BSEM MRI	Contact Center	Jakarta	National
74	R.A Kartini Award 2024: Outstanding Leader In Financial Sector - Handayani Direktur Bisnis Konsumer BRI	May 8, 2024	Trans Tv	Leadership	Jakarta	National
75	CNN Indonesia Awards 2024: Outstanding Social Engagement & Corporate Action dan Best Business Sector Development Practices - BRI Regonal Office Denpasar	May 13, 2024	CNN Indonesia	UMKM	Bali	National
76	The Asset 25th Anniversary: Triple A Treasurise Award - Best in Treasury and Working Capital	May 14, 2024	The Asset	Banking	Hong Kong	International
77	The Asset 25th Anniversary: Triple A Treasurise Award - BRI sebagai Best Service Provider – Transaction Bank	May 14, 2024	The Asset	Banking	Hong Kong	International
78	BUMN Etrepreneurial Marketing Award (BEMA) 2024: DEWI BUMN 2024 - Handayani Direktur Bisnis Konsumer	May 15, 2024	MCorp Mettaverse	Women Empowerment	Jakarta	National
79	BUMN Etrepreneurial Marketing Award (BEMA) 2024: DEWI BUMN 2024 - Viviana Dyah Ayu Retno K. Direktur Keuangan	May 15, 2024	MCorp Mettaverse	Women Empowerment	Jakarta	National
80	Marketeers Youth Choice Award 2024: Best Branding Engagement (BRImo FSTVL MCM)	May 16, 2024	Marketeers	Branding	Jakarta	National
81	Sustainalytics ESG Risk Rating: Low Risk ESG Rating	May 16, 2024	Morningstar Sustainalytics	ESG	United States	International
82	Mata Lokal Award 2024: Impact Category - BRI Sebagai Best in Personalization Strategy	May 17, 2024	Mata Lokal x Tribunnews	Digital	Jakarta	National
83	Mata Lokal Award 2024: Chatbot BRI Sabrina - BRI	May 17, 2024	Mata Lokal x Tribunnews	Digital	Jakarta	National
84	Euromoney Trade Finance Award 2024: BRI Sebagai Best Service Domestic	May 17, 2024	Euromoney	Banking Services	London	International
85	Euromoney Trade Finance Award 2024: BRI Sebagai Market Leader Domestic	May 17, 2024	Euromoney	Banking	London	International
86	Euromoney Trade Finance Award 2024: BRI Sebagai Best Service Overall	May 17, 2024	Euromoney	Banking Services	London	International
87	Euromoney Cash Management Award 2024: BRI Sebagai Country Best Service Logo Qlola	May 17, 2024	Euromoney	Digital	London	International
88	Euromoney Cash Management Award 2024: BRI Sebagai Country Marketer Leaader Logo Qlola	May 17, 2024	Euromoney	Digital	London	International
89	Juara 3: Transaksi tertinggi 3 (Kategori Seller Nasional) dan Transaksi tertinggi 3 (Kategori Seller Lokal), Business Matching Medan, Wilayah Sumatera.	May 22, 2024	Kementerian BUMN & PADI UMKM	PDN	Medan	National
90	Euromoney Awards for Excellence 2024: BRI Sebagai Best CSR	May 23, 2024	Euromoney	CSR	London	International
91	TOP CSR Awards 2024: BRI Sebagai on Star 5	May 27, 2024	MSI Group	CSR	Jakarta	National
92	TOP CSR Awards 2024: Kategori Trophy Khusus	May 27, 2024	MSI Group	CSR	Jakarta	National
93	TOP CSR Awards 2024: TOP Leader on CSR Commitment 2024 -Sunarso Direktur Utama BRI	May 27, 2024	MSI Group	Leadership	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
94	Transparansi dan Penurunan Emisi Korporasi Terbaik 2024: BRI Sebagai Transparansi Perhitungan Emisi Korporasi Kategori Platinum Plus.	May 29, 2024	Investor Trust	ESG	Jakarta	National
95	Transparansi dan Penurunan Emisi Korporasi Terbaik 2024: BRI Sebagai Transparansi Penurunan Emisi Korporasi Kategori Green Elite	May 29, 2024	Investor Trust	ESG	Jakarta	National
96	Green Economic Forum 2024: BRI Sebagai Perusahaan Green Business Terbaik 2024 (Peringkat I)	May 29, 2024	CNBC Indonesia	ESG	Jakarta	National
97	6th TOP Digital Corporate Brand Award 2024: Special Achievement for Financial Industry	May 30, 2024	Infoekonomi	Banking	Jakarta	National
98	Top Women: The Most Outstanding Women 2024 - Handayani Direktur Bisnis Konsumer BRI	May 31, 2024	Infobank	Women Empowerment	Bali	National
99	Top Women: The Most Outstanding Women 2024 - Viviana Dyah Ayu Retno Kumalasari Direktur Keuangan BRI	May 31, 2024	Infobank	Women Empowerment	Bali	National
100	R.A. Kartini Award 2024: Outstanding Leader in Profit Achievement in Finance - Handayani Direktur Bisnis Konsumer	May 31, 2024	Trans Tv	Leadership	Jakarta	National
101	Top Women: The Most Outstanding Women 2024 - Rofikoh Rokhim Komisaris Independen BRI	May 31, 2024	Infobank	Women Empowerment	Bali	National
102	Top Women: The Most Outstanding Women 2024 - Dwi Ria Latifa Komisaris Independen BRI	May 31, 2024	Infobank	Women Empowerment	Bali	National
103	Top Women: The Most Outstanding Women 2024 - Nurmaria Sarosa Komisaris Independen BRI	May 31, 2024	Infobank	Women Empowerment	Bali	National
104	HR Asia Sustainable Workplace Award 2024: BRI Sebagai Best Companies to Work for in Asia TM 2024 (Indonesia Chapter).	May 31, 2024	HR Asia	Human Capital	Jakarta	International
105	Global Private Banking Innovation Awards 2024: BRI Sebagai Best Bank (BRI Prioritas)	June 6, 2024	Global Private Banker	Brand	London	International
106	Forbes 2024 Global 2000 List - BRI SebagaiThe World's Largest Companies Ranked 308	June 6, 2024	Forbes	Product/Brand	United States	International
107	Indonesia Best Living Legend Companies and Brands 2024: BRI Sebagai Indonesia Best Living Legend Company	June 10, 2024	SWA	Product/Brand	Jakarta	National
108	Bisnis Indonesia Awards (BIA) 2024: Kategori Bank Persero	June 13, 2024	Bisnis Indonesia	Banking	Jakarta	National
109	Finance Asia Awards 2024: BEST CEO - Sunarso Direktur Utama BRI (Gold)	June 27, 2024	Asia Best Companies	CEO	Hongkong	International
110	Finance Asia Awards 2024: BEST CFO - Viviana Dyah Ayu Retno Kumalasari Direktur Keuangan BRI (Silver)	June 27, 2024	Asia Best Companies	CFO	Hongkong	International
111	Finance Asia Awards 2024: BRI Sebagai Most Committed to DEI (Silver)	June 27, 2024	Asia Best Companies	DEI	Hongkong	International
112	Finance Asia Awards 2024: BRI Sebagai Best Investor Relations (Gold)	June 27, 2024	Asia Best Companies	Banking	Hongkong	International
113	Finance Asia Awards 2024: BRI Sebagai Best Large-Cap Company (Bronze)	June 27, 2024	Asia Best Companies	Banking	Hongkong	International

No.	Award	Date	Organizer	Category	Place of Implementation	Level
114	Finance Asia Awards 2024: BRI Sebagai Best Managed Compay (Gold)	June 27, 2024	Asia Best Companies	Banking	Hongkong	International
115	Finance Asia Awards 2024: BRI Sebagai Most Committed to ESG (Silver)	June 27, 2024	Asia Best Companies	ESG	Hongkong	International
116	Finance Asia Awards 2024: BRI Sebagai Domestic Categories | Best Bank for Financial Inclusion	June 27, 2024	Finance Asia	Banking	Hongkong	International
117	Finance Asia Awards 2024: BRI Sebagai Domestic Categories | Best Commercial Bank - SMEs	June 27, 2024	Finance Asia	Banking	Hongkong	International
118	Finance Asia Awards 2024: BRI Sebagai Domestic Categories | Best Sustainable Bank	June 27, 2024	Finance Asia	Banking	Hongkong	International
119	Finance Asia Awards 2024: BRI Sebagai Domestic Categories | Most Innovative Technology - Banks	June 27, 2024	Finance Asia	Digital	Hongkong	International
120	Fortune 500 Southeast Asia: BRI Peringkat 15 Secara Umum dari 500 Perusahaan	June 21, 2024	Fortune	Produk/Brand	Southeast Asia	International
121	Fortune 500 Southeast Asia: BRI Peringkat 1 Kategori Finansial di Indonesia	June 21, 2024	Fortune	Banking	Southeast Asia	International
122	Fortune 500 Southeast Asia: BRI Peringkat 4 Kategori Finansial di Asean	June 21, 2024	Fortune	Banking	Southeast Asia	International
123	HR Asia Best Companies to Work for in Asia 2024, mencakup HR Sustainable Workplace Awards	June 6, 2024	HR Asia	HR	Southeast Asia	International
124	LinkedIn Top Companies Indonesia 2024	June 6, 2024	LinkedIn	Banking	Jakarta	National
125	Bisnis Indonesia Corporate Social Responsibility Awards (BISRA) 2024: Kategori Platinum - Yok Kita GAS – Gerakan Anti Sampah	June 27, 2024	Bisnis Indonesia	CSR	Jakarta	National
126	Juara 2: Transaksi tertinggi 2 (Kategori Seller Nasional) dan Transaksi tertinggi 2 (Kategori Seller Lokal), Business Matching Bali, Jawa Timur, Bali dan Nusa Tenggara	June 27, 2024	Ministry of BUMN & PADI UMKM	PDN	Bali	National
127	Indonesia FX Awards 2024: Best State Bank	June 2024	LSEG	Treasury	Jakarta	National



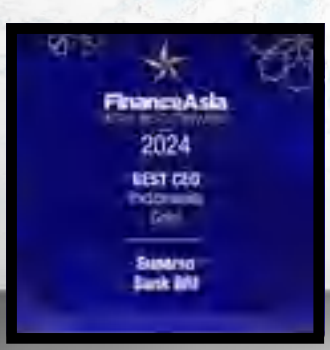
No.	Award	Date	Organizer	Category	Place of Implementation	Level
128	**ABF Retail Banking Awards 2024: BRI Sebagai Marketing & Brand Initiative of the Year - Indonesia (Juara 1)**	July 4, 2024	ABF Retail Banker	Marketing Brand	Singapore	International
129	**Penganugerahan Wajib Pajak Tahun 2024: BRI Sebagai Wajib Pajak Patuh**	July 6, 2024	Regional Office of the Directorate General of Taxes for Large Taxpayers or Large Tax Office (Kanwil LTO)	Banking	Jakarta	National
130	**Best FX Bank for Hedging requirements (Onshore Middle Market & SMEs) – CCS, IRS,Forward & Options**	July 9, 2024	Alpha Southeast Asia	Treasury	Singapore	International
131	**Best FX Bank for Structured Products: Treasury Yield Enhancements**	July 9, 2024	Alpha Southeast Asia	Treasury	Singapore	International
132	**CNN Indonesia Awards 2024: Best Risk Management: BRI Regional Office Palembang**	July 10, 2024	CNN Indonesia	Banking	Palembang	National
133	**The Banker Top 1000 Bank 2024: BRI Peringkat 110 Secara Global dan peringkat 1 dari 26 Bank di Indonesia**	July 10, 2024	The Banker	Banking	London	Internasional
134	**The Best Bank Award 2024: BRI Sebagai Bank Umum KBMI 4 : > Rp 70 Triliun dan Best ESG.**	July 11, 2024	Investor Trust	ESG	Jakarta	National
135	**World's Most Trustworthy Companies 2024: BRI Sebagai World's Most Trustworthy Companies Ranked #17**	July 24, 2024	Newsweek	Produk/Brand	New York	International
136	**IDX Channel Anugerah ESG 2024: BRI Sebagai Transformasi Ekosistem Keuangan Berkelanjutan**	July 25, 2024	IDX Channel	ESG	Jakarta	National
137	**Penghargaan Main Index, High Dividend, High Growth, dan High Market Capitalization**	July 25, 2024	Tempo (at the 2024 Issuer Appreciation Night)	Banking	Balikpapan	
138	**Malam Apresiasi Emiten 2024: BRI Sebagai Main Index**	July 26, 2024	Tempo	Banking	Balikpapan	National
139	**Malam Apresiasi Emiten 2024: BRI Sebagai High Devidend**	July 26, 2024	Tempo	Banking	Balikpapan	National
140	**Malam Apresiasi Emiten 2024: BRI Sebagai High Growth**	July 26, 2024	Tempo	Banking	Balikpapan	National

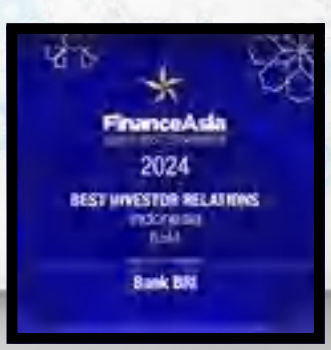
No.	Award	Date	Organizer	Category	Place of Implementation	Level
141	Malam Apresiasi Emiten 2024: BRI Sebagai High Market Capitalization	July 26, 2024	Tempo	Banking	Balikpapan	National
142	Winner Best Culture - Divisi Bisnis Support	July 26, 2024	CTR & PWC	Culture	Jakarta	National
143	Anugerah Ekonomi Hijau: Apresiasi Terhadap Program Environtment,Social and Governance di Indonesia	July 30, 2024	Detik.com	ESG	Jakarta	National
144	KEHATI ESG Awards 2024: Sektor Capital Market Kategori Best Emiten, Sektor Debt & Project Financing Kategori Best Issuer/ Borrower	July 30, 2024	Yayasan Keanekaragaman Hayati Indonesia (KEHATI)	ESG	Jakarta	National
145	The 9th Annual SPEx2® Award: BRI as Best of the Best Execution Winner across All Industries	July 31, 2024	Kontan	Banking	Jakarta	National
146	The 9th Annual SPEx2® Award: BRI as The Best Execution Winner in Banking Industry	July 31, 2024	Kontan	Banking	Jakarta	National
147	The 9th Annual SPEx2® Award: BRI as The Best Execution Winner in BUMN Sector	July 31, 2024	Kontan	Banking	Jakarta	National
148	The 9th Annual SPEx2® Award: BRI as Outstanding Achievement in Sustainability & Governance	July 31, 2024	Kontan	Banking	Jakarta	National
149	Service Quality Award 2024: BRI Sebagai Priority Banking (BRI Prioritas)	August 1, 2024	Marketing.co.id	Banking	Jakarta	National
150	Golden Property Awards: BRI Sebagai Winner BRImo	August 7, 2024	Rumah123	Banking	Jakarta	National
151	Sustainability Action for The Future Economy (SAFE) 2024: BRI Sebagai Overall Winner Katadata ESG Awards di sektor Finance - Bank	August 7, 2024	Katadata	Banking	Jakarta	National
152	Total Service Quality Satisfaction based on Customer Perception Survey SQIndex 2024 dengan Predikat Diamond	August 7, 2024	Service Quality Awards 2024	Banking	Bali	National
153	5th Corporate Reputation Awards 2024 & 5th PR Person Awards 2024: BRI di Bank Category	August 9, 2024	The Iconomics	Banking	Jakarta	National
154	5th Corporate Reputation Awards 2024 & 5th PR Person Awards 2024: Corporate Secretary Agustya Hendy Bernadi sebagai 50 PR Persons Awards 2024	August 9, 2024	The Iconomics	Public Relation	Jakarta	National
155	LESTARI SUMMIT AWARD 2024: Sustainable Leader of the Year in Social Economy - Sunarso Direktur Utama BRI	August 21, 2024	Lestari Award	Leadership	Jakarta	National
156	Peringkat Kedua Penilaian Kinerja Debitur Kategori Pinjaman Perbankan Tahun 2023	August 28, 2024	Directorate General of Treasury, Ministry of Finance of the Republic of Indonesia	Treasury	Jakarta	National
157	6th Indonesia TOP Digital Public Relations Award 2024: BRI Sebagai Special Achievement For BUMN dengan Total Score 94,27 Poin	August 30, 2024	Info Ekonomi	Public Relation	Jakarta	National
158	Anugerah Sorot News Golden Award 2024: Best Leader Corporate Company 2024 - Sunarso Direktur Utama BRI	September 1, 2024	Sorot News	Leadership	Jakarta	National
159	Anugerah Sorot News Golden Award 2024: Best Corporate Secretary 2024 - Kategori Tokoh Motivator/Inspirasi	September 1, 2024	Sorot News	Public Relation	Jakarta	National
160	Jawa Pos 7 Most Popular Brand of The Year 2024: BRI Sebagai Digital Activation Program of the Year (BRImo FSTVL)	September 3, 2024	Jawa Pos	Banking	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
161	Jawa Pos 7 Most Popular Brand of The Year 2024: BRI Sebagai 7 Keuangan Terpopuler (Perbankan Umum)	September 3, 2024	Jawa Pos	Banking	Jakarta	National
162	Jawa Pos 7 Most Popular Brand of The Year 2024: BRI Sebagai 7 Keuangan Terpopuler (Tabungan Perbankan - Simpedes & Britama)	September 3, 2024	Jawa Pos	Banking	Jakarta	National
163	Jawa Pos 7 Most Popular Brand of The Year 2024: BRI Sebagai 7 Program Sosial/ Pengembangan Masyarakat Terpopuler (Event Brilianpreneur)	September 3, 2024	Jawa Pos	Banking	Jakarta	National
164	Jawa Pos 7 Most Popular Brand of The Year 2024: BRI Sebagai 7 BUMN Terpopuler	September 3, 2024	Jawa Pos	BUMN	Jakarta	National
165	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Platinum (The Best Operations)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
166	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Platinum (The Best Business Contribution)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
167	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Platinum (The Best Employee Engagement)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
168	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Platinum (The Best People Development)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
169	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Platinum (The Best Technology Innovation)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
170	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Platinum (Best of The Best Manager)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
171	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Platinum (Agent Email)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
172	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Platinum (Agent Inbound)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
173	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Emas (The Best Customer Experience)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
174	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Emas (The Best Digital Media)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
175	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Platinum (Customer Service Onsite)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
176	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Perak (Data Analytics)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
177	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Perak (Scheduling)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
178	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Perak (Supervisor)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
179	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Perak (Agent Email)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
180	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Perak (Telemarketing)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
181	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Perunggu (Team Leader Customer Service)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
182	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Perunggu (Desk Control)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
183	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Perunggu (Best of The Best Supervisor)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
184	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Perunggu (Best of The Best Team Leader Inbound)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
185	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Perunggu (Best Agent Premium)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
186	The Best Contact Center Indonesia (TBCCI): BRI Memperoleh Medali Perunggu (Back Office)	September 5, 2024	Indonesia Contact Center Association (ICCA)	Contact Center	Jakarta	National
187	Fortune Indonesia 100 Gala 2024: BRI Sebagai Corporate Achievement and Impact Peringkat ke-4	September 6, 2024	Fortune	Banking	Jakarta	National
188	Jelajah Kuliner Indonesia: BRI Sebagai UMKM Dengan Volume Transaksi Terbesar. (Es Sinar Garut Putra Abah)	September 8, 2024	Ministry of BUMN	UMKM	Jakarta	Regional
189	Jelajah Kuliner Indonesia: BRI Sebagai UMKM Dengan Frekuensi Transaksi Tertinggi. (Pisang Goreng Skrikaya Ahou)	September 8, 2024	Ministry of BUMN	UMKM	Jakarta	Regional

No.	Award	Date	Organizer	Category	Place of Implementation	Level
190	Jelajah Kuliner Indonesia: BRI Sebagai UMKM Terfavorit.(Alzora Marta Syahira)	September 8, 2024	Ministry of BUMN	UMKM	Jakarta	Regional
191	MSMEs Loans Award 2024: BRI Sebagai Best Bank Performance	September 9, 2024	Peluang News	Banking	Jakarta	National
192	Indonesia Brand Experience in Transportation Industry Award 2024: BRIZZI Kategori Kartu Tol - Good	September 10, 2024	FOKTI	Product/Brand	Jakarta	National
193	Indonesia Brand Experience in Transportation Industry Award 2024: BRI Sebagai Pembiayaan Mobil (Produk Bank) - Good	September 10, 2024	FOKTI	Product/Brand	Jakarta	National
194	Indonesia Brand Experience in Transportation Industry Award 2024: BRI Sebagai Produk Bank (Motor) - Very Good	September 10, 2024	FOKTI	Product/Brand	Jakarta	National
195	Marketeers Editor's Choice Award 2024: BRI Sebagai Digital Activation Program of the Year (BRImo FSTVL)	September 12, 2024	Marketeers	Digital	Jakarta	National
196	Marketeers Editor's Choice Award 2024: BRI Sebagai Social Media Campaign of the Year (BRImo Digital CampaignBRI Liga 1 2023)	September 12, 2024	Marketeers	Digital	Jakarta	National
197	Merdeka Awards 2024: BRI Sebagai Pemenang Kategori Program CSR untuk Negeri (BRINita)	September 19, 2024	Merdeka.com	CSR	Jakarta	National
198	Penghargaan Merdeka Award 2024 untuk Kategori CSR Untuk Negeri	September 20, 2024	Merdeka.com	CSR	Jakarta	National
199	Anugerah ESG Republika 2024: BRI Sebagai Pemenang Kategori Community Empowerment and Development.	September 19, 2024	Republika	ESG	Jakarta	National
200	The Asset Triple A Private Capital Awards 2024: BRI Prioritas Sebagai Best Private Bank for HNWIs	September 23, 2024	The Asset	Banking	Hong Kong	International
201	World's Most Trustworthy Companies 2024	September 2024	Statista	Banking	New York	International
202	Top SDGs Award 2024: BRI Sebagai TOP SDGs Berdasarkan SDGs Innitiative, SDGs Implementation dan CSR/TJSL Funds	September 25, 2024	Infobrand	CSR	Jakarta	National
203	Radar Malang Award 2024: BRI Sebagai The Leading Bank in Disbursing KUR Loan	September 25, 2024	Jawa Pos Radar Malang	KUR	Malang	National



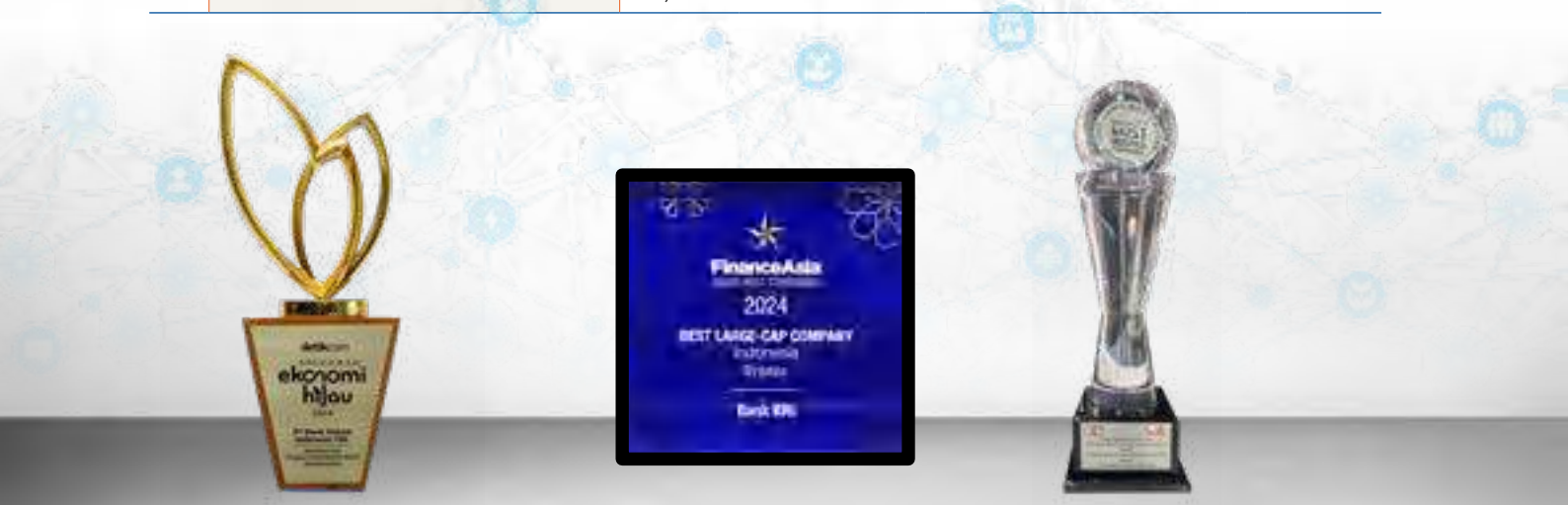


No.	Award	Date	Organizer	Category	Place of Implementation	Level
204	BUMN Fordigi Tech Adoption Award: 3rd winner in Customer eXperience category by PalmPay Innovation	September 25, 2024	Fordigi (Forum Digital) BUMN	Digital	Jakarta	National
205	Indonesia Human Capital Award-X-2024: Indonesia Distinguished Human Capital Leader - Agus Winardono Direktur Human Capital	September 26, 2024	Economic Review	Human Capital	Jakarta	National
206	Bisnis Indonesia TOP BUMN Award 2024: BRI Sebagai The Best State Owned Enterprise In 2024	October 2, 2024	Bisnis Indonesia	Banking	Jakarta	National
207	Bisnis Indonesia TOP BUMN Award 2024: BRI Sebagai Top Korporasi Category Of Public Companies - Financial Sectors	October 2, 2024	Bisnis Indonesia	Banking	Jakarta	National
208	Bisnis Indonesia TOP BUMN Award 2024: The Best CEO Excellent In Business Intelligence Solution - Sunarso Direktur Utama BRI	October 2, 2024	Bisnis Indonesia	CEO	Jakarta	National
209	Bisnis Indonesia TOP CFO BUMN Awards 2024: The Best CFO Excellent in Finance Transformation - Viviana Dyah Ayu Retno Kumalasari Direktur Keuangan BRI	October 2, 2024	Bisnis Indonesia	CFO	Jakarta	National
210	Asian Post Award The Best State Owned Enterprise 2024: BRI Sebagai The Top Dividend Contributor 2024 State Owned Enterprise	October 3, 2024	Infobank	Banking	Jakarta	National
211	Asian Post Award The Best State Owned Enterprise 2024: BRI Sebagai Platinum Champion State Owned Enterprise (The Best Financial Performance in 14 Consecutive Years 2010 - 2023)	October 3, 2024	Infobank	Banking	Jakarta	National
212	The 6th Anugerah Humas Indonesia (AHI) Awards 2024: BRI Sebagai PPID Terbaik	October 10, 2024	Humas Indonesia	PPID	Yogyakarta	National
213	The 6th Anugerah Humas Indonesia (AHI) Awards 2024: BRI Sebagai Kanal Digital, Media Sosial Instagram	October 10, 2024	Humas Indonesia	Digital	Yogyakarta	National
214	The 6th Anugerah Humas Indonesia (AHI) Awards 2024: BRI Sebagai Kanal Digital, Media Sosial Tiktok	October 10, 2024	Humas Indonesia	Digital	Yogyakarta	National
215	Apresiasi Mitra BUMN Champion 2024: Direktur Utama BRI Sunarso Meraih Penghargaan Kategori National Champion BUMN	October 10, 2024	Ministry of BUMN	Banking	Jakarta	National
216	Indonesia PR of The Year 2024: BRI Sebagai Peraih Penghargaan Kategori Financial Services Program Fellowship Journalism 2024	October 16, 2024	SWA	Public Relation	Jakarta	National
217	Detikcom Award 2024: Sunarso sebagai CEO of The Year	October 17, 2024	Detik.com	CEO	Jakarta	National
218	Detikcom Award 2024: BRImo sebagai Pemasaran Mobile Banking Paling Inovatif Pada Segmen Premium.	October 17, 2024	Detik.com	Digital	Jakarta	National
219	6th The Iconomics Indonesia Best Financial Awards 2024: BRI Sebagai Best Social Contribution Reputation Bank KBMI 4 Category	October 18, 2024	The Iconomics	Banking	Jakarta	National
220	The Finance: BRI sebagai TOP 20 Financial Institution & The Finance Awards 2024	October 22, 2024	Infobank	Banking	Jakarta	National
221	The 2024 Future Enterprise Awards: Best in Future of Operations	October 22, 2024	International Data Corporation (IDC)	Digital	Jakarta	International
222	SWA 100 Indonesia's Best Wealth Creators 2024: BRI Meraih Penghargaan Kategori Kelompok Kapitalisasi Pasar Besar.	October 24, 2024	SWA	Product/Brand	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
223	Global Retail Banking Innovation Awards 2024: BRI Sebagai Best API Initiative	October 24, 2024	The Digital Banker	Digital	Singapura	International
224	BRIAPI - Best API Initiative	October 24, 2024	The Digital Banker	Banking	Singapore	International
225	Investor Trust CSR Award 2024: BRI Sebagai Peraih Penghargaan Kategori SROI Excellent	October 24, 2024	Investor Trust	CSR	Jakarta	National
226	Investor Trust CSR Award 2024: BRI Sebagai Peraih Penghargaan Kategori Investment Measurement Leaders Award 2024	October 24, 2024	Investor Trust	CSR	Jakarta	National
227	WEPs Award 2024: BRI Sebagai Runner Up untuk Kategori Community Engagement and Partnership	October 29, 2024	UN Women	CSR	Jakarta	National
228	CSA Awards 2024: BRI Sebagai Analyst's Favorite in the Financials Sector	October 31, 2024	AAEI & CSA Comunity	Banking	Jakarta	National
229	iCIO Awards 2024: Chief Information Officer (CIO) di Indonesia - Arga M. Nugraha Direktur Digital & TI BRI	November 6, 2024	iCIO Community	CIO	Jakarta	National
230	Best Employers Asia Pacific 2025: BRI Sebagai Best Employers Asia Pacific 2025 Peringkat #339	November 14, 2024	Financial Times & Statista	Employee	United States	International
231	Indonesia Most Reputable Companies Award 2024: BRI Sebagai Penerima Indonesia Most Reputable Companies Award 2024 - Very Good	November 19, 2024	SWA	Brand Company	Jakarta	National
232	CNBC Indonesia Communication Strategists Awards: Kontribusi Corporate Communication - Agustya Hendy Bernadi Division Head Corporate Secretary BRI	November 20, 2024	CNBC Indonesia	Corporate Secretary	Jakarta	National
233	The 2024 Euro Clearing Elite Quality Recognition Award for Outstanding Achievement of Best-in Class MT202 STP Rate 100.00%	November 20, 2024	JP Morgan	Banking	Jakarta	National
234	The 2024 U.S. Dollar Clearing Elite Quality Recognition Award for Outstanding Achievement of Best-in Class MT103 STP Rate 99.77%	November 20, 2024	JP Morgan	Banking	Jakarta	National
235	The 2024 U.S. Dollar Clearing Elite Quality Recognition Award for Outstanding Achievement of Best-in Class MT202 STP Rate 99.99%	November 20, 2024	JP Morgan	Banking	Jakarta	National
236	The 15th IICD Corporate Governance Conference and Award: BRI Sebagai TOP 50 Emiten dengan Kapitalisasi Pasar Terbesar (BigCap PLCs)	November 25, 2024	IICD	Banking	Jakarta	National
237	Best Overall dalam penerapan GCG	November 25, 2024	IICD	GCG	Jakarta	National
238	Kategori Sangat Tepercaya dalam Pemeringkatan CGPI 2023	November 25, 2024	IICD	GCG	Jakarta	National
239	Investor Daily ESG Appreciation Nigh 2024: BRI Sebagai Appreciated Social ESG Report	November 25, 2024	Investor Daily - B-Universe	ESG	Jakarta	National
240	Investor Daily ESG Appreciation Nigh 2024: BRI Sebagai Appreciated Governance ESG Report	November 25, 2024	Investor Daily - B-Universe	ESG	Jakarta	National
241	Investor Daily ESG Appreciation Nigh 2024: BRI Sebagai Most Appreciated ESG Report	November 25, 2024	Investor Daily - B-Universe	ESG	Jakarta	National
242	Investortrust ESG Awards 2024: Gold Star Award (Big Cap)	November 26, 2024	Investortrust	ESG	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
243	Investortrust ESG Awards 2024: Emiten Green Bonds	November 26, 2024	Investortrust	ESG	Jakarta	National
244	CC APAC - Kategori Technology Innovation - Bronze	November 28, 2024	CC APAC	Contact Center	Singapore	International
245	Infobank TOP 100 CEO & The 200 Leader Future Forum 2024: Top 100 CEO - Sunarso Direktur Utama BRI	November 29, 2024	Infobank	Banking	Jakarta	National
246	Infobank TOP 100 CEO & The 200 Leader Future Forum 2024: Bankers of The Year - Catur Budi Harto Wakil Direktur Utama BRI	November 29, 2024	Infobank	CEO	Jakarta	National
247	Infobank TOP 100 CEO & The 200 Leader Future Forum 2024: The Future Leaders 2024 - Viviana Dyah Ayu Direktur Keuangan BRI	November 29, 2024	Infobank	Banking	Jakarta	National
248	Infobank TOP 100 CEO & The 200 Leader Future Forum 2024: The Future Leaders 2024 - Arga M. Nugraha Direktur Digital dan Teknologi Informasi	November 29, 2024	Infobank	CEO	Jakarta	National
249	Infobank TOP 100 CEO & The 200 Leader Future Forum 2024: The Future Leaders 2024 -Harsya Wardhana Prasetyo	November 29, 2024	Infobank	CEO	Jakarta	National
250	Infobank TOP 100 CEO & The 200 Leader Future Forum 2024: The Future Leaders 2024 - I Nyoman Sugiri Yasa	November 29, 2024	Infobank	CEO	Jakarta	National
251	Infobank TOP 100 CEO & The 200 Leader Future Forum 2024: The Future Leaders 2024 - Achmad Royadi	November 29, 2024	Infobank	CEO	Jakarta	National
252	BI Awards 2024: BRI Sebagai Peraih Penghargaan Primary Dealers Terbaik	November 29, 2024	Bank Indonesia	Banking	Jakarta	National
253	BI Awards 2024: BRI Sebagai Peraih Penghargaan Bank Konvensional Pendukung Inovasi Operasi Moneter Rupiah Terbaik	November 29, 2024	Bank Indonesia	Banking	Jakarta	National
254	NTV CEO Awards 2024: BRI Sebagai Best Financial Performance	December 4, 2024	Nusantara TV (NTV)	Banking	Jakarta	National

No.	Award	Date	Organizer	Category	Place of Implementation	Level
255	Investing on Climate by Editor's Choice Awards 2024: BRI Sebagai Peraih Penghargaan Kategori Best Literacy for Climate Resilience	December 4, 2024	Investing On Climate	ESG	Jakarta	National
256	Investing on Climate by Editor's Choice Awards 2024: BRI Sebagai Peraih Penghargaan Kategori Sustainable CSR	December 4, 2024	Investing On Climate	CSR	Jakarta	National
257	Investing on Climate by Editor's Choice Awards 2024: Tokoh Inspiratif - Sunarso DIrektur Utama BRI	December 4, 2024	Investing On Climate	CEO	Jakarta	National
258	Indonesia Customer Experience (ICX) Awarding 2024: BRI Sebagai Peraih Penghargaan Kategori Kartu Kredit - Excellent	December 5, 2024	SWA	Banking	Jakarta	National
259	Digital Financial Excellence Award 2024 Media Asuransi: BRI Sebagai Peraih Kategori Banking BUMN Peringkat 3	December 5, 2024	Media Asuransi	Banking	Jakarta	National
260	BUMN Awards 2024: BRI Sebagai Outstanding Innovation in Financial Digital Solution	December 5, 2024	iNews	Digital	Jakarta	National
261	Anugerah Reksa Bandha : Juara 1 Kategori Lelang Eksekusi Perbankan tahun 2024.	December 5, 2024	DJKN - Ministry of Finance	Banking	Jakarta	National
262	GeoInnovation Indonesia 2024: BRI sebagai penerima GeoInnovation Awards atas penerapan Inovatif Sistem Informasi Geografis (SIG)	December 5, 2024	Esri Indonesia	Digital	Jakarta	National
263	IDX Channel Anugerah Inovasi Indonesia 2024: BRI Sebagai Peraih Penghargaan Inovasi "Sabrina Untuk Layanan Virtual dan Anti Fraud"	December 10, 2024	IDX Channel	Digital	Jakarta	National
264	Arkaya Wiwarta Prajanugraha	December 17, 2024	PPID	information openness	Jakarta	National
265	Badan Publik dengan Kualifikasi Informatif dalam Pelaksanaan Monitoring dan Evaluasi Keterbukaan Informasi Publik Tahun 2024 Kategori BUMN	December 17, 2024	PPID	information openness	Jakarta	National
266	BUMN Awards 2024: BRI Sebagai Excellence in Government Devidend Award	December 19, 2024	Investortrust.id	Banking	Jakarta	National
267	Kumparan Awards: Impact Makers - Sunarso Direktur Utama BRI	December 19, 2024	Kumparan	CEO	Jakarta	National



Certification

BRI Certification Table

No	Certification Name	Certification Issuer	Certification Period	Receipt Date	Division
1	Sertifikasi ISO 9001:2015 Sistem Manajemen Mutu	KAN (Regional) & ANAB (International) with Certificate Number FS 782968	January 5, 2023 - January 4, 2026	January 5, 2023	Compliance Division
2	Sertifikasi ISO 37301:2021 Sistem Manajemen Kepatuhan	British Standard Institution with Certificate Number MSFC 782970	January 16, 2023 - January 15, 2026	January 16, 2023	Compliance Division
3	Sertifikasi Sistem Manajemen Kesehatan dan Keselamatan Kerja	Ministry of Manpower and Transmigration of the Republic of Indonesia	June 9, 2023 - June 8, 2026	June 9, 2023	Operational Risk Division
4	Sertifikasi ISO 9001:2015 Sistem Manajemen Mutu	KAN and British Standard Institution with Certificate Number FS 817856	December 11, 2024 - December 10, 2027	December 16, 2024	Digital Risk Division
5	Sertifikasi ISO 9001:2015 Sistem Manajemen Mutu	British Standard Institution with Certificate Number FS 755835	November 30, 2021 - November 29, 2024	November 30, 2024	Enterprise Data Management & Analytics Division
6	Sertifikasi ISO 27001:2013 Sistem Manajemen Keamanan Informasi	British Standard Institution with Certificate Number IS 702633	December 14, 2021 - December 13, 2024	December 14, 2024	Enterprise Data Management & Analytics Division
7	Sertifikasi ISO 9001:2015 Sistem Manajemen Mutu	LRQA with Certificate Number 10648148	November 8, 2024 - November 7, 2024	November 8, 2024	Investment Services Divison
8	Sertifikasi ISO 9001:2015 Sistem Manajemen Mutu	LRQA with Certificate Number 10450261	June 10, 2022 - June 9, 2025	June 10, 2022	Fixed Assets Management & Procurement Policy
9	Sertifikasi ISO 30301:2019 Sistem Manajemen Kearsipan	LRQA with Certificate Number 10630125	August 27, 2024 - August 26, 2025	August 27, 2024	Fixed Assets Management & Procurement Policy
10	Corporate Learning Improvement Process (CLIP)	European Foundation for Management Development (EFMD) Global	December 18, 2023 - December 18, 2027	December 18, 2023	BRI Corporate University
11	Sertifikasi ISO 9001:2015 Sistem Manajemen Mutu	British Standard Institution with Certificate Number FS 738059	December 21, 2020 - December 20, 2026	December 21, 2020	Application & Quality Management
12	Sertifikasi ISO 27001:2013 Sistem Manajemen Keamanan Informasi	British Standard Institution with Certificate Number IS 754612	November 18, 2021 - November 17, 2027	November 21, 2024	Application & Quality Management
13	Sertifikasi ISO 29119:2022 Standar Pengujian Perangkat Lunak	CBQA Global with Certificate Number ST2001274	October 8, 2022 - October 7, 2025	October 8, 2022	Application & Quality Management
14	Sertifikasi ISO 9001:2015 Sistem Manajemen Mutu	PT Lloyd's Register Indonesia	October 23, 2019 - October 22, 2025	October 23, 2019	Marketing Communication Division
15	Sertifikasi ISO 27001:2013 Resertifikasi 4 Fungsi (SCO, GCS, PAC, RGU)	PT SGS Indonesia	December 14, 2022 - August 28, 2025	December 14, 2022	IT Infrastructure & Operation Division
16	Sertifikasi ISO 27001:2013 Sistem Manajemen Keamanan Informasi	The British Standard Institution	April, 2022 - April, 2025	April, 2022	Digital Banking Development & Operation
17	Sertifikasi ISO 27001:2022 Sistem Manajemen Keamanan Informasi	The British Standard Institution	February, 2024 - February, 2027	February, 2024	Information Security Division
18	Sertifikasi ISO 27001:2022 Sistem Manajemen Keamanan Informasi	The British Standard Institution	October, 2024 - October, 2027	October, 2024	Information Security Division
19	Sertifikasi ISO 27001:2022 Sistem Manajemen Keamanan Informasi	The British Standard Institution	November, 2024 - November, 2027	November, 2024	Enterprise Data Management & Analytics Division

Information Available on the Website

As a public company BRI provides easy access to information to all stakeholders through the official website of Bank BRI at www.bri.co.id which is based on OJK regulation No. 8/POJK.04/2015. The OJK regulation requires the website of the issuer company to include information, namely:

- General Information on Issuers or Public Companies
- Information for Investors or Investors
- Corporate Governance Information
- Corporate Social Responsibility Information

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 & Transparancy
- **Part E.** Responsibilities of the Board

Overall, the BRI Website reflects BRI's commitment to upholding the principles of openness and transparency.

The information on the BRI website consists of:

- General information about BRI, including: History of BRI, Vision and Mission, General Issuer Information, Management, and Information for Investors.
- Information about savings products, including: Savings, Deposits, and BRI Giro.
- Information about loan products, including: Micro Loans, Retail Commercial and Medium Loans, and BRIGuna.
- Information about international products, including: BRI Trade Finance & Services, BRIFast Remittance, Financial Institutions, BRI Money Changer, Overseas Offices.
- Information about banking services, including: Business Services, Financial Services, Institutional Services, E-Banking, and Treasury.
- Information about consumer products, including: Credit Cards, Home Ownership Loans, and Motor Vehicle Loans.
- Information about banking investments, including: DPLK, ORI & SR, Trustee Services, Custodian Services.
- Information about Priority Services, including: Service Products & Privileges, Mutual Funds, BRIPrioritas Cards, Outlets, Customer Criteria.
- Information about Auctions, including: Asset Auctions, Procurement Auctions.
- Information about GCG, including: General Meeting of Shareholders, Articles of Association, GCG Structure and Policies, Code of Ethics, ASEAN Corporate Governance Scorecard, Audit Committee including the Audit Committee Charter, Nomination and Remuneration Committee, Whistleblowing System, and Shareholder Rights.
- The Careers section offers job opportunities for those interested in joining as employees through BRI's e-recruitment menu.
- The Investor Relations section provides an overview, Financial Information, GCG, Services for Shareholders, Events, and News.
- The subsidiary section provides general information about subsidiaries and links to their respective websites.
- In addition to the above, the BRI website also includes Group Company Structure, Profiles of the Board of Commissioners and Board of Directors, and Information for Shareholders.

Management Discussion and Analysis on Bank Performance

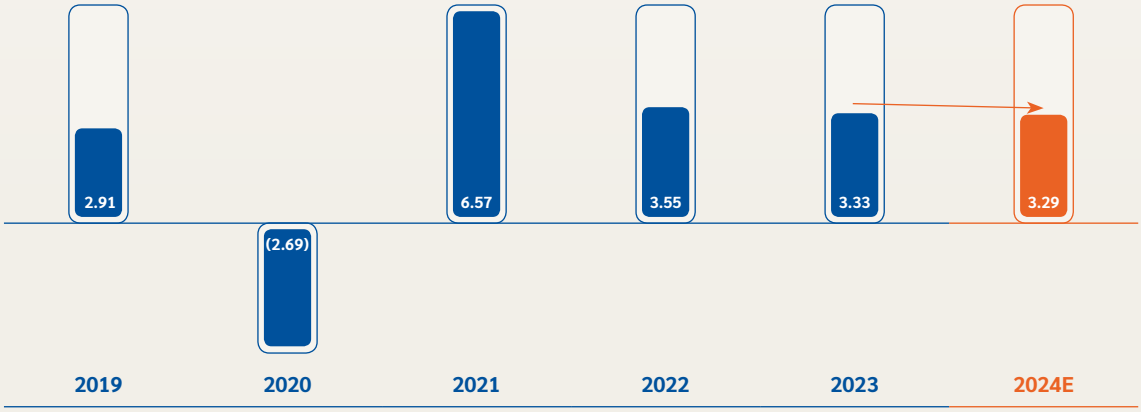
“Amid the challenges of global economic pressures impacting domestic economic growth, as well as liquidity challenges for the banking industry, BRI has demonstrated resilience in its performance by recording a consolidated net profit of IDR60.64 trillion in 2024 while ensuring adequate credit risk provisioning, as reflected in an NPL Coverage ratio above 200%”

Economic Review

Global Economic Analysis

The global economy recorded positive growth in 2024, despite facing various external challenges. BRI estimated that the global economy would grow by 3.29% in 2024, slightly lower than the previous year (3.33%) (Figure 1). The International Monetary Fund (IMF) in its January 2025 World Economic Outlook Report also projects a global economic slowdown, from 3.3% in 2023 to 3.2% in 2024. The global economic slowdown in 2024 was due to declining consumer confidence and a weakening manufacturing sector due to falling global demand and export orders. In addition, high global geopolitical uncertainty also puts pressure on global trade and investment activities.

Figure 1. Estimated Global Economic Growth in 2024 (%)

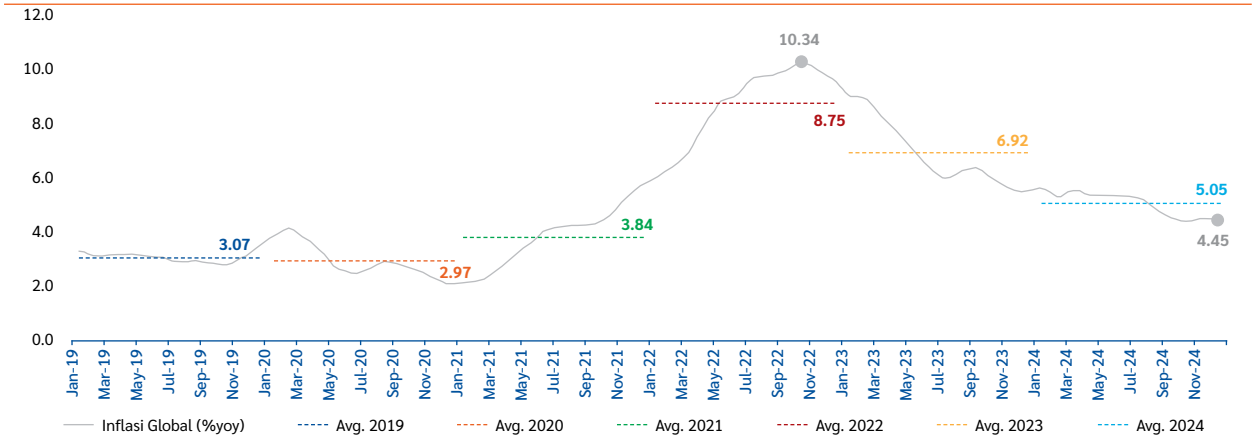


Source: BRI Economist Team; World Economic Outlook, International Monetary Fund (IMF), January 2025

According to the IMF, the global economic slowdown mainly occurred in the group of developing countries (Emerging Markets and Developing Economies), whose growth was expected to decline from 4.4% in 2023 to 4.2% in 2024. China and India, as the main drivers of the global economy, experienced a significant slowdown, with economic growth from 5.2% to 5.0% and 8.2% to 6.5% respectively. Meanwhile, the economic growth of developed countries (Advanced Economies) was estimated to grow positively by 1.7%, relatively the same as the previous year. The continued solidity of the developed countries' economies was supported by the economic growth of the European Union which increase by 0.4% in 2023 to 0.8% in 2024. On the other hand, the economic growth of the United States (US) experienced a slight slowdown to 2.8% in 2024 from 2.9% in the previous year.

Despite a slowdown in 2024, global economic growth remained solid, supported by a disinflationary trend and more accommodative monetary policy. The average global inflation rate was around 5.05% in 2024, lower than 6.92% in 2023 and 8.75% in 2022 (Figure 2). This decline in inflation was driven by falling commodity prices, improving global supply chains, and the impact of tight monetary policies that maintained high benchmark interest rates in various countries since 2022.

Figure 2. Movement of Global Actual Inflation Rate (%)



Source: Bloomberg

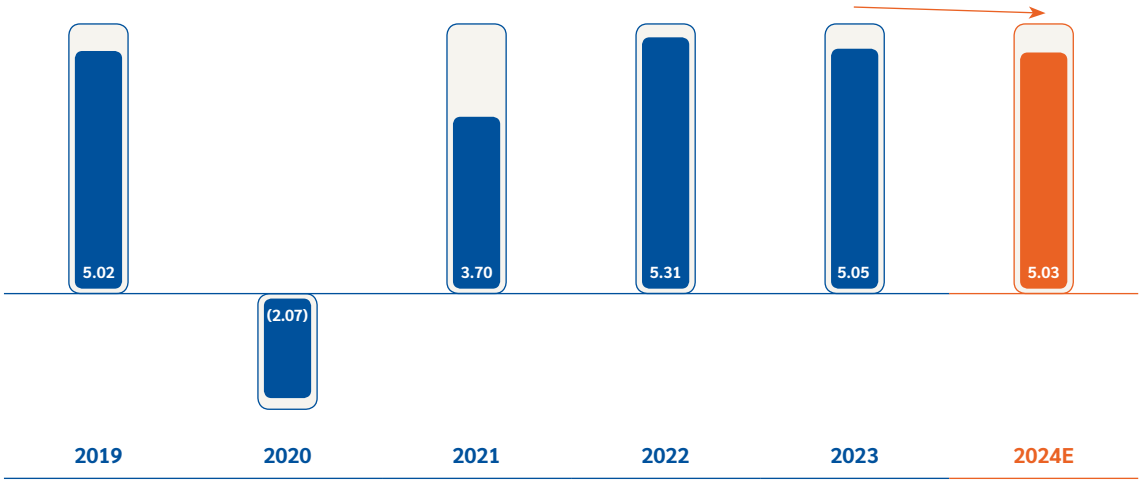
In line with the global disinflation trend, central banks in various countries began to adopt more accommodative and relatively loose monetary policies in 2024 to maintain economic stability, including in the US. The US Central Bank, The Federal Reserve (The Fed), was recorded to have lowered its benchmark interest rate by 100 basis points/bps in 2024 compared to the previous year, from a range of 5.25%-5.50% to 4.25%-4.50%. The decline in the central bank's benchmark interest rate also occurred in the Euro Area (2024 by 3.15%; 2023 by 4.50%), the UK (2024 by 4.75%; 2023 by 5.25%), Thailand (2024 by 2.25%; 2023 by 2.50%), and the Philipines (2024 by 5.75%; 2023 by 6.50%).

The year 2024 was marked by various turmoil in the global financial market and Emerging Markets. The re-election of Donald Trump as US President in November 2024 caused pressure on the European financial market and Emerging Markets, including Indonesia. Trump's plan to impose tariffs on China and other US trading partner countries was feared to trigger a global tariff war that could hamper global trade activities, increase global inflation, and slow global economic growth and Emerging Markets. Meanwhile, increasing geopolitical risks in the Middle East and the Russia-Ukraine conflict also put pressure on the financial markets and currencies of Emerging Markets countries, including Indonesia.

Domectic Economic Analysis

In line with the weakening global economy, Indonesia's economic growth also slowed slightly from 5.05% in 2023 to 5.03% in 2024 on a full-year basis (Figure 3). Quarterly, economic growth also showed a slowing trend throughout 2024, with growth in Q1-2024 of 5.11% yoy, Q2-2024 of 5.05% yoy, Q3-2024 of 4.95% yoy, and Q4-2024 of 5.02% yoy.

Figure 3. Indonesia Economic Growth Trend (%)



Source: Official Statistics News, Central Statistics Agency (BPS), February 2025

Despite a slight slowdown, Indonesia's economic growth remained solid and was still in the range of 5%, with domestic demand growth was still robust. Based on expenditure components, household consumption growth in 2024 was recorded at 4.94%, higher than the previous year of 4.82%. Household consumption remained the main contributor to economic growth, supported by controlled inflation and looser monetary policy. However, people's purchasing power, especially in the lower middle segment, faced challenges and had not recovered since the economic recession due to the Covid-19 pandemic.

Inflation conditions also reflected this dynamic. Headline inflation declined significantly from 2.81% in 2023 to 1.57% in 2024. Meanwhile, core inflation fell from 2.61% to 2.26% in the same period. Although declining inflation was generally beneficial for economic stability, declining core inflation Was an indication of weakening purchasing power, especially in the lower middle class.

Furthermore, low inflation provided room for Bank Indonesia (BI) to lower the BI-Rate benchmark interest rate to support economic growth. However, BI's decision to set interest rates also took into account the stability of the Rupiah exchange rate, which depreciated from an average of IDR15,255 per USD in 2023 to IDR15,847 per USD in 2024. In April 2024, BI raised interest rates by 25 bps from 6.00% to 6.25% to ease pressure on the Rupiah. However, as pressure in the financial market eased, BI again lowered interest rates by 25 bps to 6.00% in September 2024 and maintained them until the end of the year to maintain a balance between economic growth and exchange rate stability.

Table 1. Realization of Domestic Economic Indicators

Indicator	Quarter IV-2024	Quarter III-2024	Quarter II-2024	Quarter I-2024	2023	2022
Economic Growth (*yoy*)	5.02%	4.95%	5.05%	5.11%	5.05%	5.31%
BI-Rate	6.00%	6.00%	6.25%	6.00%	6.00%	5.50%
Inflation (*yoy*)	1.57%	1.84%	2.51%	3.05%	2.81%	5.51%
Exchange Rate (IDR/USD)	15.780	15.820	16.174	15.656	15.255	14.871
National Loan Growth (*yoy*)	10.39%	10.85%	12.36%	12.40%	10.38%	11.35%
National TPF Growth (*yoy*)	4.48%	7.04%	8.45%	7.44%	3.73%	9.01%
Gross Non-Performing Loan	2.08%	2.21%	2.26%	2.25%	2.19%	2.44%
Federal Funds Rate	4.50%	5.00%	5.50%	5.50%	5.50%	4.50%

Source: Bank Indonesia, CEIC, Bloomberg, 2022-2024

Banking Industry Analysis

Amid high U.S. interest rates and the belief that this condition will persist longer than previously expected, Indonesia's banking industry remains stable and resilient, supported by a Capital Adequacy Ratio (CAR) of 26.87% as of November 2024, an increase of 0.09% compared to the previous quarter (September 2024) and a decrease of approximately 0.99% compared to November 2023. This reflects that BRI's conservative prudential policies have been highly effective in navigating the global environment, which continues to be characterized by VUCA—Volatility, Uncertainty, Complexity, and Ambiguity. Additionally, liquidity tightening in the banking industry is evident from the increase in the Loan to Deposit Ratio (LDR), which stood at 87.34% in November 2024, rising by 2.56% compared to November 2023

In November 2024, the total assets of the national banking industry reached IDR12,334 trillion, an increase of 7.93% compared to the previous year (yoy). A similar trend was observed in general bank loans, which grew by 10.79% yoy, reaching IDR7,717 trillion. This indicates that credit demand in Indonesia remains strong despite economic and political uncertainties. The amount of restructured loans due to Covid-19 continues to decline in line with the national economic recovery, while credit quality remains stable, with the Non-Performing Loan (NPL) ratio at 2.19% in November 2024, improving from 2.36% in November 2023. The current credit quality also remains below the maximum 5% limit set by regulators. Additionally, Third-Party Funds (DPK) recorded positive growth of 7.54% yoy, reaching IDR8,835 trillion

In terms of profitability, the national banking industry recorded an increase in the Return on Assets (ROA) ratio. As of November 2024, the banking industry's ROA stood at 2.69%, lower than in November 2023 but better than in December 2022, which was only 2.43%. Meanwhile, net profit in November 2024 reached IDR237,148 billion, an increase of 7.00% compared to the same month in 2023

Table of Banking Industry Performance

Indicator	November 2024	2023	November 2023	2022	2021	2020	2019
Assets (IDR billion)	12,334,712	11,765,838	11,427,957	11,113,321	10,112,304	9,177,89	8,562,974
Third Party Funds (IDR billion)	8,835,901	8,457,929	8,216,207	8,153,590	7,479,463	6,665,390	5,998,648
Loan (IDR billion)	7,717,257	7,090,243	6,965,899	6,423,564	5,768,585	5,481,560	5,616,992
Net Profit (IDR billion)	237,148	243,326	221,626	201,187	140,206	104,718	156,487
Capital Adequacy Ratio/CAR (%)	26.87	27.65	27.86	25.66	25.67	23.89	23.40

Indicator	November 2024	2023	November 2023	2022	2021	2020	2019
Non Performing Loan/NPL Gross (%)	2.19	2.19	2.36	2.44	3.00	3.06	2.53
Net Interest Margin (NIM) (%)	4.59	4.81	4.83	4.71	4.51	4.45	4.91
Return on Assets/ROA (%)	2.69	2.74	2.72	2.43	1.84	1.59	2.47
Operating Expenses and Income/ BOPO (%)	79.87	78.92	76.80	78.65	83.58	86.58	79.39
Loan to Deposits Ratio/LDR (%)	87.34	83.83	84.78	78.78	77.13	82.54	94.43

Source: Indonesian Banking Statistics, Financial Services Authority, November 2024

Analysis of BRI'S Position In The Banking Industry

To evaluate BRI's performance towards the banking sector, below is an analysis of BRI's growth performance compared to the average banking industry.

Table of BRI's Growth Performance to Banking Industry

(Bank Only, in % CAGR November 2020 - November 2024)

Performance	Banking Industry (November 2024)	BRI (November 2024)
Assets	9.23%	8.25%
Loans	9.10%	8.66%
Third-Party Funds	7.42%	7.48%
Interest Income	9.89%	10.39%
Interest Expenses	10.16%	9.75%
Net Interest Income	9.60%	10.70%
Total Operating Income	17.30%	18.11%
Operating Expenses (Excluding Interest)	11.34%	6.22%
Operating Profit	23.02%	27.78%
Net Profit	24.43%	32.21%

Source: BRI Financial Statements as of November 2024; Indonesian Banking Statistics, Financial Services Authority, November 2024

In November 2024, BRI's total outstanding loans was recorded at IDR1,219 trillion. BRI's loan growth during this period recorded an increase of 8.66% (CAGR 2020-2024), which was lower than the industry's loan growth of 9.10% (CAGR 2020-2024) due to BRI prioritizing higher-quality loan disbursement. Although BRI's NPL in November 2024 stood at 3.12%, higher than the industry's NPL of 2.19%, it remained within the maximum NPL limit set by regulators. BRI conducts credit risk assessments based on debtor conditions and downgrades loan quality for loans that cannot be restructured, even if they still meet restructuring regulatory requirements, while recognizing restructured loans in the performing category

In November 2024, BRI's Third-Party Funds (DPK) reached IDR1,387 trillion, growing by 7.48% (CAGR 2020-2024), surpassing the banking industry's DPK growth of 7.42% (CAGR 2020-2024). BRI remains selective in DPK growth, focusing on CASA growth in line with its strategy to strengthen retail banking capabilities and reduce the Cost of Funds. BRI's liquidity remains well-maintained, with its Loan to Deposit Ratio (LDR) at 87.92% in November 2024, slightly higher than the industry's LDR of 87.34%.

BRI's financial ratios as of November 2024 generally indicate better performance compared to the banking industry. In its operations, BRI continues to improve efficiency and maintain productivity. The implemented efficiency is reflected in BRI's BOPO ratio, which stood at 68.34% in November 2024, lower than the banking industry's BOPO ratio of 79.97%.

The positive performance achievements also supported BRI's profit, which reached IDR50 trillion in November 2024, growing by 32.21% (CAGR 2020-2024), surpassing the industry's growth of 24.43% (CAGR 2020-2024). BRI's higher net profit growth compared to the industry was driven by an increase in interest income, efficient interest expense management, and stronger growth in non-interest operating income compared to the industry. As a result, BRI's ROA and NIM grew better than the industry, reaching 2.97% and 6.41%, respectively

Table of BRI Ratio Comparison to Banking Industry

(Bank Only, in %)

Performance Ratio	Banking Industry (November 2024)	BRI (November 2024)
Capital Adequacy Ratio (CAR)	26.93%	25.39%
Non Performing Loan (NPL) Gross	2.19%	3.12%
Net Interest Margin (NIM)	4.69%	6.41%
Return on Assets (ROA)	2.73%	2.97%
Operating Expenses and Income (BOPO)	79.97%	68.34%
Loan to Deposits Ratio (LDR)	87.54%	87.92%

Source: BRI Financial Statements as of November 2024; Indonesian Banking Statistics, Financial Services Authority, November 2024

Operational Review

Bank's Stategic Plan

In 2024, the Indonesian macroeconomic scene and banking sector expansion dealt with various challenges. This was marked by several factors, such as elevated inflation rates, particularly in food prices, pressure on the lower-middle-class growth, and the diminishing ability of Indonesian to save due to sluggish income growth. Additionally, the Central Bank continued its efforts to stabilize the currency by raising benchmark rates and issuing more Bank Indonesia Rupiah Securities (SRBI). Geopolitical tensions stemming from the Russia-Ukraine conflict and the Israel-Palestine situation further complicated the economic environment. However, there were some promoting factors to the national economic growth in 2024. These included heightened government investment in infrastructure projects, community-focused economic stimulus initiatives, and activities surrounding the 2024 General Election, which boosted economic engagement in sectors, such as printing, trade, and food and beverage services. Furthermore, supportive accommodative monetary policies and political stability were crucial for maintaining investor confidence and fostering economic growth.

Considering the foregoing various economic conditions, BRI continues to aim to implement several policies to support the attainment of a sustainable business. The internal capabilities of the BRI Group are consistently enhanced through ongoing transformations, focusing on business growth strategies, particularly in the Micro, SME, Consumer, and Subsidiary segments, and prioritizing Good Corporate Governance and risk management. Moreover, innovation and the exploration of new growth avenues are continually pursued to tackle the challenges and maximize both current and future business prospects. In these regards, BRI's strategy directs to realize the company's long-term goals by:

1. Strengthening business fundamentals and enablers;
2. Scoping up the business through the development of beyond banking;
3. Scaling up new business growth engines; and
4. Enhancing synergies among intra-Group entities as enabler of sustainable corporate growth.

In detail, the Bank's Strategic Plan encompasses a comprehensive long-term strategy (corporate plan) and medium and short-term strategies (business plan), explained as follows.

Long Term Strategy

In 2024, BRI implemented its long-term strategy/Corporate Plan 2021-2025 (BRIvolution 2.0) with the company's vision to become „The Most Valuable Banking Group in Southeast Asia and Champions of Financial Inclusion". To achieve this corporate vision (aspiration), six strategic priorities have been established:

1. Creating a new growth engine
2. Accelerating CASA growth
3. Optimizing cross-selling
4. Building an adaptive culture and capabilities
5. Enhancing customer experience
6. Controlling costs (credit cost)

In an effort to realize a sustainable long-term strategy, in 2024, the Company developed BRIvolution 3.0 as BRI's Corporate Plan/Long-Term Plan (LTP) for the 2025-2029 period. Through BRIvolution 3.0, the Company is committed to continuing its transformation with the aspiration to become "The Most Trusted Financial Partner for Sustainable Growth". This commitment will be realized through strategic initiatives focused on creating optimal value for all stakeholders.

To achieve this aspiration, the Company has established three stages of strategy implementation:

- **2025-2026: Winning in CASA and Strengthening Loan Quality for Sustainable Growth**
  Strengthening fundamentals through strengthening low-cost funds (CASA) and improving credit quality for sustainable growth.
- **2027-2028: Leveraging the Business Ecosystem: Empowering Multi-Segment Synergy**
  Optimizing ecosystem-based business models to strengthen synergies between segments.
- **2029 and so forth: Trusted Lifetime Financial Partner Across Segments**
  Becoming a trusted financial partner for all customer segments.

This strategy will focus on six key aspects:

1. **Rapid CASA Growth**
   Driving sustainable CASA growth to become the preferred transactional bank in Indonesia by enhancing the features and functions of BRImo and QLola, providing customers with a reliable banking transaction experience.
2. **Re-invent Micro to Sustain Market Leadership**
   Strengthening the micro business model to become more adaptive and capable of delivering the best solutions tailored to customer needs.
3. **Revamp Growth Engines**
   Expanding market share in the consumer banking sector by addressing customers' lifecycle needs, developing the SME business as a key partner through an integrated ecosystem, and scaling up subsidiary companies by optimizing BRI Group synergy.
4. **Robust People Capabilities**
   Implementing a holistic human capital transformation, including strengthening leadership, fostering a purpose-driven culture, enhancing workforce capabilities, and optimizing talent management.
5. **Reinforced Risk Management**
   Implementing next-generation risk management covering credit risk, operational risk, and digital risk, supported by a strengthened risk culture
6. **Re-imagine Data and Analytics**
   Developing data analytics capabilities and organization by leveraging cutting-edge technologies, such as advanced analytics and AI, to drive innovation and business optimization, including hyper-personalization of products and services.

Medium Term Strategy

BRI's medium-term plan is a crucial component of the ongoing journey of the transformation of BRIvolution 2.0, heading to The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion in 2025. To establish such aspiration, the BRI 2024-2026 medium-term attempts to boost sound and sustainable corporate business growth by various medium-terms strategies focusing on the following issues, as follows:

1. **Financial**
   Improving BRI's profitability by business fortifying in each segment, focusing on:
   a. **Micro (Increasing assets quality and selective growth)**
      The focus of this strategy is improving loan quality and selective growth in accordance with areas risks and potentials as well as fortifying business positioning with the centric-ecosystem concept.
   b. **SME (Improving SME Positioning and Commercial Business)**
      Its strategy focus in optimization business pipeline and value chain and expansion according to industrial sector having low risk as well as loan quality.
   c. **Consumer (Selectively Expanding)**
      The focus of the strategy is diversification of growth sources to bona fide sector to maintain market share salary base loan and KPR market share improvement by cooperation expansion as well as mortgage ecosystem affirmation as new growth sources.
   d. **Wholesale (Selectively Wholesale Business Building)**
      The strategic focus is improving banking transaction product capability (QLola). The expansion focus can provide potential value chain and selectively collect wholesale funds to press fund cost.

2. **Product and Services**
   Improving the quality of products and services by digitizing business processes, developing customer-focused products, fortifying the reliability of IT systems, managing complaint handling effectively, and fostering a culture that prioritizes risk awareness.
3. **Human Capital and Culture Capabilities**
   Strengthening the capabilities of human capital to align with corporate goals and improving talent management (including, training, coaching, mentoring, and career development programs), along with bolstering leadership to foster greater employee productivity.
4. **Network Optimization**
   Optimizing network performance by employing network optimization tools to boost better efficiency within business units, improving customer experiences through business process re-engineering, organizing work networks, amplifying the impact of AgenBRILink to broaden customer outreach, and boosting the dependability of operational systems.

Short Term Strategy

BRI's pursuit of innovation and the investigation of new growth sources significantly affects the Company's intricate business landscape. The interplay of internal factors and the external business environment necessitates that BRI remains flexible in addressing challenges to carefully maximize business prospects both presently and moving forward. Considering these factors, BRI's short-term strategy in 2024 is implemented, focusing on:

1. **Assets Quality Improvement**
   Concentrating on enhancing asset quality to drive higher profitability, and optimizing both intra- and extra-contestable recovery income, supported by the creation of acceleration teams and advanced support tools
2. **Selective Growth**
   Prioritizing selective and high-quality loan expansion in line with the regional potential and the risk profile of each segment and product, by focusing on boosting marketer productivity, expanding through increased contribution rate pipelines, and reinforcing the role of subsidiaries as vital sources of consolidated growth.
3. **Sustainable and High-Quality CASA Growth**
   Aiming for sustainable CASA collection to enhance market share by fully utilizing the productivity of metropolitan business units, while promoting CASA growth by assessing ecosystem potential and business value chains.
4. **Operational Support Reliability**
   Focusing on enhancing the quality of operational support by bolstering human capital skills and improving risk assessment tools (such as, credit risk scoring, early warning systems, predictive risk analysis, and pipeline model validation) to enable more accurate risk management.

Marketing Aspect

Marketing Strategy

To enhance BRI's business performance in areas of revenue, fundraising, and lending, it is essential to implement integrated marketing activities that encompass BRI's products and services through the Integrated Marketing Communication (IMC) methodology. This cohesive marketing approach aims not only to boost sales of the various products, services, and programs offered but also to enhance awareness, consideration, knowledge, and engagement among both current customers (to foster loyalty) and potential customers (to strengthen awareness, consideration, and intention to purchase). It is in accordance with the customer life journey, so it supports the ongoing sustainability and growth of BRI's future business.

By executing a cohesive marketing communication strategy alongside utilizing effective and efficient media, BRI seeks to maximize awareness and consideration while establishing relevant positioning that aligns with the attributes of the target audience in each segment. This approach is anticipated to enhance BRI's overall brand value.

To assess, oversee, and manage product brands, BRI regularly performs evaluations via Customer Touch Point research, commonly referred to as Brand Health Tracking (BHT). The purpose of this research is to keep track of the BRI brand's performance, allowing for the establishment of target consideration levels and brand image that align with the evolving competitive landscape in the market.

Conducting this strategy, BRI has effectively secured its role as a leader across various categories, including the consideration level for the BRIguna Loan and BRI Savings brands, achieving the second place for the BRImo brand. Furthermore, BRI consistently upholds its competitive stance with the QLola by BRI, BRI KPR, and BRI Giro brands. These initiatives demonstrate BRI's dedication to enhancing brand equity and sustainably increasing market share.

Further, in 2024, to expand its market reach and keep customers engaged, BRI outlined several key programs, comprising of:

1. **BRImo FSTVL 2024**

In 2024, BRI re-launched an innovative loyalty program known as BRImo FSTVL. This initiative is designed to enhance customer loyalty while promoting better use of BRI's digital services, particularly the BRImo app, and other banking

offerings, such as BRI credit and debit cards. BRImo FSTVL is available to all BRI savings account holders, including those with BritAma and Simpedes accounts, by providing recognition through lottery prizes and immediate rewards via the BRIPoin redemption system.

The initiative, scheduled from October 1, 2024 to March 31, 2025, offers a wide array over 100,000 appealing prizes, which include vouchers, items from various categories, and the grand prizes of five BMW 520i M Sport vehicles, twenty Hyundai Creta vehicles, fifty Vespa Primavera scooters, along with thousands of other instant prizes. Participants can take part by increasing their savings balance and engaging in transactions like opening gold savings accounts, buying travel tickets, conducting international transactions, purchasing tickets for BRI Liga 1, paying for installments and insurance, shopping through QRIS, conducting transactions for e-wallet top-ups, bill payments, or utilizing BRI credit and debit cards.

The BRImo FSTVL initiative includes two primary schemes: the Prize Draw Program and the Direct Gift Program (Redeem BRIPoin), aimed at boosting customer engagement in digital financial transactions throughout the duration of the program.

a. Lottery Prize Program

This initiative offers BRI savings account holders a chance to win prizes depending on their average savings balance and the total amount of BRIPoin they have acquired during the duration of the program. To be eligible for this program, participants must meet the following requirements:

- Maintaining a minimum average balance of IDR10 million throughout the duration of the program.
- Collecting at least 1,290 BRIPoin by the end of the program.
- For each multiple of the average balance of IDR10 million, participants will receive one lottery coupon.
- This offer is applicable only to accounts established at branch and sub-branch offices, as well as BRI business units, excluding installment savings accounts like BritAma Rencana, Tabungan BRI Junio Rencana, and Tabungan BritAma Kerjasama with an administrative fee below IDR5,000.

b. Direct Gift (BRIPoin Redeem) Program

This program offers incentives, such as BRIPoin, to clients utilizing digital services, such as BRImo, QLola online banking, debit cards, and credit cards. The primary regulations consist of:

- BRIPoin has been automatically accrued since October 2024 based on transactions conducted via BRI digital services.
- BRI Credit Card customers, not having registered BRImo, must complete the manual registration process on BRI brimo
- The calculation of BRIPoin follows a new model, which awards 150 points for transactions made through BRImo, 50 points for every IDR100,000 spent with debit and credit cards, and an extra 1,500 points for opening a gold account for new customers who set up an account using BRImo.
- Extra points are also provided for specific transactions, including the purchase of overseas debit cards, international outgoing transfers, and the establishment of gold accounts through BRImo.

As a feature of the program, BRI introduces Friday Deals, a unique promotion available every Friday. Customers have the opportunity to trade BRIPoin for a range of appealing prizes that are refreshed frequently, enhancing their banking experience to be both enjoyable and rewarding.

The application of BRImo FSTVL showcases BRI's dedication to recognizing customer loyalty, enhancing the digital landscape, and promoting increased engagement in digital transactions. This initiative represents one aspect of BRI's effort to facilitate digital transformation and acts as a strategy for long-term business sustainability by consistently offering innovative, pertinent, and customer-focused services.

2. KPR BRI Property Expo

The 2024 KPR BRI Property Expo is a property exhibition event organized by BRI to facilitate customers and potential buyers in selecting and purchasing a home via KPR BRI. Partnering with multiple reputable developers, this event has successfully taken place in various major cities such as Jakarta, Tangerang, Surabaya, and Bandung.

To enhance extra convenience, BRI introduces the HOMESPOT digital platform, which serves as a comprehensive digital ecosystem for all property-related needs. This platform links users with a variety of stakeholders, including developers, property agents, insurers, and contractors, all within a single, user-friendly online space.

During the 2024 KPR BRI Property Expo, attendees can take advantage of numerous exclusive promotions, including reduced interest rates, discounts on down payments, and waivers on provision and administration fees. This exhibition features a variety of engaging activities, such as:

- Chit chat with developer and BRI in talkshow.
- Fun games and kids corner for family.
- Live cooking demo to drive joyful.
- Special performance from Indonesian popular singer.

Additionally, attendees who pay a booking fee during the event will have the chance to receive a direct reward of 1 (one) gram of precious metal, available to the first 10 (ten) customers.

Furthermore, 10 (ten) customers who finalize their BRI KPR agreement while the interest rate promotional period is ongoing will be awarded 3 (three) grams of precious metal.

Within the BRI ecosystem, various subsidiaries like BRILife, BRIFinance, Brins, and BRI Danareksa have joined in to provide excellent products. A particularly notable promotion from BRIFinance is its electric vehicle financing option, which facilitates customers in embracing a sustainable way of living. This initiative demonstrates BRI's dedication to offering holistic solutions for the property and financial requirements of its customers.

Moreover, apart the foregoing programs, BRI actively performs a range of initiatives designed to boost awareness and interest, customer acquisition, and loyalty across various segments. These initiatives include activation activities, sponsorships, and campaigns delivered through mass media, social media, digital platforms, and other channels to effectively reach the target audience for each product.

Market Share

BRI's position compared to the banking sector can be evaluated from the total asset, the total amount of third-party funds, and the total loans disbursed.

BRI's Market Share compared to Banking Industry as of November 2024

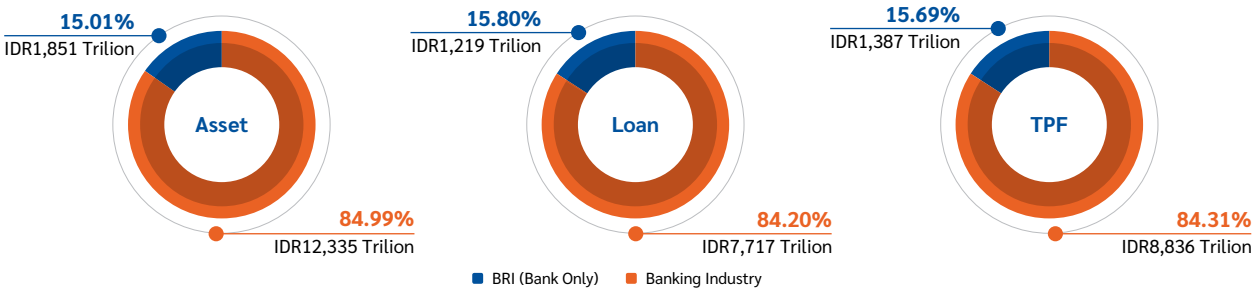


Table of BRI's Market Share compared to Banking Industry

(in IDR billion)

Description	Information	November 2024	November 2023	Growth yoy (%)
Assets	Banking Industry	12,334,712	11,427,957	7.93%
	BRI	1,851,305	1,773,849	4.37%
	Market Share (%)	15.01%	**15.52%**	
Loan	Banking Industry	7,717,257	6,965,899	10.79%
	BRI	1,219,211	1,161,218	4.99%
	Market Share (%)	15.80%	**16.67%**	
Third Party Funds	Banking Industry	8,835,901	8,216,207	7.54%
	BRI	1,386,715	1,296,541	6.95%
	Market Share (%)	15.69%	**15.78%**	

Source: BRI Financial Statements as of November 2024; Indonesian Banking Statistics, Financial Services Authority, September 2024

Based on total assets, BRI's total asset growth reached 4.37% (yoy) or IDR1,851 trillion in November 2024, although this growth remained below the 7.93% (yoy) growth of the national banking industry. As a result, BRI's market share in November 2024 stood at 15.01%, a decrease from 15.52% in November 2023 of the total national banking assets.

In terms of credit, as of November 2024, BRI successfully grew its credit portfolio by 4.99% (yoy) to IDR1,219 trillion. However, BRI's credit growth remained below the 10.79% (yoy) growth of the national banking industry, which reached IDR7,717 trillion. Consequently, BRI's credit market share in November 2024 stood at 15.80%, lower than 16.67% in November 2023. The strategy for credit growth to increase market share is carried out

by enhancing the capabilities of marketing personnel in each segment, supported by reliable tools, refining the organizational structure to improve effectiveness and business processes, selectively providing credit by optimizing the potential value chain, and maintaining optimal credit quality through the development of supporting systems.

In terms of Third-Party Funds (DPK) collection, BRI's total DPK grew by 6.95% (yoy) to IDR1,387 trillion, bringing BRI's market share to 15.69%. However, this was still lower than 15.78% in November 2023 of the total banking industry's DPK. To sustain and grow BRI's market share, collaboration between segments is essential through strengthening merchant business dominance in BRI's key ecosystems, enhancing BRI's digital banking capabilities with BRImo as a powerful SuperApp, reinforcing synergy within BRI Group to boost funding, as well as developing Ultra Micro partnership businesses and strengthening fund acquisition from the micro ecosystem.

Customer Complaints Handling

In addition to an effective marketing strategy, customer engagement can also be enhanced through fast and solution-oriented customer complaint handling services. BRI continuously strives to maintain customer-centric service consistency by standardizing service quality across its entire network and ensuring 24/7 complaint handling operations through its Contact Center BRI, commonly known as Contact BRI.

Additionally, the focus on customer complaints is continuously improved by innovating complaint handling services that ease customers to submit complaints in a self-service manner, such as by presenting an aid center that can be accessed in the BRImo application and BRI Sabrina Chatbot. In addition to the aid center in the BRImo application, BRI has also presented a Voice Over Internet Protocol (VOIP) based toll-free service for customers to serve more complex complaint handling.

BRI continuously improves its business processes and customer complaint resolution speed by implementing Artificial Intelligence (AI) and Robotic Process Automation (RPA) to monitor the Service Level Agreement (SLA). Since 2024, BRI has also introduced Customer Handling Management innovations to enhance complaint handling quality, focusing on people, processes, and systems. After six months of implementation across all BRI units, performance improvements in customer complaint handling have been observed. On average, the Average Handling Time (AHT) for complaints has improved by 5%, and the Service Level Agreement (SLA) response time has accelerated by 22%. The First Contact Resolution (FCR) rate, where complaints are resolved immediately on the first attempt, increased by 3.8% compared to the pre-implementation period. From the customer's perspective, surveys indicate that the willingness to recommend BRI's complaint handling services increased by 5%, while customer satisfaction with complaint resolution services improved by 7% following the implementation.

BRI has also launched a conversational banking initiative by enhancing the Sabrina Chatbot to offer more personalized services, including balance inquiries, account transfers, checking and managing complaint statuses, deactivating BRI debit cards, reserving services at BRI branches, providing information on ATM locations, branch offices, AgenBRILink, and offering recommendations and appealing promotions from nearby BRI merchants. Sabrina has also achieved some awards for initiatives, as follows:

1. Mata Lokal Award 2024: Best in Personalization Strategy.
2. IDX Channel Anugerah Inovasi Indonesia 2024 (ICAII): Special Award of Innovative Products and Business Models for Virtual and Anti-Fraud Services.
3. Bank Service Excellence Monitor (BSEM) MRI 2024: The Best for BRI's Chatbot Service (Sabrina).

BRI's efforts to maintain service quality consistency in meeting various customer transaction needs have been recognized in the "Bank Service Excellence Monitor (BSEM) 2024" survey. This survey, conducted by MRI Research Institute in collaboration with Infobank Magazine, highlights improvements in several aspects of BRI's services as follows:

1. The Best for BRI Mobile Banking Service (BRImo).
2. 2nd Best for Opening an Account via Website.
3. 2nd Best for Contact Center.
4. 3rd Best for Digital Channel

In addition, to encourage service innovation both individually and organizationally in providing the best complaint services, BRI also actively participates in the Contact Center competition both at the Asia Pacific and National levels. In The Best Contact Center Asia Pacific Competition, BRI won a Bronze medal for the Technology Innovation category. Meanwhile, in The 2024 Indonesian Best Contact Center, BRI achieved the 4th Runner Up with the acquisition of 22 medals consisting of: 9 (nine) Platinum medals, 2 (two) Gold medals, 5 (five) Silver medals and 6 (six) Bronze medals.

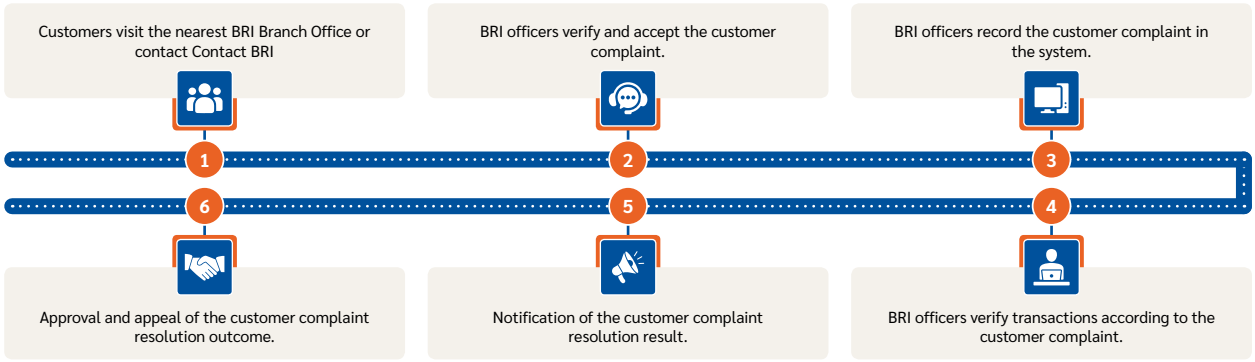
Moreover, to maintain BRI's commitment in terms of customer satisfaction in the operational level in 2024, BRI settled down complaints with the settlement level of customer complaints reaching 99.81% of the total complaints, as described below.

Table of Complaint Handling Publication in 2024

No	Type of Financial Transactions	Completed		On Process		Not Completed		Total Complaints
		Total	Percentage	Total	Percentage	Total	Percentage	
1.	Credit Card	20,599	99.95%	11	0.05%	0	0.00%	20,610
2.	Other Bank Products/ Services	38,625	100.00%	-	0.00%	0	0.00%	38,625
3.	Deposits	135,636	99.98%	25	0.02%	0	0.00%	135,661
4.	ATM/CRM	964,801	99.95%	502	0.05%	0	0.00%	965,303
5.	E-banking	684,836	99.54%	3,145	0.46%	0	0.00%	687,981
6.	Non-Collateral Loans	71,197	100.00%	1	0.00%	0	0.00%	71,198
7.	Loans (Working Capital, Investment, Consumer)	5,835	99.97%	2	0.03%	0	0.00%	5,837
	Grand Total	1,921,529	99.81%	**3,686**	**0.19%**	-	**0%**	**1,925,215**

To provide an optimal service experience, BRI has successfully resolved 99.81% of all customer complaints from the total number of complaint tickets. For tickets still in process, BRI is committed to ensuring their resolution in accordance with the Service Level Agreement (SLA) and compliance with consumer protection regulations. Therefore, BRI will continue to strive to deliver the best services to customers by maintaining speed and quality in complaint resolution.

Customer complaints will be processed according to the following flow:



During the resolution process, customers may either agree or disagree with the complaint resolution outcome:

a. If they agree, the complaint is considered resolved.
b. If they disagree, they can appeal the complaint resolution to BRI.
c. If the customer remains dissatisfied after the appeal process, they may seek resolution through court or out-of-court settlements. Out-of-court resolutions can be conducted through mediation or arbitration with the Regulator, the Financial Services Sector Alternative Dispute Resolution Institution (LAPS SJK), or other relevant institutions.

Customer complaints will be resolved within the designated timeframe, provided that all supporting documents have been fully received by BRI.

Types of Complaints	Complaint Resolution Timeframe
Verbal Complaints	**5 (five) business days** Note: - Requests for information regarding products and/or services used by the customer and/or BRI's internal policies on provided products/services. - Customer complaint procedures. - Other relevant product/service information that customers need to know.
Written Complaints	**10 (ten) business days** The resolution period may be extended by an additional 10 business days if: - The BRI branch receiving the complaint is different from the branch where the issue occurred. - The complaint requires a special review of BRI documents. - Other circumstances beyond BRI's control affect the resolution process

Resolution of complaints beyond the above time frame may be carried out by BRI if:
- The complaint resolution requires follow-up by another party; and/or
- The follow-up conducted by another party affects the complaint resolution time frame by BRI.

If BRI requires supporting documents for a complaint submitted verbally by the customer, BRI has the right to request the customer to submit the complaint in writing along with the necessary supporting documents.

BRI will handle written complaints if the customer has completed the supporting documents, including:

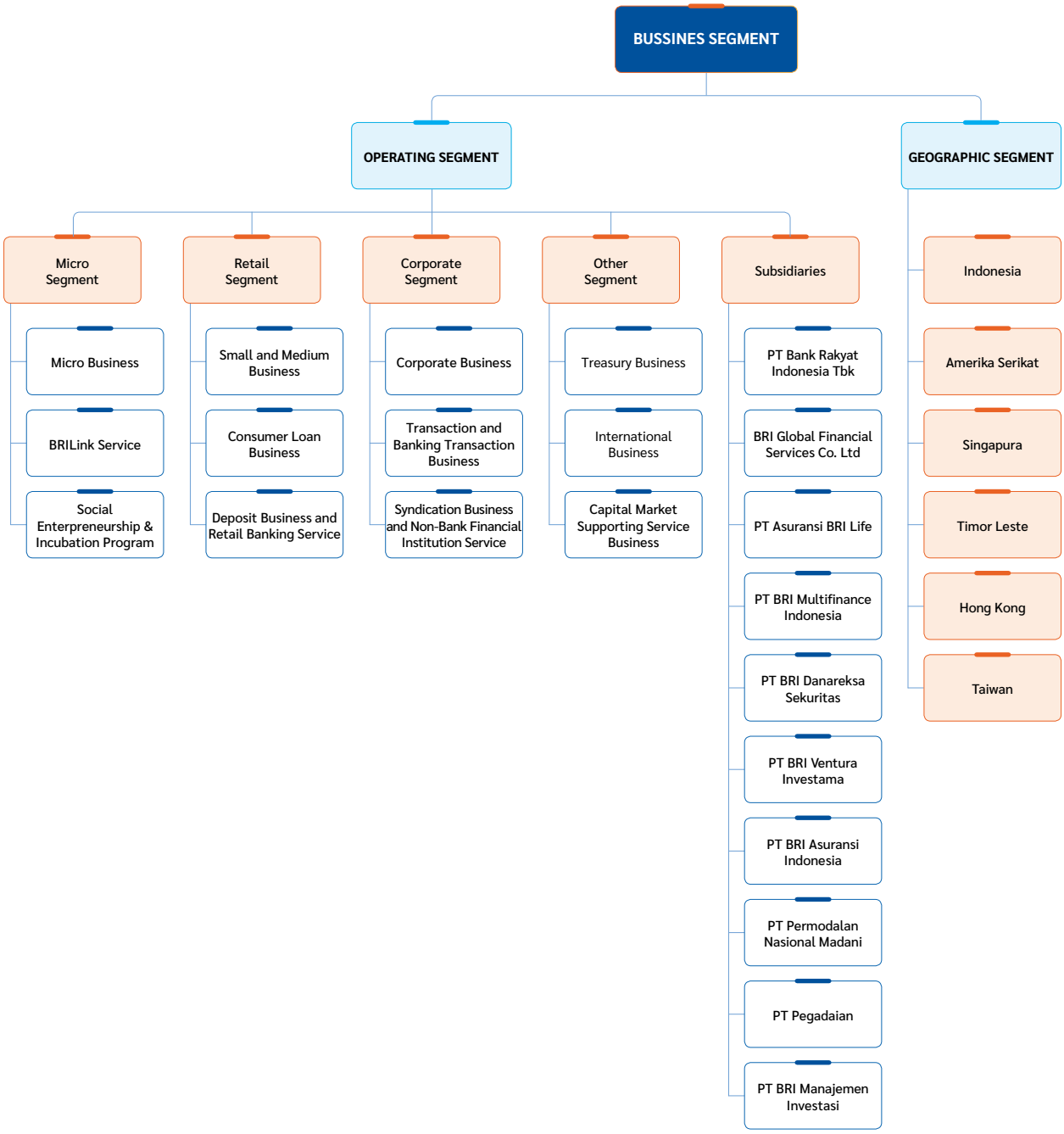
a. Customer/representative identification, which must at least include:
   - Full name of the customer and/or customer representative;
   - Residential address as stated in the customer and/or representative's identification document, and any other residential address (if applicable); and
   - Contact phone number of the customer and/or representative.
b. Type and date of the transaction;
c. The issue being reported;
d. Other documents, such as a power of attorney (if the customer authorizes a representative to handle the complaint) or any documents directly related to the reported issue.

BRI has the right to refuse handling customer complaints if:

a. The customer does not complete the required supporting documents within the specified timeframe.
b. The complaint has already been resolved by BRI. A resolved complaint includes:
   - Complaints that have reached an agreement; or
   - Complaints that did not reach an agreement.
c. The complaint is not related to any actual or potential material loss that is reasonable and directly stated in the agreement and/or transaction documents.
d. The complaint is not related to BRI's products and/or services, except in cases of collaboration with other parties.
e. The complaint is currently being processed or has already been ruled on by a civil court.

Operational Review Per Business Segment

A segment refers to a distinct portion of BRI and its subsidiaries that either focuses on delivering a specific product (operating segment) or offers a product within a particular economic context (geographical segment), with associated risks and returns that differ from those of other segments. BRI and its subsidiaries classify their business segments according to consolidated internal reports presented to the operational decision maker, specifically the Board of Directors. BRI has recognized and shared financial data according to its primary business activities (operating segments), which are categorized into micro, retail, corporate, others, and subsidiaries, along with geographical segments. The geographical segments encompass the supply of goods or services in a distinct economic climate, which poses different risks and returns compared to operating segments in other economic settings. BRI's geographical segments are organized according to regions, including Indonesia, the United States, Hong Kong, Singapore, Timor Leste, and Taiwan.



Operating Segment

Operating Segment Explanation and Productivity

BRI divides its operational segments into 5 (five) segments as follows:

- Micro Segment
- Retail Segment
- Corporate Segment
- Other Segments
- Subsidiaries

Micro Segment

The micro segment focuses on serving the needs of banking product and service for individual customers and small-scale entrepreneurs to strengthen community businesses. This micro segment encompasses Micro Business, BRILink Services, and Social Entrepreneurship & Incubation Programs.

MICRO BUSINESS DIRECTORATE PERFORMANCE SUMMARY

Entering 2024, the Micro segment faced challenges from the weakening of the lower middle segment due to the impact of El-Nino, increasing food inflation, and the normalization of government spending after the pandemic. In facing this, the Micro Business Directorate carried a holistic strategy by reducing loan growth to focus more on asset quality, recovery, and strengthening fundraising, especially through an ecosystem based on the rural saving concept.

In 2024, micro businesses implemented selective loan growth supported by big data analytics capabilities that can produce quality growth pipelines to be distributed in the form of healthy credit. In addition, micro businesses also distributed by paying attention to regional risk profiles and strengthening risk management by strengthening human capital capabilities, including through the presence of the role of Business Support Assistant (BSA), enhancement prescreening by developing a more comprehensive Credit Risk Scoring (CRS) using telecommunications provider data, and tightening refinancing policies. Through these initiatives, the Micro segment was able to maintain NPL quality at 2.85% and record significant recovery income growth of 57.00% yoy.

In terms of liabilities, in 2024, the micro segment began to strengthen the strategy of third party funds collecting through the concept of rural saving, where the flow of funds from business actors was followed up to 2-3 layers above (suppliers, distributors, and collectors) so micro deposits grew by 2.53% with CASA ratio of 85.34%. The entire strategy could be achieved with the sustainability of the micro segment transformation, which included the strengthening aspect of BRI Unit organization, expansion of business processes and models, strengthening of data analytics and risk management, and shifting of the business approach of the micro segment from a financing approach to an empowerment approach.

The Micro segment affirmed the organization by the improvement of the Advisors revitalization, Micro Business Managers reorganization, and head of unit re-plotting, adjusted to his/her competence, such as firm competition in urban or rural areas. The change in business approach to empowerment approach was also shown through the expansion of the business process of Kupedes rejuvenation, Simpedes BISA, KECE 2.0, KECEKU (automatic supplementation feature), UMi Agent Partner Business Model and AgenBRILink service enhancement. Strengthening of data analytics in supporting decision making included more structured pipeline and activity management and the use of customer behavior profiling in establishing relevant risk management. Empowerment with a focus on building ecosystems and increasing business actors' capabilities were through inclusion and literacy programs. Strengthening business synergies between entities in the ultra-micro holding were by Senyum outlet services, data integration, and Senyum Mobile platform. These holistic strategies were implemented in 2024 and became the foundation in developing a sustainable micro business in dealing with future challenges and competition.

MICRO BUSINESS

In 2024, the micro business segment maintained positive performance, albeit with lower growth compared to 2023. The implementation of relevant programs and strategies tailored to the prevailing situation and conditions was a key factor that enabled BRI to navigate 2024 successfully. BRI had provided the best services to the micro segment since 1895, for 129years up to 2024. As a bank with professional expertise in microbusiness, BRI remained consistent and committed to contributing to the development and empowerment of micro-entrepreneurs, aligning its approach with their evolving needs.

The microbusiness sector played a crucial role in BRI's overall business. Therefore, BRI was committed to expanding its support and empowerment initiatives for the ultra-micro

segment in 2024, integrating the digital transformation spirit of Go Smaller, Go Shorter, Go Faster. This approach ensured that BRI's financial services, including financing disbursement processes, were executed faster and at more affordable costs. Through these initiatives, ultra-micro entrepreneurs were expected to sustain their businesses and recover from the economic impact of the Covid-19 pandemic. Since 2020, BRI had also developed the BRI Micro and SME Index (BMSI) to measure business activity, sentiment, and the expectations of micro-entrepreneurs regarding the national economic outlook. The latest BMSI data showed increasing business confidence and optimism about economic recovery.

To enhance financial service penetration throughout 2024, BRI had devised various strategies, including the development of a micropayment transaction system. BRI has designed various strategies to increase service penetration during 2024. One of the main steps is to collaborate with merchants to encourage the implementation of cashless transactions through the use of BRI's Quick Response Code Indonesian Standard (QRIS) instrument and the NewPasar.id platform. This platform functions as a transaction tool that brings buyers and sellers online without requiring face-to-face meetings. In addition to provide convenience in cash flow management for traders, this initiative also supports the increasing digital transactions. BRI is available to provide secure payment solutions for the community. In terms of the readiness of BRI's infrastructure to educate the public regarding non-cash transactions, BRI commits to continuously increase public literacy about non-cash transactions, mainly QRIS, so that the use of this integrated payment system is increasingly widespread. BRI believes that by providing simple and secure payment solutions through QRIS, micro businesses can optimize their business potential, which will contribute to national economic growth and improve people's welfare. In 2024, micro business loan products offered to micro customers were Kupedes and Micro Business Loan (KUR Mikro), and the available micro business deposit products were BRI Simpedes Savings with various variants, such as Simpedes Umum, Simpedes BISA, Simpedes TKI, Simpedes Dream, and Simpedes Usaha.

Micro Business Products and Services

1. **Kupedes**
   It is general loan with loan as much as IDR500 million per debtor within maximally 120 months that can be used for working capital purpose and/or investment to individual debtor having satisfied the requirements.
2. **KUR Micro**
   It is a financing facility for newly micro entrepreneur with loan as much as IDR10 million – IDR100 million per debtor that can be Working Capital Loan (KMK) with a maximum loan term of 3 (three) years and/or Investment Loan (KI) with a maximum loan term of 5 (five) years.
3. **KUR Super Micro**
   It is a special financial facility for new customer that has not ever proposed loan, mainly aimed to ex-workers due to termination of work agreement (PHK) or housewife engaging productive business with a maximum loan as much as IDR10 million per debtor and a maximum loan term of 3 (three) years and/or Investment Loan (KI) with a maximum loan term of 5 (five) years.
4. **BRIguna Micro**
   It is micro multipurpose loan aimed at the fixed income segment.
5. **BRI Simpedes Savings**
   It 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. Then, some variants of Simpedes include Simpedes Umum, Simpedes TKI, Simpedes Impian, and Simpedes Usaha. In addition, BRI Micro Business also has other saving products, such as Tabunganku, SimPel (Student Savings), Term Deposit.

Table of Micro Business (Productivity) Performance

(Bank only)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Outstanding (OS) Loans (in IDR billion)	**491,220**	**496,554**	**(5,334)**	**(1.07%)**
Kupedes	200,223	212,332	(12,109)	(5.70%)
KUR Mikro	231,294	219,927	11,367	5.17%
BRIguna Mikro	59,703	64,295	(4,592)	(7.14%)
Debtors (in million people)	**13.05**	**13.95**	**(0.90)**	**(6.45%)**
Kupedes	4.49	4.68	(0.19)	(4.08%)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
KUR Mikro	8.11	8.81	(0.70)	(7.99%)
BRIguna Mikro	0.45	0.53	(0.08)	(14.45%)
Savings (in IDR billion)	**382,926**	**373,474**	**9,452**	**2.53%**
Current Account	1,323	1,339	(16)	(1.19%)
Deposit	52,448	48,452	3,996	8.25%
Savings	329,155	323,682	5,473	1.69%
Deposit Accoount (in full amount)	**183,835,334**	**173,023,568**	**10,811,766**	**6.25%**
Current Account	90,970	92,817	(1,847)	(1.99%)
Deposit	450,913	428,651	22,262	5.19%
Savings	183,293,451	172,502,123	10,791,328	6.26%

The total outstanding Micro Business Loans in 2024 reached IDR491.22 trillion, reflecting a 1.07% decline compared to IDR496.55 trillion in 2023. This slowdown was a strategic move to mitigate economic downturns in the mass-market segment, which was affected by El Niño's impact and rising food inflation, leading to asset quality deterioration. Dealing with these conditions, micro businesses responded by adjusting their strategies with focusing on asset quality, strengthening risk mitigation, and enhancing credit quality in 2024. Some strategies had been implemented to improve the quality of micro-credit initiatives, including selective growth by considering to regional risk profiles and the vintage of debtor groups., tightening of credit risk scoring for all loan products, enhancing pre-screening processes, and implementing fraud detection systems. These measures were designed to ensure that microcredit growth remained healthy and sustainable. In 2024, the micro business strategy focused on reducing loan growth to emphasize loan quality improvement and recovery income growth. In 2024, the micro businesses implemented a strategy, such as selective in performing loan growth and increasingly focusing on improving loan quality and growth in recovery income. The foregoing strategy had succeeded in providing positive results, including the achievement of recovery income of IDR13.71 trillion or growing 57.00% yoy, which was a trend in loan quality movement that could decline every month, and yields were maintained at 15.64%.

In 2024, BRI disbursed IDR167.7 trillion in Micro Business Loan, resulting in a 5.17% positive growth. Micro Business Loan distribution aligned with the aspirations of both the Government and BRI to further enhance financial inclusion in Indonesia. To accelerate and expand financial inclusion, the Government introduced adjustments to Micro Business Loan policies in 2023, including limiting KUR loans to new customers who had never received commercial loans, setting loan cycle limitations, introducing a step-up rate system, and targeting customer graduation from Micro Business Loan to commercial financing. Throughout 2024, the micro business segment successfully facilitated customer graduation from Micro Business Loan, enabling borrowers to scale up their banking capabilities and business capacity. BRI as the Indonesian primary bank engaged in MSMEs always committed to grow together with customers to create great and firm micro segment.

Micro Business Strategy in 2024

As the biggest segment in BRI, micro business was the Company's flagship segment Supported a wide distribution of office networks and competent marketers, BRI has reached and served the financial service needs of micro businesses to remote areas of the country. A great customer base becomes an opportunity and a challenge for BRI to optimize and accelerate micro business growth. However, change is fast and inevitable. The ongoing pandemic encouraged the widespread adoption of technology to affect people's behavior, including changing the transaction and business patterns of micro business actors. The widespread adoption of technology provided the option to enjoy financial services and access unconventionally commercial financing in a borderless manner for micro businesses and the public. Such conditions have changed the map of micro business competition in the future, especially with non-banking entities that provide financial technology services (P2P lending, paylater, business bailout funds, etc.).

Anticipating such issues, thus, the development of BRI's future micro business will be performed with a beyond banking perspective through product innovation and sustainable business processes and business models. The synergy of BRI, Pegadaian, and more solid PNM can create new sources of income. new sources of income as a new growth engine for the Company's business growth. BRI Micro business development is focused on improving the quality of business processes in operational lines, growth and quality of commercial loans and products, and business model development to create new sources of business growth by taking the following strategic steps, as follows:

1. Product rejuvenation by developing products that are in accordance with customer needs and business developments.
2. Creating a new ecosystem-based business model expansion so that it can capture all the financial needs of micro customers in their entirety, supported by the existence of BRI Micro channels that are widely available in the community, including BRILink Agents, Senyum Mobile and PARI.
3. Improving the quality of human capital, including:
   - Improving the capabilities of Advisors (mantri) with fit education and the development of reliable supporting tools to strengthen their social role as digital counselors and financial advisors for micro business actors and to work on the ecosystem in their work areas.
   - Re-plotting units based on behavioral suitability with regional demands (urban and rural), adding BRI unit supervisor functions and duties to carry out business functions in the sale of micro ecosystem tools (QRIS, Pari, Newpasarid), and implementing Business Support Assistant (BSA) to accelerate DH recovery and credit quality control.
   - Improving the quality of business processes, among others, through the improvement of the revitalization policy of all marketing personnel in the micro segment, both for Mantri and Micro Business Manager (MBM) positions.
4. Designation of the focused area clustering by merging similar BRI Units led directly by competent Senior Expert Micro.

Competitive Advantage and Micro Business Innovation

Along 2024, to continuously provide added value and improve competitive advantage in the micro segment, BRI continued to innovate, including:

1. **BRISPOT**

   BRISPOT is a major part of digital transformation in business processes, especially in the micro business segment. Functioning for initiatives, portfolio management, and lead generation strategies, BRISPOT focused on increasing the productivity of BRI marketers.

   During 2024, as a form of BRI's commitment to encourage innovation, the development of the BRISPOT application continued. One of the latest innovations was the addition of the Radar CASA feature, which was designed to help marketers find CASA-based funding sources more efficiently.

   In addition, we had collaborated with one of the telecommunications service providers in Indonesia to improve pre-screening capabilities and strengthen Credit Risk Scoring which is integrated with BRISPOT. By these steps, risk management in the overall management of the micro segment business could hopefully be improved
2. **Commodity Platform (PARI)**

   BRI collaborated with third parties provides solutions to commodity-based ecosystem actors to easily access BRI services that are digitally integrated through a commodity platform, called Pasar Rakyat Indonesia (PARI). In 2024, BRI focused on the ecosystem of shallots, potatoes, fish, rice, and 20 other ecosystems with the acquisition of 103,186 users and with transactions as of 321,094 transactions, bailout funds of IDR6.49 trillion, and gross merchandise volume of IDR26.8 trillion with 30,411 breeders and 17,432 collectors.
3. **BRI Codification Business System (BRIKODES)**

   BRIKODES is an innovative platform designed to support regional development in an integrated and data-driven manner, with an evolving phased approach. Since 2021, the platform has leveraged BRI's internal data, such as savings, loans, credit quality, social assistance, managed accounts, and churn-out modeling to build a strong data foundation. In 2022, the platform was designed to enhance insights by identifying regional profiles through the addition of data on the percentage of financial literacy, number of loans, and the number of account holders in each region. Furthermore, BRIKODES brings the integration of smartphone penetration data per region, providing a more in-depth analysis of local potential and needs. In 2024, BRIKODES could identify business potential per region to the village level. With BRIKODES, business activities could be adjusted to the pattern of community transaction activities and the potential of the region so that business activities could be more precise and efficient. This platform is a strategic solution that combines technology and data to create sustainable growth opportunities, empower villages, and increase financial inclusion throughout Indonesia.
4. **New Pasar.id**

   BRI collaborated with third parties provides solutions to business actors in the market, both traders and buyers through an e-commerce platform, called New Pasar.id to support MSME actors, especially market traders in increasing turnover through a wider sales reach. Digitalization of traditional markets purposes to drive the market economy as an attempt to increase the turnover of market traders, expand customer reach so as to provide benefits for traders, improve engagement between BRI and MSME actors to support the cashless movement as well as enhance the ability of traders' businesses through capital.
5. **Senyum Mobile**

   Holding UMi aims to combine key entities that can better develop the ultra-micro segment. The ultra-micro ecosystem will assist in the journey of the ultra-micro segment upgrading 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 creates the Senyum Mobile application, which is an integrated digital sales platform used by marketers to market products across entities (BRI, PNM and Pegadaian).

6. **KECE 3.0**

   It is an ultra-micro segment loan designed with the concept of "go lower, go shorter, go faster" through convenience and speed. The KECE 3.0 loan is a further development of the KECE 2.0 loan that has been marketed by referral through UMi Partners. The form of development in the KECE 3.0 loan is the loan application service process through the BRISPOT Mitra UMi application. In the KECE 3.0 service process, Mitra UMi is an extension of the mantri who can initiate loans, and can be automatically terminated by the system if it meets special conditions for existing customers with certain criteria. However, verification is still carried out by BRI (BRI Advisors). Kupedes KECE loans can boost the performance and growth of Kupedes in BRI Units through the potential of ultra-micro customers. BRI has also developed an automatic supplement feature for existing Kupedes debtors. through KECEKU, where selected debtors can submit a supplement process to the initial ceiling via their own mobile phone after receiving a WhatsApp blast from BRI Info without visiting BRI unit office.

Business Prospects and Micro Business Strategy in 2025

The micro business segment is the segment with the largest portfolio at BRI and contributes positively to Indonesia's economic growth. In 2024, 99.62% of Indonesian MSME actors was recorded, comprising of micro and ultra-micro businesses. In the next few years, Indonesia's population is projected to increase quite rapidly, which is 197.13 million people in 2025 and 68.28% of productive age. In line with the projected growth of the productive age population, the MSME business also shows a positive growth trend in 2025. The MSME Business Index study conducted by the BRI Research Institute in 2024 showed that the MSME business expansion in the third quarter of 2024 continued, with the Business Index at the level of 102.6 (Index > 100: expansion/optimistic phase). In the fourth quarter of 2024, MSME actors remained optimistic, although the level of optimism decreased compared to the previous quarter. The decline of optimism was due to the decreacing in people's purchasing power and the start of the food crop planting season, which had a retarding impact in the production of agricultural sector. This illustrates that the business potential of MSMEs is consistently growing, although it is slowing down due to challenges in several sectors.

However, the market is changing rapidly and at a large scale. The long-lasting pandemic has driven the widespread adoption of technology to affect people's behavior, including changing the transaction and business patterns of micro businesses. The widespread adoption of technology has given micro businesses and the general public the option to enjoy financial services and access unconventional commercial financing in a borderless manner. Furthermore, the competitive landscape for micro businesses in the future has changed, mainly due to the presence of non-banking entities that provide financial technology services (P2P lending, paylater, business bailout, and other similar services). Digitalization of micro business processes that have been performed by BRI is one of the attempts to increase work productivity and efficiency. The low business digitization index of MSME actors is an opportunity for BRI to expand its business, while empowering with digital literacy regarding the use of digital technology to help develop debtor businesses through the PARI ecosystem platform, NewPasar.id and Localoka.

In the next two years (2025-2026), BRI will strengthen the positioning of its micro business in community with the concept of ecosystem centric and the strategy of "Empowerment is Fore Financing". BRI will start monetizing the business processes and models that have been established since 2020 through the UMi partnership and ecosystem platform as a new driver for business growth. BRI is also strengthening micro human capital by consolidating several micro functions in regional offices into ecosystem attacker functions to strengthen penetration in the micropayment business. Micropayment mastery is pursued by forming an empowerment-based ecosystem. In addition to increasing the collection of community deposits, BRI is expected to possibly increase the depth of community inclusion, which has an improving impact on living standards.

Also, BRI micro business development focuses on improving credit quality, increasing income through inorganic income (increasing PH recovery rate), growing competitiveness, and risk control. In doing so, the 2024 development was pursued through several strategic steps, as follows:

1. Optimization micro credit yield by focusing on the growth of quality commercial loans (Kupedes and BRIguna) and the development of turnover-based products as a new source of income.
2. Refining competitiveness by strengthening the quality of human resources and networks to explore better business potential, mainly in urban areas.
3. Increasing 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. Strengthening risk control is also carried out in the people aspect by rejuvenating the function of BRI Unit supervisors to support the sustainability of micro businesses with more integrity.
4. Improving deposits gain structure with KPI adjustments that emphasize fund acquisition and strengthening competitiveness, especially in urban areas. The acquisition of micro funds is carried out with an ecosystem-oriented (ecosystem centric), such as by mastering micropayments

and empowering the ecosystem that has been formed to create close loop financing, so transactions and turnover of business funds at BRI increases.
5. Optimizing the AgenBRILink partnership as an enabler to increase the productivity and Advisors' control coverage so that Advisors can focus more on mentoring and empowerment.
6. Developing digital business models 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 the sale of micro bancassurance products of subsidiaries.
8. Advancing BRISpot as a channel to increase the effectiveness of marketers' work by developing a restructuring menu and cross selling subsidiaries' products.
9. Enhancing the potential of new business models (PARI, Localoka x AgenBRILink).
10. Maintaining and confirming the Business Support Assistance (BSA) function to obtain recovery income and increase customer repayment"

AgenBRILink SERVICE

AgenBRILink is a collaborative model introduced by BRI aimed at broadening the reach of its financial services to the public. This business model incorporates social values focused on empowering communities, promoting financial inclusion, ensuring economic equality, and enhancing understanding of banking through its role as a Smart Agent under the regulation of OJK. Simultaneously, it fosters economic values by providing partners with additional income, creating mutually beneficial economic collaborations, diversifying partner enterprises, and expanding the banking network for operational efficiency.

Table of AgenBRILink Service Performance (Productivity)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
BRILink Agent (Agent)	1,064,219	740,818	323,401	43.65%
AgenBRILink Mekaar	*437,575*	*151,950*	*285,625*	*187.97%*
AgenBRILink Non Mekaar	*626,644*	*588,868*	*37,776*	*6.42%*
Financial Transactions (Transactions)	1,204,250,600	1,096,611,311	107,639,289	9.82%
Fee Base Income (IDR million)	1,656,288	1,558,327	97,960	6.29%
CASA (IDR million)	25,632,996	23,390,747	2,242,248	9.59%
Transaction Volume (IDR million)	1,589,038,749	1,427,583,095	161,455,654	11.31%
Savings Referrals	153,142	118,437	34,705	29.30%
Loan Referrals	1,880,506	3,063,826	(1,183,320)	(38.62%)

By December 31, 2024, a total of 1,064,219 BRILink Agents operated across Indonesia. This total comprised 376,208 BRILink EDC Agents and 688,011 BRILink Mobile Agents, distributed over 67,200 villages in the country. Additionally, 437,575 members of PNM Mekaar had become BRILink Agents, demonstrating the synergy between BRI and the BRI Group. BRILink Agents also facilitated MSME credit services through 97,963 UMi Mitra BRILink Agents and were responsible for distributing Social Assistance (Bansos) within communities. Besides providing loan referrals for BRI UMi partners, BRILink Agents assisted in the establishment of savings accounts via a referral system for the basic saving account type, known as Tabunganku. BRILink Agents significantly contributed to achieve genuine financial inclusion for all segments of Indonesian.

In 2024, the number of financial transactions increased by 9.82%, rising from 1,096 million to 1,204 million transactions. This growth in financial transactions highlights the comprehensive, secure, and advanced services of AgenBRILink, designed to cater to the banking needs of the community. Alongside the rise in financial transactions, BRILink's sales volume also reached IDR1,589 trillion. From the transactions performed by AgenBRILink across Indonesia, BRI earned a fee-based income of IDR1.66 trillion by the end of December 2024. This figure represents a 6.29% increase to IDR1.56 trillion during the same period in 2023. Furthermore, AgenBRILink enhanced its low-cost funds (CASA) by IDR25.63 trillion, growing of 9.59% from 2023.

AgenBRILink Strategies in 2024

In 2024, Bank Rakyat Indonesia (BRI) aimed to fulfill its commitment to enhance AgenBRILink services and boost financial inclusion across Indonesia by shifting the role of AgenBRILink from a simple banking transaction facilitator to a "lifestyle micro provider" that aligns better with the needs and lifestyles of customers in the micro segment. This transformation is part of a three-phase journey for AgenBRILink. The initial phase focuses on establishing AgenBRILink as a provider of payment and banking services, enabling financial transactions. In the second phase, AgenBRILink will promote ultra-micro services by offering a range of financial and non-financial solutions tailored to the micro segment's needs. The third phase marks the progression to becoming a more extensive "lifestyle micro provider."

In line with the advancement of technology and the rising customer expectations, it is important to note that BRI currently lacks its own e-commerce platform and the cash flow centered around the grocery business sector. In doing so, there is an opportunity to leverage wholesale business prospects by incorporating e-commerce functionalities into the AgenBRILink ecosystem. Localoka, an e-commerce platform operated by BRI, has been instrumental in assisting micro, small, and medium enterprises (MSMEs) sell their products online. By merging the BRILink Mobile application with e-commerce, there is an anticipated positive effect on boosting sales potential and profitability for AgenBRILink. Additionally, enhancing Localoka's partnerships with corporate merchants is a strategic move that aligns with Localoka's original mission to serve as a local ecosystem hub, adding value for BRI MSME clients who are or will be merchants on the Localoka platform. This partnership broadens business opportunities and strengthens the presence of AgenBRILink in Localoka, allowing AgenBRILink to engage in wholesale purchases of goods at more competitive prices through the corporate merchants collaborating with Localoka.

By managing e-commerce, BRI can offer financing options to both customers and merchants during their buying and selling processes, which can contribute to a more stable growth of BRI CASA. At the same time, by upholding the integrity of Localoka as a local ecosystem, this partnership fosters a mutually beneficial environment for customers, AgenBRILink (acting for a merchant), and BRI, aligning with the goals of financial inclusion and empowering the local economy. Furthermore, to diversify the available services through AgenBRILink, one of them is the pawn feature, enabling those in the vicinity of AgenBRILink to conduct pawn transactions and payments without visiting a Pegadaian Outlet.

AgenBRILink Competitive Advantage and Innovation

Over the last ten years, AgenBRILink has demonstrated its significant contribution to enhance financial inclusion in Indonesia. AgenBRILink has also created new business opportunities and stimulated inclusive economic development, as its existence generates business prospects for local communities and offers additional income, acting as an agent of change in bringing financial services to those nearby. This model aids in broadening banking access to parts of the population that were previously underserved, particularly in remote regions. AgenBRILink facilitates access to banking services without the need to establish new branch offices. Partners can strengthen their distribution systems and enhance market penetration, leading to favorable effects on economic growth and the progress of micro-enterprises.

With AgenBRILink's presence extending to over one million locations across Indonesia and supported by a solid customer base from BRI, there is a distinct competitive edge for AgenBRILink, such as facilitating convenient financial transactions for individuals without visiting a bank, even on holidays. AgenBRILink enables banking transactions through EDC and BRILink Mobile in real-time online, having constantly updated features to meet the evolving needs of today's society. The operational process of BRILink relies on a supportive application for the registration, monitoring, and evaluation of BRILink businesses. In addition to internal applications, BRI has created a companion application for agents called MyBRILink, which serves as a dashboard to monitor and manage BRILink Mobile outlets for AgenBRILink. Furthermore, AgenBRILink is now capable of providing ultra-micro loans to the community through the AgenBRILink Mitra UMi initiative.

In the daily operations course, agency business support officers are present to assist AgenBRILink in addressing any challenges, while managing the agency business. AgenBRILink acts as a reliable digital assistant within the community, where individuals seek guidance on financial services and reach out to those who may be unfamiliar with digital technologies. Additionally, AgenBRILink facilitates the expansion of BRI services into regions lacking access to traditional banking. As "lifebuoys" and influential figures within their networks, AgenBRILink plays a vital role in enhancing financial literacy and facilitating access to insurance within the community, while also motivating others to pursue similar protection.

BRILink Business Prospects and Strategies in 2025

In 2025, AgenBRILink will adapt to the changes in the banking industry by revolutionizing its business model and positioning as the leading force in establishing a payment ecosystem, with AgenBRILink at its core. The focus is to facilitate convenience and accessibility for the public to perform daily financial transactions, while offering solutions to address the issues faced by BRI customers at the business entity level, enhanced by improved payment features.

AgenBRILink serves as a community lifestyle provider, functions as a link between partners and the local community, and offers a bridging fund facility for BRILink transactions and local purchases through Localoka. Additionally, AgenBRILink can function as a seller, a buyer, and a dropshipper. It also operates as a logistics ecosystem, acting as a drop-off location for package deliveries, as well as a central payment point.

AgenBRILink serves as UMi lifestyle provider, facilitating the transformation of the ultra-micro segment lifestyle through its partnership with localoka, so it enhances access to essential products and services, while fostering community empowerment and supporting MSMEs in Indonesia. The AgenBRILink Mekaar service offers essential goods, including transactions for daily necessities, to members of the Mekaar group. AgenBRILink Mekaar acts as a facilitator for cashless transactions within the Mekaar group, while AgenBRILink Mitra UMi supports KECE BRI ultra micro services, and AgenBRILink Gadai provides pawn services to all AgenBRILink customers.

Moreover, with the cash pick-up feature, AgenBRILink enables both individual customers and corporate partners to carry out cash pick-up transactions at the company's outlets. To enhance the distribution network and bolster the growth of AgenBRILink's capabilities, BRILink is also working on developing AgenBRILink distributors.

SOCIAL ENTREPRENEURSHIP & INCUBATION PROGRAM

The Social Entrepreneurship & Incubation Program encompasses the allocation of Government Initiatives (such as Social Assistance and Kartu Tani (Farmer Cards) and Incubation initiatives (including MSMEs Upgrading program, BRILiaN Village, and BUM Desa, Local Inspirational Figures, and Business Clusters). Each service is further detailed in the following descriptions.

1. **Social Assistance Program (Bansos)**
   It is Governmental program collaborated with Ministry of Social Affairs of the Republic of Indonesia for the allocation of aid funds intended for the poor, underprivileged, and/or those susceptible to social risks. There are two types of social assistance programs: the PKH Program and the Basic Food Program, with funds distributed in a non-cash format via the banking system. Recipients of the aid can withdraw the funds through bank tellers, BRI e-channels, or BRILink Agents.
2. **Kartu Tani (Farmer Cards)**
   This is a co-branded debit card developed in partnership with the Ministry of Agriculture, designed for farmers to redeem subsidized fertilizer at designated fertilizer kiosks, and it can also be utilized for standard banking transactions.
3. **MSMEs Upgrading**
   BRI facilitates the enhancement of MSME capacity and capability through a range of initiatives, allowing MSMEs to elevate their business operations and compete more effectively. To aid the development of MSMEs capacity and capability, BRI offers diverse platforms, as follows:
   a. **LinkUMKM**
      It is an integrated online empowerment platform that provides various business development facilities for MSME (Micro, Small, and Medium Enterprises) entrepreneurs, accessible to the general public. It offers several useful features for MSME capacity development, including Assessment for Business Growth, Expert Consultation, and Product Showcase.
   b. **Rumah BUMN**
      It is a platform for developing MSME (Micro, Small, and Medium Enterprises) capabilities as part of a collaboration among state-owned enterprises (BUMN) to build a digital economic ecosystem. Its goal is to enhance MSME capacity and capability, enabling them to become Go Modern, Go Digital, Go Online, and Go Global. Additionally, Rumah BUMN serves as a millennial basecamp, a banking program information center, a co-working space, and a disaster response task force.
4. **BRILiaN Village and Badan Usaha Milik Desa (BUM Desa)**
   a. **Desa BRILiaN**
      Desa BRILiaN is a village empowerment program aimed at creating role models for rural development through excellent leadership practices and a collaborative spirit to optimize village potential based on Sustainable Development Goals (SDGs). The program is built on four key empowerment pillars:
      1. BUMDesa – Serving as the economic driving force of the village.
      2. Digitalization – Implementing digital products and activities in the village.

3. Sustainability – Building a resilient and sustainable village.
4. Innovation – Encouraging creativity in solving rural development challenges

b. BUM Desa

BUM Desa is legal entity established by village to manage its business, utilize its assets, develop its productivity and investment, provide services, and/or serve other business types for welfare of village community.

5. Local Inspirational Figure

This program aims to obtain local figure of community empowerment that can collaborate with BRI's Advisors in terms of BRI business development.

6. Business Cluster

BRI Business Cluster is an empowerment program for business groups formed based on similar types of businesses within a specific region, aimed at enhancing the capacity and capabilities of all cluster members. The empowerment program provided by BRI to its fostered Business Clusters includes training and mentoring, support in business infrastructure and facilities, market expansion for cluster products. The management of Business Cluster data is conducted digitally through the "Klasterku Hidupku" application.

Table of Social Entrepreneurship & Incubation Program Performance (Productivity)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
SOCIAL ASSISTANCE (BANSOS)				
Family of Hope Program (PKH)				
Number of Beneficiary Families (KPM)	2,894,996	3,242,819	(347,823)	(10.73%)
Disbursement (IDR million)	8,469,282	9,124,063	(654,781)	(7.18%)
Basic Food Program				
Number of Beneficiary Families	5,526,637	5,405,345	121,292	2.24%
Disbursement (IDR million)	12,730,475	12,652,323	78,152	0.62%
Total Basic Food Program				
Disbursement (IDR million)	21,199,757	21,776,386*	(576,629)	(2.65%)
KARTU TANI (FARMER CARDS)				
Number of Printed Cards	5,432,071	6,648,833	(1,216,762)	(18.30%)
Number of Complete EDC-installed Fertilizer Kiosk	9,113	9,058	55	0.61%
Subsidized Fertilizer Redemption Volume (Ton)	1,262,166	1,102,609	159,557	14.47%
Subsidized Fertilizer Redemption Nominal (IDR million)	2,852,776	2,502,586	350,190	13.99%
LINK UMKM				
Number of User	10,646,889	6,108,182	4,538,707	74.31%
Number of Scoring	7,929,725	4,828,315	3,101,410	64.23%
RUMAH BUMN (SEOS HOUSE) /RB				
Number of RB	54	54	-	-
Number of Members	433,034	418,588	14,716	3.52%
Number of Trainings	14,937	12,232	2,705	22.11%
BRILIAN VILLAGE AND BADAN USAHA MILIK DESA (BUM DESA)				
Number of Accounts	14,021,021	10,025,031	3,995,990	39.86%
Number of BUM Desa Savings Balance (IDR million)	889,127	753,004	136,123	18.08%
Number of BRILink BUM Desa	16,580	15,233	1,347	8.84%
Number of BRILiaN Villages	4,327	3,178	1,149	36.15%
LOCAL INSPIRATIONAL FIGURE				
Local Inspirational Figure	889	889	-	-
BUSINESS CLUSTER				
Number of Fostered Cluster	38,574	23,243	15,331	65.96%
Empowerment (Infrastructure and Training)	2,433	1,832**	601	32.81%

(*The 2023 figures presented do not include the el nino social assistance, as this assistance was not part of the 2024 period.)
(**The 2023 figures presented reflect data from the period since the program commenced.)

The total allocation for social assistance in 2024 was IDR21.19 trillion, a decrease of 2.65% compared to 2023 which was IDR21.77 trillion. The reduction in the distribution of social assistance, including PKH and Basic Food program, resulted in a policy implemented by the Ministry of Social Affairs to assess the eligibility of beneficiaries.

On the other hand, the number of printed Farmer Cards (Kartu Tani) in 2024 decreased compared to 2023 due to the issuance of Minister of Agriculture Regulation Number 10 of 2022, dated July 6, 2022, which reduced the types of fertilizers and commodities eligible for subsidies. Additionally, the Ministry of Agriculture instructed to halt the opening of new accounts and the printing of Farmer Cards for new farmer data. In 2024, a total of 5,432,071 Farmer Cards were printed, with a fertilizer volume of 1,262,166 tons and a transaction value of IDR2.85 trillion.

Similarly, the number of BRILiaN Villages increased by 36.15%, rising from 3,178 in 2023 to 4,327 in 2023. The number of business clusters had effectively expanded to 38,574. The Local Inspirational Figure program in 2024 aimed to enhance and deepen the skills of individuals, who had participated in the previous programs. Furthermore, BRI is dedicated to endorsing the Sustainable Development Goals (SDGs) through its empowerment initiatives, creating sustainable business role models. Annually, BRI consistently adds new business clusters, BRILiaN Villages, and Local Inspirational Figures to ensure that the advantages of its empowerment programs reach a broader community.

Strategy of Social Entrepreneurship & Incubation Program in 2024

An overview of the strategy for the Social Entrepreneurship & Incubation Program implemented in 2024 is outlined as follows:

1. **Social Assistance**
   a. The implementation of the PKH Social Assistance and Basic Food distribution is conducted in line with the regulations and directives established by the Ministry of Social Affairsof the Republic of Indonesia.
   b. Participating in enhancing financial inclusion accessible to beneficiary families.
2. **Kartu Tani (Farmer Cards)**
   a. The subsidized fertilizer redemption using Kartu Tani (Farmer Cards) is linked to the Ministry of Agriculture's e-Allocation system to reduce data discrepancies.
   b. Transactions for redeeming subsidized fertilizer with Kartu Tani (Farmer Cards) can be conducted by using an Android-based EDC machine or EDC MPos.
3. **MSME Upgrading (Link UMKM and Rumah BUMN/SEOs House)**
   The empowerment of MSMEs Upgrading both online and offline by Link UMKM platform is through Rumah BUMN, with educators and mentors at local and national levels possessing specialized knowledge in their respective domains, while engaging advisors and RM to assist and guide their nurtured customers to be upgraded.
4. **BRILiaN Village and BUM Desa**
   a. Aiming to support a minimum of 1,000 new fostered villages through the BRILiaN Village Program.
   b. Enhancing financial inclusion and literacy in villages that participated in the BRILiaN Village Program by promoting the use of micropayments within the community.
5. **Local Inspirational Figure**
   a. Each regional business unit recognizes potential local inspirational leaders that can be sourced from stakeholders involved in the BRILiaN Village or from business clusters comprised of participants from prior years.
   b. Empowering the capabilities of Local Inspirational Figures by providing training and certification, in partnership with business incubation centers or universities.
   c. Developing a media strategy for disseminating the stories of Local Inspirational Leaders.
6. **Business Cluster**
   a. Acquisition Program of 1 (one) Advisor 1 (one) Cluster.
   b. Empowerment Program to 500 Clusters.

Competitive Advantage and Innovation of Social Entrepreneurship & Incubation Program

The detail of the competitive advantage and innovation of the Social Entrepreneurship & Incubation Program is as follows:

1. **Social Assistance**
   The digitalization of Family Welfare Cards (KKS) distribution to Beneficiary Families (KPM) is done through web and mobile applications (Makna Application), which serve as a means to track the allocation of KKS and the distribution of aid funds to recipients in real time.
2. **Kartu Tani (Farmer Cards)**
   Of 34 provinces in Indonesia, 22 provinces are the operational areas of the BRI Kartu Tani (Farmer Cards), so BRI is the leading provider of the Kartu Tani (Farmer Cards) program.
3. **Link UMKM**
   Enhancing the effectiveness of online training via the UMKM Link Application. It includes a self-assessment tool designed to evaluate the competencies of UMKM, enabling the identification of specific training requirements for each UMKM.
4. **BRILiaN Village and BUM Desa**
   BRILiaN Village is a program designed to empower villages by creating role models in village development through effective leadership practices and a collaborative spirit aimed at maximizing village potential in alignment with the Sustainable Development Goals (SDGs). This initiative's unique advantage lies in enhancing financial literacy and inclusion at the village level, integrated into an empowerment program that aims to boost the skills and capabilities of village officials and BUM Desa supported by BRI. The program seeks not only to generate financial benefits for BRI through the establishment and fortification of a business ecosystem in the villages but also to create a positive social impact within the community, fostering greater loyalty and support for the growth of sustainable micro-businesses for

BRI. Villages participating in this program are anticipated to become sources of inspiration for village advancement that can be mirrored in other regions.

5. **Local Inspirational Figures**
   Local Inspirational Figures (FIL) represents a micro business initiative that focuses on establishing empowerment partnerships between BRI and community leaders or inspirational figures, aiming to motivate micro business operators to develop in line with the initiatives and inspirations provided by these figures. The unique advantage of the FIL program lies in the collaboration between BRI Advisors and FIL to perform literacy functions, allowing community members and micro business actors to achieve financial inclusion through BRI. FIL embodies the concept of "crowd sourcing" to broaden access to BRI inclusion opportunities.
6. **Business Cluster**
   a. Time, cost, and labor-saving since advisor serves collective need.
   b. Effective in marketing process of BRI products and services.
   c. Easing advisor to monitor and evaluate business operators.
   d. Improving advisors' value added as empowerment facilitator and financial advisor.

Business Prospects and Strategies of Social Entrepreneurship & Incubation Program in 2025

An outline of the business prospects and strategies for the Social Entrepreneurship & Incubation Program that will be launched in 2025 is presented as follows:

1. **Social Assistance**
   a. Utilization of the Upgraded KPM Bansos (Social Assistance Recipients) to enhance and serve as a business pipeline.
   b. Collaborative empowerment within government initiatives to optimize the business ecosystem.
2. **Kartu Tani (Farmer Cards)**
   The government plans to transform fertilizer subsidies into direct fertilizer assistance, with BRI serving as the implementing bank across Indonesia (except for the Aceh Province). BRI's strategies include:
   a. Coordinating with the Ministry of Agriculture and PT Pupuk Indonesia to develop an effective business process proposal for stakeholders.
   b. Implementing a fully digital business process, from account opening to disbursement, to accelerate and simplify access for recipients.
3. **Link UMKM**
   a. The goal of MSMEs Upgrading is 2.5 million MSMEs through the Link UMKM platform, engaging marketing personnel and Rumah BUMN officers, along with connecting audiences to UMKM mentors at both the central and regional tiers.
   b. Development of a dashboard for self-assessment scoring acquisition featuring unique referral codes, serving as a program monitoring instrument accessible based on user levels.
4. **BRILiaN Village and BUM Desa**
   BRI aims to involve a minimum of 1,000 additional fostered villages in the BRILiaN Village Program. The organization will enhance the financial literacy and inclusion of villages already participating in the BRILiaN Village Program by promoting the use of micropayments. The strategy for the BRILiaN Village Program by 2025 is as follows:
   a. Conducting active social interactions with regional offices, booking offices, units, and village heads related to the BRILiaN Village program.
   b. Collaboration with relevant agencies to promote the BRILiaN Village program and BRI products.
   c. Optimizing the Pojok Mantri Desa Program in partnership with the MSM Division.
   d. Cooperation with the BRILink Division to improve the role of BRILink Agent Officers (PAB) within the business unit, providing guidance to BUM Desa as BRILink Agents.
   e. Coordination with the Ministry of Villages, Underdeveloped Region Development, and Transmigration.
   f. Advertising the BRILiaN Village Program using social media, print media, and digital platforms.
5. **Local Inspirational Figure**
   The BRI's FIL micro business program appears to have promising potential to enhance the development of BRI's micro enterprises (a new growth avenue for BRI). In 2024, BRI's FIL initiative aimed to engage 50 local inspirational figures across Indonesia to collaborate with BRI's micro businesses in implementing financial inclusion literacy and acquisition efforts. The FIL strategy in 2025 is described as follows:
   a. Search and Discover
      Each business working unit identifies FIL potentials, derived from:
      - Public Figures, such as Head of Village, BUM Desa Administrators, and MSMEs Activists, having inspirational, motivational, and initiative stories to develop local potentials.
      - Business initiators/head of business clusters having positive impact for the improvement of economic business capacity by establishing business clusters.
   b. Empowered
      FIL empowerment consists of:
      - Competency improvement, such as training/ certification, collaboration with expertise both business incubation center and universities.
      - FIL involvement as keynote speaker in MSMEs training and empowerment.
   c. Promotion
      Designing a strategic media for promoting FIL inspiration and BRI collaboration initiatives to aid in the advancement of MSMEs.

6. **Business Cluster**
   Intensification of cluster empowering programs to support sustainable micro business is by the following programs, as follows:
   a. Strengthening the capabilities of business clusters by facilitating the entry of their products into online marketplaces.
   b. Providing assistance in enhancing the quality of products from business clusters (such as packaging and halal certification) to increase their competitiveness.

Retail Segment

The Retail sector is designed to cater to the requirements of entrepreneurs, specifically Small and Medium Enterprises (SMEs), by providing a wide range of banking products and services that encompass both consumer and commercial banking. This segment primarily concentrates on the advancement of Small & Medium Enterprises (SMEs), the Consumer Credit Business, Deposit Services, and Retail Banking Solutions to assist customers in expanding their businesses across different industries.

DIRECTORATE OF COMMERCIAL, SMALL & MEDIUM BUSINESS PERFORMANCE SUMMARY

In 2024, the Directorate of Commercial, Small & Medium Business (CSMB) targeted to enhance the performance of Commercial Business and SMEs under the theme "Scale Up SME and Commercial Business" by concentrating on five primary strategies, as follows:

1. **Loan Growth Selectively**
   This strategy boosted the SME portfolio growth, mainly Upper Small and Medium loans by optimizing assets composition and yield improvement. The loan acceleration was derived from value chain customer or propensity model-based approach available in areas of Metro Area Branch Office (BO).
2. **Asset Quality Maintenance**
   The emphasis was on refining internal policies, augmenting the capabilities of SME credit systems and applications, implementing Relationship Manager (RM) incentive programs, and enhancing RM skills through SME RM revitalization, skill development, the BRILiaN Specialist Development Program (BSDP), and fulfilling RM personnel requirements.
3. **Current Account and Saving Account (CASA) Booster**
   A transaction-led strategies-based strategy was intended to fortify BRI's liability structure through low-cost funding and loan transactions by leveraging the growth of digital service platforms for SME clients.
4. **SME Center Revitalization**
   Adjustment of Regional Office (RO) by refocusing Metor Area BO through SME Center revitalization as new business model approach to expand service coverage in strategic areas.
5. **Value Chain (Ecosystem Business)**
   Maximizing the ecosystem business through collaboration with relevant departments to amplify the business potential of principles and their associated business networks.

In 2024, the strategy was reflected in the performance of the total outstanding SME loans as of IDR267.15 trillion, rising of IDR6.79 trillion or a growth rate of 2.61% from the previous year. This increase was primarily driven by Medium loans, increasing of 20.93% year-on-year. The current number of SME customers has reflected how growth is directed towards quality customers, who have succeeded in improving the overall portfolio quality.

The progress of BRI's SME and Commercial Business aims to achieve the vision of positioning SMEs realization as territory champions to create sustainable growth in 2025 This goal aligns with the medium-term plan (2024-2026) that emphasizes growth in the portfolio alongside enhanced quality of the SME Business to boost profitability. Development in the SME sector will concentrate on growth within an ecosystem-based framework to promote increased CASA transactions, maximize the potential of the value chain contributing to the pipeline for Small and Medium Enterprises, and enhance digital platform applications to accelerate business processes and improve services.

SMALL AND MEDIUM ENTERPRISES

BRI classified Small and Medium Enterprises based on the credit ceiling. Small Enterprises refer to loans with a credit ceiling of up to IDR25 billion, while Medium Enterprises cover loans exceeding IDR25 billion up to IDR500 billion. The products offered under the Small and Medium Enterprise segment include, among others:

1. **Working Capital Loan (KMK)**
   The working Capital Loan (KMK) is a productive credit facility designed to finance business operations (current assets) and/or replace trade payables in the production process or other working capital components. This product offers several advantages, including a loan tenure and repayment structure that align with the customer's business characteristics. This credit facility is intended to finance current assets, replace trade payables, and provide temporary funding for routine business operations, down payments, cash reserves, working capital refinancing, or other working capital components. Generally, KMK has a short-term tenure, which can either remain fixed throughout the loan period or decrease based on the customer's business cash flow cycle. This product offers several advantages, including the flexibility to be provided through an overdraft account or installment scheme, depending on the customer's business cash flow. Additionally, it allows for a dynamically adjusted interest rate, which is reviewed monthly based on the customer's portfolio with BRI.
2. **Investment Loan (KI)**
   The Investment Loan (KI) is a financing facility provided to companies and/or individuals to meet long-term funding needs for the purchase, construction, expansion, or renovation of productive fixed assets, along with the associated costs. This product offers several advantages, including installment plans and loan tenures tailored to the borrower's cash flow capacity. Additionally, the interest rate may be dynamically adjusted monthly, based on the customer's portfolio with BRI.
3. **Value Chain Financing**
   a. **Project Financing (KMK Pre Financing)**
      Project Financing (KMK Pre Financing) is a working capital loan facility provided to vendors to finance their working capital needs for the completion of projects based on a contract or similar document from the principal. This product offers several advantages, including competitive interest rates and flexible collateral requirements.
   b. **Invoice Financing (KMK Post Financing)**
      Invoice Financing (KMK Post Financing) is a working capital loan facility provided to vendors to finance projects receivable as payment for project completion achievements to the principal, either partially or in full, based on an invoice or similar document. This product offers several advantages, including competitive interest rates, flexible collateral requirements, and the convenience of conducting transactions online through Corporate Billing Management on QLola.
   c. **Distributor Financing (KMK Distributor)**
      Distributor Financing (KMK Distributor) is a working capital loan facility provided to distributors exclusively for purchasing products from the principal, intended for resale. This product offers several advantages, including competitive interest rates, flexible collateral requirements, and the ability to conduct transactions online through Corporate Billing Management on QLola.
   d. **Customer Financing**
      Customer Financing is a credit facility provided to buyers of the principal, intended exclusively for the purchase of products, goods, and/or services sold by the core company for their use as part of their working capital. This product offers several advantages, including competitive interest rates, flexible collateral requirements, and the ability to conduct transactions online through Corporate Billing Management on QLola.
   e. **Investasi Financing**
      Investasi Financing is an investment credit facility provided by BRI to the principal's partners for the purchase, construction, expansion, renovation, or refinancing of fixed assets, including associated costs, to support the business or operations of the vendors/partner to the principal. This product offers several advantages, including a loan tenure that aligns with the debtor's cash flow capacity and flexibility in sharing the required funds.
   f. **KMK State Budget (APBN)**
      KMK APBN is a financing facility provided to vendors/partners of Ministries/ State Agencies, where the project payment source comes from the State Budget (APBN). This product offers advantages such as competitive interest rates and credit fees, flexibility in collateral and fund-sharing, as well as digital operationalization through corporate billing management.
4. **KMK Construction**
   KMK Construction is a credit facility based on a work contract to finance the working capital needs of the debtor/prospective debtor in completing a construction service project.
5. **KMK Developer**
   KMK Developer is a credit facility provided to finance the working capital needs of developers in carrying out property development, which will later be sold to consumers. One of the advantages of this product is that it can be bundled with BRI's mortgage (KPR) products.

6. **Loans with a Fixed Installment Pattern**
   Loans with a Fixed Installment Pattern is a productive loan facility for working capital or investment purposes, specifically for Small Business debtors. This system involves fixed payments consisting of both principal and interest. The advantages of this product with a fixed installment pattern include:
   - A credit ceiling of up to IDR1 billion for each KMK and KI, allowing a total credit ceiling of up to IDR2 billion.
   - A loan tenure of up to 5 (five) years.
   - Competitive provision and administrative fee rates.
7. **Loan Channeling via Fintech Lending**
   BRI collaborates with fintech lending to facilitate short-term loans based on transactions, offering ease without additional collateral requirements. The service procedure upholds the principles of prudence, with a faster Service Level Agreement (SLA), lower Overhead Cost (OHC), and higher margins compared to other conventional products.
8. **Small Business Loan (KUR)**
   A Small Business Loan (KUR) is a working capital and/or investment credit facility provided to individual debtors, business entities, and/or business groups that are productive and eligible but lack sufficient additional collateral, with loan amounts ranging from IDR100 million to IDR500 million. This comes with low interest rates and is subsidized by the Government.
9. **Warehouse Receipt Collateralized Loan**
   A Warehouse Receipt Collateralized Loan is a financing facility provided by warehouse receipt distributors (banks) to receipt holders (customers), utilizing warehouse receipts as collateral. This credit can be offered under a government-subsidized interest rate or commercial scheme.

Table of Small and Medium Enterprise Performance (Productivity)

(Bank Only, in IDR millions)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
OUTSTANDING (in IDR million)				
Small Loans	189,349,837	183,046,732	6,279,638	3.44%
People's Business Loans (KUR)	38,744,103	45,010,265	(6,266,162)	(13.92%)
Medium Loans	39,050,779	32,291,213	6,759,566	20.93%
Small Medium Enterprise (SME)	267,144,719	**260,348,210**	**6,773,042**	**2.61%**
TOTAL DEBITUR (people)				
Small Loans	223,982	227,565	(3,583)	(1.57%)
People's Business Loans (KUR)	231,639	248,834	(17,195)	(6.91%)
Medium Loans	1,126	963	163	16.93%
Small Medium Enterprise (SME)	456,747	**477,384**	**(20,637)**	**(4.32%)**

Note: Outstanding was based on the recorded value

The total outstanding SME credit in 2024 was IDR267.14 trillion, representing a 2.61% increase compared to 2023. This growth was largely driven by medium-sized loans which grew by 20.93%. In 2024, business distribution was carried out selectively, leveraging value chain potential and transaction-based business models. This strategy resulted in positive outcomes for the SME performance at the end of 2024, with an increase in the small business credit portfolio by 3.44% and the medium business credit portfolio by 20.93%.

Small and Medium Enterprise Strategy in 2024

Small and Medium enterprises focused on improving the quality of small business loans while selectively growing Upper Small and Medium loans based on regional potential and risk profiles. In line with this, the achievement strategy to be implemented are:

1. **Maintaining Asset Quality**
   The strategy for improving SME credit quality was carried out through focused expansion in low-risk industries. This included the rollout of 100% disbursement for Small and Upper Small businesses through Initiative Strategies S1 (Modernizing SME Banking for Small: IDR500 million to IDR5 billion) and S5 (Modernizing SME Banking for Upper Small: more than IDR5 billion – IDR25 billion and Medium: more than IDR25 billion to IDR500 billion).

2. **Loan Growth Selectively**
   The strategy for portfolio in SMEs was driven by Upper Small and Medium loans, aiming to optimize the composition and increase the yield within the SME asset portfolio. The acceleration of this credit growth was derived from the optimization of the pipeline and the value chain potential from the Ecosystem Business Forum (EBF), as well as the Value Chain Tactical Program.
3. **Pipeline Management Improvement**
   The strategy to improve the success rate of the pipeline was carried out through the enhancement of data quality, pipeline model parameters, and validation of the pipeline model used by Relationship Managers (RMs) to support healthy and quality growth.
4. **Value Chain Mastery (ecosystem business)**
   The strategy for mastering the ecosystem business was implemented through collaboration with related units to optimize the business potential of principal customers and their associated value chains.
5. **Work Network Optimization**
   The strategy for optimizing the work network was carried out by refocusing Branch Office (BO) areas in Metro regions through revitalizing the SME Center as a new business model approach.

Competitive Advantages and Innovation in Small and Medium Enterprises

The development of Small and Medium enterprises (SMEs) was directed toward achieving the position of SMEs as territory champions to create sustainable growth in Indonesia 2025, which offers end-to-end business growth solutions for SME customers, as follows:

1. **Digitalization of Loan Business Processes and Loan Risk Management**
   SME services were modernized through digitalization using the BRISPOT S1 application for Small business loans up to IDR5 billion and BRISPOT S5 for Upper Small and Medium Business loans. This digital transformation accelerates the entire process, from application, analysis, decision-making, and disbursement to loan monitoring. Re-engineering the business model with next-generation credit risk architecture enhances the analysis accuracy and asset quality. This innovation improves credit quality targets, including Loan at Risk (LAR), Non-Performing Loan (NPL), and Allowance for Impairment Losses (CKPN), while providing Relationship Managers (RMs) with real-time portfolio monitoring tools
2. **Business Expansion through Digital Lending Platforms and Value Chain Optimization**
   Innovation in SME Digital Lending through a transaction-based platform facilitates loan applications and disbursements for working capital financing. The implementation of this platform was expected to achieve loan disbursements of IDR3 trillion in 2024 while maintaining stable third-funds (DPK). The Value Chain Tactical Program optimizes collaboration between Regional Offices and Branch Offices to enhance supply chain performance and acquire high-potential new customers, supporting the systematic expansion of SME businesses.
3. **Enhancing Marketing Capabilities Through Digitalization and Artificial Intelligence (AI)**
   The Relationship Manager (RM) Reborn initiative focused on enhancing the marketing personnel capabilities through training in pipeline management, hard skill competencies, and the acceleration of SME RMs as the RM of the Future. This program was supported by digital tools and artificial intelligence (AI) to streamline RM tasks, accelerate target achievement, and ensure more accurate market segmentation. The enhancement of RM competencies was also expected to increase the hard competency certification pass rate from 68% to 85% in 2024, contributing to greater efficiency and productivity in SME portfolio management.

Business Prospects and SME Strategy for 2025

The Commercial, Small & Medium Business (CSMB) Directorate outlined a three-year development strategy (2025-2027) for Small, Upper Small, and Medium Business segments, focusing on selective growth to ensure high-quality asset expansion. Furthermore, the CSMB Directorate will strengthen relationship manager (RM) capabilities to deliver comprehensive end-to-end services and solutions for customers, optimize ecosystem-based business penetration and engagement, and develop a prudential banking system to improve business risk mitigation.

In line with this vision, the business development strategy for 2025 includes:

1. **Increase in SME Customer Ticket Size**
   The acceleration of regional market penetration will be achieved by implementing coverage area expansion per RM to support the Territory Champion strategy. This approach includes specialization of SME Relationship Managers (RMs) based on product type, refinement of the sales operating model to enhance efficiency, and strengthening metro area branch offices (BO) as a key driver for Upper Small business growth. For the commercial business segment, ticket size growth will focus on acquiring top-tier companies with high business potential, and generating fee-based income (trade finance, forex, and payment ecosystems) while leveraging the value chain business model. This strategy aims to drive business expansion and support sustainable CASA (Current Account and Savings Account) growth based on transactional activities.

2. **BRI implementation as Main Operating Account**
   This strategic initiative aims to establish BRI as the primary operating account for customers by optimizing marketing efforts and service quality to provide comprehensive end-to-end solutions. The implementation of this strategy will be carried out through the development of dashboards and SSA monitoring to track transaction data and analyze product holding penetration within the SME segment.
3. **Strengthening and Developing RM CSMB Capabilities**
   This includes strategies for enhancing the skill set of SME marketing personnel, which involves comprehensive re-assessment of marketing staff, adjustment of educational curricula to ensure applicability and adaptability, collaboration with the Human Capital Directorate to meet the talent needs of SMEs, ensuring that the required competencies are aligned with the specific demands of each product.
4. **Technology for Prudential Banking**
   The strategy for enhancing banking tools and applications aimed to mitigate risks and provide a more accurate and high-quality pipeline. This was demonstrated through the Modernizing SME Banking in BRI program for Small, Upper Small, and Medium businesses, the development of the Early Warning System (EWS) feature on BRISPOT S5, the development of SME Business pipeline management, and the simplification and digitation of corporate business credit processes through BRISPOT Corporate.
5. **Ecosystem Business-based Approach**
   This business model approach focused on collaboration and cross-segment integration to carry out mass acquisition activities, expecting to generate sustainable business growth. This was demonstrated through the Ecosystem Business Forum, which aimed to acquire downstream customers from the principal, covering the entire supply chain from upstream to downstream.

CONSUMER BUSINESS DIRECTORATE PERFORMANCE SUMMARY

The credit performance for the consumer segment in 2024 at BRI continued to grow healthily and sustainably, with the main contributions coming from the growth of salary-based loans and mortgages (KPR). The growth rates for salary-based loans and KPR were recorded at 10.60% year-on-year and 13.69% year-on-year, respectively. BRI committed to providing the best service for customers through continuous innovation on its baking platform.

BRI has consistently developed various customer touchpoints to serve customers' needs in the consumer segment. The Consumer business has sharpened its business focus and improved business processes, enabling the consumer segment to become a key pillar of BRI's growth with some effots:

1. Developing digital-based products and services to ease customers' access.
2. Strengthening relationships with existing customers of BRI, leveraging the significant potential within this group. This was supported by using data analytics to understand customer behavior and offer personalized products and services based on their needs.
3. Enhancing efficiency in every business process, while focusing on customer orientation and good corporate governance principles.

The improvement and transformation of worker competencies and business processes based on digital technology supported optimal worker productivity. By using AI-based data analytics, product and program offerings became more targeted, enhancing efficiency. These factors become key contributors to the growth of consumer business performance in 2024.

The results can be seen from the consumer business performance of BRI, which has grown positively in terms of assets, liabilities, and fee-based income. On the assets side, consumer loans grew by 11.45% yoy, supported by the growth of BRIguna loans at 10.60% yoy, mortgage loans (KPR) at 13.69% yoy, and credit cards and digital lending at 9.97% yoy. On the liability side, the wealth management business increased Assets Under Management (AUM) by 16.04% yoy. All these consumer business activities also drove fee-based income growth in the consumer segment by 14.96% yoy.

CONSUMER LOAN BUSINESS

BRI's consumer loan business offers products that make it easier for individual customers to meet various consumption needs, such as purchasing homes, vehicles, travel, education, and other consumer goods. BRI's consumer credit provides competitive interest rates with a fast and secure process. The consumer credit products available at BRI in 2024 include:

1. **BRIguna Loans**
   BRIguna is a credit facility provided to prespective debtors with repayment sources derived from fixed income (such as salary or pension). The types of BRIguna include BRIguna Karya, BRIguna Pra Purna, and BRIguna Purna.
2. **Mortgage (KPR)**
   KPR is a credit facility provided for financing the ownership of residential properties. It can be used for purchasing new or pre-owned properties, takeovers, construction, and renovations. The eligible property types include residential houses, shophouses (ruko), officehouses (rukan), and ready-to-build plots.
3. **Credit Cards and Digital Lending**
   BRI Credit Card is a loan-based, unsecured payment instrument that collaborates with major payment networks and can be used for transactions at merchants or cash withdrawals within the principal's network. BRI offers a diverse range of credit card products catering to different segments, from mass-market and mass-affluent to affluent and commercial customers. Additionally, BRI has introduced co-branded credit cards in collaboration with major platforms through an open banking model based on API integration. These partners include Traveloka, BTN, Pegadaian, OVO, Tokopedia, Paper.id, and Nex (Xendit). To enhance customer service and improve Service Level Agreement (SLA) efficiency, BRI has digitized the entire credit card business process, from acquisition and underwriting to portfolio management and collections. BRI Credit cards are also compatible with QRIS transactions through the BRImo application.

Table of Consumer Loan Business Performance (Productivity)

(Bank Only, in IDR millions)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
BRIguna Loans	135,793,674	122,778,228	13,015,446	10.60%
Mortgage (KPR)	58,552,166	51,500,184	7,051,982	13.69%
Credit Card, Digital Lending, and Other	8,896,664	8,077,045	819,619	10.15%
Total Consumer Loan Business	203,242,504	**182,355,458**	**20,887,046**	**11.45%**

Business growth focused on top-tier debtors in each region, optimized by business opportunities within the debtor ecosystem. This strategy has driven the expansion of the consumer credit segment, particularly BRIguna and KPR, allowing them to grow competitively. In 2024, BRIguna recorded a total value of IDR135.79 trillion, reflecting a 10.60% increase compared to IDR122.77 trillion in 2023. Similarly, KPR experienced a growth of 13.69% rising from IDR51.50 trillion in 2023 to IDR58.55 trillion in 2024.

The growth of BRIguna credit in 2024 was optimized by the optimization of the payroll customer pipeline and the digitalization of the application process. The introduction of mobile-based applications enabled customers to apply for BRIguna loans fully digitally via the BRImo Super Apps eliminating the need to visit a bank or BRI branch. The total BRIguna credit disbursed in 2024 amounted to IDR53.76 trillion. Meanwhile, the growth of KPR was driven by several key factors, including business process re-engineering through the digitalization of the application and credit initiation process via BRISPOT, the development of the digital platform HOMESPOT as a mortgage ecosystem engine, the implementation of the KPR BRI Property Expo marketing program, financing 16,894 units with a total credit ceiling of IDR2.84 trillion. The total new KPR disbursement in 2024 reached IDR13.77 trillion. BRI's commitment to mortgage financing was reflected in its five-year average KPR growth rate of 12%, which surpassed the industry average growth rate of 6%.

BRI remains committed to driving solid growth in credit Cards and digital lending. In 2024, credit card and digital lending

transactions increased by IDR791,85 billion, reflecting a 9.97% growth compared to 2023. This growth was primarily driven by credit card transactions, particularly in the retail and e-commerce sectors throughout 2024, and a new partnership with Samsung Card. Throughout 2024, Bri's co-branded credit cards were well received by the public, as evidenced by a year-on-year (yoy) increase of 157% in co-branded credit card transactions.

Consumer Loan Business Strategy for 2024

Sustainable digital transformation strengthens retail banking capabilities through enhanced efficiency and business process improvements to drive consumer business growth. This strategy will focus on BRI payroll customers and the expansion of BRIguna Digital. BRI will focus on increasing market share through selective growth and targeted expansion to achieve its customer business aspirations. This will be achieved by leveraging programs such as Kredit BRIguna, applications via BRIguna Digital, Kredit Perumahan Rakyat (KPR), and KPR BRI Expo while maintaining prudent risk management. These measures aim to prevent credit quality deterioration and encourage improved collectability.

Competitive Advantages and Innovations in Consumer Loan Business

Enhancing services and convenience remains a key driver of consumer credit growth, supported by the digitalization of BRIguna and KPR credit processes. Efficiency improvements will be achieved through business process enhancement, including BRIguna Digital and HOMESPOT. With a vast customer base and an extensive network across Indonesia, business process digitalization is crucial to ensuring sustained growth. This initiative aims to simplify consumer credit services while maintaining prudent risk management. Currently, BRIguna holds the highest market leader, while BRI's KPR ranks among top five largest mortgage providers in Indonesia.

Business Prospects and Consumer Loan Strategy for 2025

Digital technology and data advancement have transformed how the banking industry interacts with customers. Increasing competition necessitates a deeper understanding of customer needs and behaviors. As one of Indonesia's largest banks, BRI must enhance its capabili atau ty to manage customer data optimally to provide relevant product offerings and strengthen customer loyalty. BRI's Consumer Business encompasses a wide range of products and services, including consumer loans, credit cards, and wealth management solutions. Its business strategy will align with BRI Group's long-term aspiration for 2025-2029: The Most trusted Lifetime Financial Partner for Sustainable Growth. BRI Consumer Business will adopt the theme The Most Trusted Consumer Bank with Personalized Customer Experience to achieve the aspiration while considering internal and external conditions for 2025-2029. This strategy will focus on four key pillars (enablers): Robust Risk Management, operational excellence, digital IT and AI-powered customer journeys and personalization at scale, and people organization excellence which finally aims to improve business process expansion and efficiency.

To achieve the outlined objectives, BRI implemented the following strategic initiatives:

1. BRI leveraged predictive analytics and integrated data leads into digital platforms such as BRISPOT to enhance marketing effectiveness, efficiency, and prudence, especially consumer loan products, (BRIguna, KPR, credit cards, digital lending, and KKB), as well as wealth management product (investment and insurance). BRI optimized its Customer Relationship Management (CRM) tools to ensure the availability and quality of data leads which integrated customer data, tools, channels, and existing systems within BRI.
2. BRIguna and KPR serve as the primary engines for portfolio growth to expand market share. In 2025, BRIguna will focus on accelerating its business among employees in State-Owned Enterprises (BUMN) and reputable private companies, while maintaining its Business as Usual (BAU) strategy for government employees and retirees. Meanwhile, for KPR, to strengthen partnerships with top-tier national developers, BRI committed to developing a comprehensive mortgage ecosystem platform (Homespot.id). This platform will accommodate all stakeholders in the property sector.
3. With Indonesia's shifting demographic composition, where Gen Z and Millenials dominate, alongside a growing preference for cashless transactions and evolving consumer behavior influenced by the Covid-19 pandemic, pay-later products gained significant popularity. These products cater to consumers seeking convenience and flexibility in shopping, particularly those without access to credit cards but who still wish to make purchases through installment plans. To capitalize on this opportunity and expand financial accessibility, BRI introduced pay-later products, available on BRImo and external platforms through embedded finance. Through this embedded finance approach, BRI collaborated with external partners to strengthen its financial ecosystem.

SUMMARY OF PERFORMANCE OF DIRECTORATE OF RETAIL FUNDING & DISTRIBUTION

In an effort to win the retail banking competition and align with the 2024 initiative, "Strengthening Retail Banking," BRI continues to focus on strengthening its funding and retail transaction capabilities. This includes enhancing the BRImo SuperApp by increasing the number of users, adding new flagship features, and ensuring system reliability to make transactions seamless for customers. To further increase customer loyalty, in 2024, BRI introduced the BRImo Festival, offering rewards and exciting prizes to customers who transact via BRImo. Rewards are given through voucher raffles and direct gifts, which customers can redeem using BRI Points.

The BRImo SuperApp is becoming increasingly popular and is now used by 38.6 million customers, recording more than 4.34 billion transactions throughout the year, with a total transaction volume of IDR5,596 trillion. This transaction growth aligns with BRImo's strategy of driving innovation through technology adoption, creating more inclusive and efficient banking services that add value for customers—both in terms of features and partnerships with strategic partners. BRImo transactions can now cross borders, with the introduction of international transaction features, including opening accounts using foreign phone numbers, transfers to more than 100 countries, and QR payments in Singapore. Additionally, BRImo has introduced lifestyle features to help customers book flight tickets, train tickets, and new features for parcel delivery and daily shopping, making it easier for customers to purchase everyday necessities. This initiative reflects BRI's commitment to providing seamless access to its banking services.

Additionally, BRI is focused on retaining customer transactions within the BRI system by increasing the share and productivity of EDC (Electronic Data Capture) and QRIS merchants. The acquisition of high-quality merchants remains a priority, as evidenced by a 53% year-over-year (YoY) increase in productive EDC terminals and a 118% YoY increase in productive QRIS merchants. Various initiatives continue to be implemented to strengthen merchant acceptance in the market, including collaborating with strategic partners, expanding merchant presence in urban areas, enhancing monitoring tools, and adding advanced features to ensure BRI merchants remain the preferred choice for payments.

With the various initiatives implemented throughout 2024 to increase retail funds, BRI has achieved consistent growth in retail savings throughout the year. This demonstrates that the strategies and policies aimed at retaining customer transactions within BRI and enhancing high-quality acquisitions have successfully driven stable and sustainable growth. In 2024, the growth delta reached IDR12 trillion, representing a 3.5x increase compared to the previous year. BRI remains optimistic that this positive growth trend will continue in the future.

In the future, BRI will continue to focus on providing optimal service to its customers through various transformations in its work network. The bank will also enhance service capabilities and ensure the reliability of its electronic networks (SSBT, CRM, ATM, EDC), supported by a strong customer complaint handling system.

SAVINGS BUSINESS AND RETAIL BANKING SERVICES

BRI offers a diverse range of retail savings products to meet customer needs. The following section outlines different types of retail savings products.

1. **BRI Savings**

   BRI offered various savings account products such as:

   BritAma

   BritAma is a savings account designed for individual customers, equipped with digital banking facilities and an online real-time system that enables seamless transactions anytime and anywhere. Additionally, this account comes with complimentary personal accident insurance coverage.

   - BritAma Bisnis

     BritAma Bisnis is designed to accommodate higher transaction limits for retail business customers, both individuals and non-individuals. This account also offers a monthly waiver on administrative fees.
   - BritAma Mitra

     A specialized savings account tailored for corporate partner customers. BritAma Mitra provides payroll services for employees as one of its key features.
   - BritAma Rencana

     A term savings account designed for customers interested in investment or financial planning. It features Automatic Fund Transfer (AFT), allowing customers to set their preferred transfer date and target amount. Additionally, this account offers an optional life insurance facility.

     BRI Junio Savings

     It is a savings account designed to in still a saving habit and introduces digital transactions to children from an early age. This account is bundled with a specially designed debit card featuring an attractive design.
2. **BRI Deposits**

   An investment option available in various currencies, including Rupiah and foreign currencies, offering competitive interest rates with placement periods ranging from one to 36 months. This product is available for individual and non-individual customers seeking higher returns than regular savings accounts. Deposits can be opened via BRImo or at BRI branch offices, with two interest payment options: direct transfer to the customer's account or reinvestment into the principal deposit (add-on). BRI also introduced scripless deposits to accommodate customers with multiple deposit certificates. Instead of physical documents, email notifications are given as ownership proof, allowing customers to manage their deposits more effectively and efficiently.

Meanwhile, the banking services offered under the retail banking services business include the following:

1. **BRImo**

   BRImo is a financial SuperApp that enables customers to conduct various transactions anytime and anywhere without the need to visit a bank. The services provided include online onboarding for both domestic and international customers, payments, purchases, investments, insurance, and financial record-keeping. Additionally, BRImo facilitates cross-border transactions by offering an international transfer feature that allows transfers to more than 100 countries and supports QR payments abroad for seamless international transactions.
2. **BRIZZI**

   It is an electronic money substitute for cash, serving as a payment tool that can be used for shopping or other transactions provided by goods or service providers. All BRIZZI transactions can be carried out at merchants using BRI EDC machines. Topping up BRIZZI is now easier and can be done at partner merchants such as Alfamart, Indomaret, Alfamidi, Yomart, and others. Additionally, the BRIZZI card can be used for toll road payments, commuter rail (KRL), parking, and other public transportation services like TransJakarta.
3. **BRI Debit**

   It is a payment card that facilitates both financial and non-financial transactions. It can be used for offline transactions at BRI or other banks' EDC machines and supports online transactions through debit online (for merchants within the Mastercard network) and direct debit (for BRI-affiliated merchants). In addition to physical debit cards, BRI now offers virtual debit cards, which can be issued directly through SuperApp BRImo. These virtual debit cards enable secure transactions at merchants, websites, or applications within the Visa network.

Table of Savings Business and Retail Banking Performance (Productivity)

(Bank Only, in IDR millions)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Total Third Party Fund	509,274,340	488,122,102	21,152,238	4,33%
Total Accounts	40,328,402	39,003,209	1,325,193	3.40%

The Total Retail third-party funds (DPK) in 2024 reached IDR509.27 trillion, an increase of 4.33% (yoy) increase compared to IDR473.73 trillion in 2023 IDR488.12 trillion. This growth was primarily driven by a 7.68% yoy increase in the Current Account and Savings Account (CASA), influenced by the rising volume of customer transactions in business processes. The increase in Retail DPK aligns with the growth in retail savings accounts in 2024. The total number of accounts grew by 3.40% yoy, rising from 39,003,209 account units in 2023 to 40,328,402 account units in 2024. This growth was primarily attributed to savings accounts, which recorded a 3.40% yoy growth.

Savings Business and Retail Banking Service Strategy for 2024

The business strategy implemented in retail banking deposits and services in 2024 were as follows:

1. **Retail Savings**
   a. Creating focused acquisition involves increasing the number of EDC acceptance points, QRIS, and Online Acquiring systems, with a balanced distribution between urban and rural areas. The primary focus is on dominating business hotspot areas and commercial centers.
   b. Controlling outflow funds by utilizing follow-the-money activities ensures fund circulation is integrated into a unified closed-loop transaction ecosystem within BRI.
   c. Optimizing data analytics to understand customer behavior and offer products that meet the needs.
   d. Launching loyalty programs such as BRImo FSTVL, BRIPoin, BritAma Tanam Kebaikan and others.
   e. Developing a culture to increase CASA and retail transactions in the workplace environment through CASAVIOR program.
   f. Developing various products and features as transaction solutions and ecosystems to meet customer needs and expand partnerships.
2. **Retail Banking Services**
   a. Customer Acquisition
   BRI aims to penetrate new growth sources and leverage customer transactions. The bank focuses on accelerating acquisition efforts, especially expanding its merchant and non-merchant customer base. The acquisition strategy for BritAma General accounts will be divided into three target segments: High Net-worth Individuals (HNWI), mass affluent, and mass customers which allows for easier product solutions tailored to each specific group, and the last is payroll-based BritAma.
   b. Organization Transformation
   BRI is undergoing organizational changes focusing on product management and sales management, specifically related to savings and retail banking product management to accelerate business growth.
   c. Product Digitization and Integrated Solution
   BRI enhanced product capabilities through integrated digital services that provide transaction solutions. Brimo is positioned as a digital attacker, aiming to increase transactions and establish it as a digital financial solution super app for customers.
   d. Strategic Partnership
   The bank collaborated with third parties to expand customer acquisition.

Competitive Advantages and Innovations in Retail Savings and Banking Services

Transformations in services, including products and platforms, are realized through the refinement of operational standards and platform enhancements. These measurements are taken to increase customer satisfaction and expand the customer base, with the expectation of generating low-cost funding derived from transactions.

Business Prospects and Strategies for Retail Savings and Banking Services in 2025

To achieve the 2025 Retail Funding and Distribution aspiration, namely The Most Preferred CASA Player through Seamless and Holistic Transaction and Financial Solutions, Driven by Exceptional Customer experience, BRI will focus on increasing its market share in CASA, particularly in savings products. To achieve this, BRI will continue to strengthen its retail banking capabilities by leveraging digital technology, mastering the transaction ecosystem, and enhancing product holding for core customers, to consistently provide solutions to meet the diverse needs of customers with a strong customer experience.

1. **Retail Savings**
   The business prospects and key strategies of the Directorate for 2025 are as follows:
   a. Strengthening the BRImo Super App for customer penetration and transactions.
   b. Enhancing payment system capabilities, including reliable and innovative issuing and acquiring capabilities.
   c. Supporting the strengthening of people as a key factor, including organizing people within the retail funding division.

   Referring to the three strategies outlined above, the Retail Funding Directorate has formulated two main pillars, to create a healthy and sustainable funding structure. Therefore, the focus for Retail savings in 2025 is as follows:
   a. Strengthening BRI's payroll business with the guard and gain payroll approach
   b. Encouraging portfolio growth by focusing on transaction-based customers and product improvement through scaling up the customer base.
   c. Creating sustainable CASA through active user engagement with a focus on CASA-based transactions.
   d. Strengthening ecosystems across various sectors, from upstream to downstream business activities, through a focused ecosystem strategy.

2. **Retail Banking Services**

   Transformation in services with a client-oriented approach, including products and platforms, such as strengthening the innovation of the BRImo financial Superapps, developed as a one-stop solution for various customer financial transactions. In addition, several digital ecosystem platform enhancements, such as Brimola, Smartbilling, and QLola, have been implemented to increase the penetration of ecosystem-based payment convenience. These steps are taken to enhance customer satisfaction and expand the customer base, with the expectation of generating low-cost funding-derived transactions.

Corporate Segment

The Corporate Segment includes Corporate Banking, Institutional Business and Transaction Banking, Syndication Business, and Non-Banking Financial Institution Services.

SUMMARY OF WHOLESALE & INSTITUTIONAL BUSINESS PERFORMANCE

The unstable global and domestic macroeconomic conditions in 2024 prompted the Directorate of Wholesale & Institutional Business to continuously refine its strategies to drive business growth. This was achieved by enhancing product and platform capabilities, particularly through digital innovation, selectively increasing exposure to existing and new wholesale customer transactions, and developing a value chain pipeline for wholesale clients to strengthen the SME and Micro business ecosystem.

Throughout 2024, the Directorate of Wholesale & Institutional Business maintained positive growth. The wholesale/corporate loan portfolio reached IDR254.24 trillion, marking a 22.93% year-on-year (yoy) increase compared to 2023, while maintaining a Non-Performing Loan (NPL) rate of 2.60% (-1.26% yoy). On the deposit side, funds totaled IDR467.93 trillion in 2024. Additionally, the directorate implemented collaborative strategies with non-wholesale segments to expand the business value chain acquisition from wholesale clients. This approach significantly boosted transaction volumes and business activities within the value chain ecosystem, reflected by increased credit facilities, trade finance services, and bank guarantees extended to various stakeholders in the business chain, from vendors and suppliers to distributors and retailers. Furthermore, this strategy contributed to strengthening low-cost funds (CASA) from transactions within the value chain.

The Institutional Business segment (covering Ministries, Agencies, the Indonesian National Armed Forces, and the Indonesian National Police) also experienced positive growth in 2024, with BRI maintaining its leadership in managing business units (satker) at 59.72% and payroll services at 55.67% for Ministries, Agencies, TNI, and Polri.

Since its launch in 2022, BRI's Integrated Corporate Solution Platform – QLola has continued to evolve as the primary platform for cash management and transaction banking services. In 2024, QLola recorded a 15.9% yoy increase in cash management transaction volume, reaching IDR8,400 trillion. This growth spanned both wholesale and non-wholesale segments, with the addition of over 191,000 new clients.

Despite global and domestic economic fluctuations and ever-changing market dynamics, BRI remains optimistic about achieving positive growth in the wholesale business segment with selective growth strategies in 2025. While external challenges such as high-interest rates, currency volatility, and geopolitical tensions persist, new opportunities from digital transformation and strengthened business ecosystems are expected to be key growth drivers, particularly in industries like Energy, Mining, Palm Oil, and Fast-Moving Consumer Goods (FMCG).

To sustain the positive business performance trend into 2025, the Directorate of Wholesale & Institutional Business has outlined the following key strategies:

1. Digital Transformation and Technological Innovation
   a. Enhance the use of AI and API-based services for wholesale transactions.
   b. Collaborate with fintech companies in payment services, e-commerce, and embedded finance c. Strengthen digital security.

2. Optimizing Business Ecosystems (Value Chain Expansion)
   a. Focus on strategic sectors such as Energy, Mining, Agribusiness, FMCG, Healthcare, Automotive, and Telecommunications.
   b. Expand payroll acquisition from institutional clients (Ministries, Agencies, TNI, Polri).
   c. Grow Supply Chain Financing (SCF) through an anchor client approach.
3. Sustainable Growth align fund growth with BRI's business expansion needs while maintaining efficient funding costs to ensure optimal profitability.
4. Strengthening Institutional Business
   a. Maintain market leadership in payroll services (63.5% market share) for Ministries, Agencies, TNI, and Polri.
   b. Provide integrated vendor and consumer financing through institutional business ecosystems.
5. Enhancing Sales Force Capacity
   a. Develop Relationship Managers (RM) and product specialists through certification programs, coaching clinics, and workshops.
   b. Introduce RM specialists by industry to improve sector-focused services.

SUMMARY OF COMMERCIAL BUSINESS SUB-DIRECTORATE PERFORMANCE

The 2024 business aspiration for the Commercial segment was to become **"The Best Transaction-Focused Bank with Digital Capabilities"** enabled by Qlola by BRI, Integrated RM Workbench, Digital Loan Workflow System, Wholesale Capabilities & Services, and strengthened subsidiaries. The Commercial Business consists of the Agribusiness Division and the Manufacturing & Property Division, focusing on key commodity sectors such as Palm Oil (Trading & Plantation), Food & Beverage, Poultry, Sugar, Manufacturing, Consumer Goods & Automotive, Pharmaceutical & Healthcare, and E-commerce & Services. To support its 2024 aspirations, the following strategic responses were implemented:

1. **Selective Loan Growth**
   Focus on top-tier companies to strengthen BRI's market leadership, especially principals with extensive value chains.
2. **Strengthening Ecosystem Business**
   Maximize sales potential by enhancing RM capabilities as product experts for business acquisition through certifications, regular training, e-learning, and short courses (local and international).
3. **Expanding Target Markets to New Growth Sectors**
   Identify new target markets through tailored solutions, focusing on multinational corporations (MNCs) with robust and diverse value chains and strengthening engagement in the food & beverage sector.
4. **Intensifying Value Chain Acquisition to Boost Small & Medium Business Growth**
   Strategically encourage commercial businesses to expand their value chains to drive SME business growth.

2025 Commercial Business Development Policy Focus:

1. **Optimizing Asset & Liability Management (ALMA)**
   Optimal asset and liability management is supported by:
   - Stable and sustainable low-cost fund (CASA) accumulation through ecosystem dominance and business value chain control.
   - Selective expansion of high-yield assets.
   - Loan cost control.
   - Diversification of growth sources.
2. **Enhancing Profitability**
   - Strengthen capabilities in retail, consumer, and SME segments (transactions and loans).
   - Boost subsidiary businesses as consolidated growth drivers.
   - Intensify cross-selling of BRI Group's financial products and services.
3. **Implementing ESG Principles**
   Commit to managing business in line with good corporate governance principles, creating value beyond profit and contributing positively to the environment.
4. **Operational Excellence**
   Strengthen key enablers to support quality business expansion through:
   - Human capital competency development.
   - Enhanced digital capabilities.
   - Improved customer experience.
   - Strengthened risk management and data analytics.

CORPORATE BUSINESS

Two directorates manage Corporate Banking at BRI. They are the Institutional & Wholesale Business Directorate and the Commercial Business Sub-Directorate. Corporate Banking includes both State-Owned Enterprises (SOEs) and non-SOE corporate businesses. The scope of products and services encompasses deposit management, the provision of various types of financing facilities, and a range of transaction and business banking services. Since the end of 2021, BRI has segmented the management of corporate exposures based on their respective industry sectors into several divisions to further focus on exploring the customers' needs across the supply chain. These divisions include the Agribusiness Division, Manufacturing and Property Division, Energy and Mining Division, Infrastructure, Transportation, Oil and Gas Division, Syndication and Non-Banking Financial Institutions Division, Institutional Business Division, and Transaction Banking Division.

In 2024, the Wholesale and Institutional Business Segment developed innovative and adaptive strategies in response to dynamic changes in macroeconomic conditions. Driven by a spirit of continuous innovation, BRI focuses on the business needs of clients in this segment, adopting a proactive approach to face challenges and seize opportunities. The strategies set by the Directorate of Institutional & Wholesale Business in 2024 are:

a. Optimization of existing client transactions.
b. Exploring new growth sources by expanding into new industry segment clients with a focus on fee income generation and transaction-based business.
c. Selective loan growth targeting priority and invest-to-grow clients, especially in lending to new industries prioritized by the government, such as agrotechnology, green and food industries, energy resilience-based industries, and others.
d. Increasing the proportion of CASA from corporate clients to maintain wholesale funding costs as efficiently as possible by applying transaction-based products and services.
e. Developing ecosystem-based business strategies for each industry sector to optimize value chain potential by collaborating with SME, Consumer, and Micro Businesses to create special offers for the client's business ecosystem from upstream to downstream, including support services that meet transaction, savings, and loan needs while enhancing clients' business efficiency and effectiveness, particularly in financial aspects. This activity aligns with BRI Corporate Business' aspiration to become a catalyst of growth for the SME, Consumer, and Micro segments while supporting the creation of close-loop transactions within clients' business ecosystems.

These strategies have strengthened the achievements of the Wholesale and Institutional Business Segment in 2024 and continue to be developed to maintain positive performance momentum. These strategic measures are continuously reinforced to ensure sustainable positive outcomes in BRI's Wholesale and Institutional Business Segment.

Table of Corporate Segment Performance (Productivity)

(Bank Only, in IDR millions)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Loans	254,239,892	206,824,678	47,415,214	22.93%
Savings	467,934,609	467,933,609	(23,153,775)	(4.71%)
Fee Based Income	3,170,934	4,649,387	(1,478,453)	(31.80%)

According to the performance table above for corporate segment loans in 2024 was IDR254.24 trillion, which was an increase of 22.93% than 2023,which amounted to IDR206.82 trillion. In addition, terms of deposits in 2024 was IDR467.93 trillion, which decreased of 4.71% yoy, mainly in deposits with high cost of funds so that, in terms of Intermediary, Ratio (LDR) in 2024 was recorded at 54.33%. It was in line with the focus of the corporate segment to optimize the sources of funds. In the same year, fee was IDR3.17 trillion.

Tabel of Corporate Segmant Performance (Productivity) per Sector

(Bank Only, in IDR millions)

Corporate Segment Loans Per Sector	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Agriculture	28,529,392	30,265,580	(1,736,188)	(5.74%)
Mining	32,008,328	27,995,667	3,012,661	10.39%
Industry	52,702,248	45,361,102	7,341,146	16.18%

Corporate Segment Loans Per Sector	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Electricity, Gas, and Water	34,478,700	28,659,200	5,819,500	20.31%
Construction	22,474,703	21,202,421	1,272,282	6.00%
Trade, Restaurant, and Hotels	24,770,106	17,066,890	7,703,216	45.14%
Freight, Warehousing, Communication	15,390,883	14,209,161	1,181,722	8.32%
Business World Services	37,214,673	20,092,877	17,121,795	85.21%
Social Services	6,634,072	1,971,114	4,662,958	236.56%
Others	36,788	667	36,121	5.415.88%
Total	254,239,892	**206,824,678**	**47,415,214**	**22.93%**

The total performance of corporate business segment loans was IDR254.23 trillion, an increase of 22.93% compared to 2023 which amounted to IDR206.82 trillion. Based on nominal, the increase mainly came from the growth of the business services sector of IDR17.12 trillion or grew by 85.21%, the trade, restaurant and hotel sector of IDR7.70 trillion or grew by 45.14% and the industrial sector which grew by IDR7.34 trillion or 16.18%.

Corporate Business Strategy for 2024

Through a diverse range of product innovations and well-executed business strategies, BRI's Corporate Business segment achieved strong performance throughout 2024. To sustain this positive trend, a more focused strategy was required, including the following key initiatives:

1. **Principal**
   a. Supporting liquidity adequacy through sustainable CASA growth based on transactions to maintain the cost of funds and optimize fee-based income to drive revenue, by implementing the following measures:
      - Ensuring disciplined migration to QLola and maximizing the utilization in collaboration with relevant divisional stakeholders.
      - Mapping and fulfilling client transaction integration needs through API solutions.
      - Leveraging digital and physical channels as value proportions to address the transaction needs of principals and their value chain ecosystems.

   b. Supporting credit growth in 2024 by:
      - Implementing selective loan growth by targeting top-tier companies in long-term potential sectors, resilient/defensive industries, and sector expertise that offer optimal fee-based income potential and a value chain supporting SME and consumer businesses.
      - Increasing market share by optimizing loan growth for priority-tier customers and implementing an invest-to-grow strategy.
      - Strengthening discipline in credit pipeline execution according to the designated timeline.
      - Maintaining strict credit quality monitoring
      - Conducting regular evaluations to escalate emerging issues, adjust strategies, and refine execution timelines.

   c. Corporate customer cost structuring strategy based on integrated pricing on the ecosystem business.
   d. Optimizing customer Account Planning Strategy with the Invest-to-grow category as a priority customer.
   e. Developing a reliable platform for Business ecosystem solutions for customers (QLola, commodity chain, and others)
   f. Maximizing transaction-based fee income and CASA growth through the accelerated implementation of QLola and API integrations tailored to client needs.
   g. Optimizing EPA as a tool for setting competitive interest rates for principal

2. **Value Chain**
   a. Establishing planning, SOPs, sales models, and comprehensive organizational structures to enhance the acquisition of principal business ecosystems in collaboration with relevant divisions across various segments, including SME, Funding & Retail, Consumer, Micro, and Subsidiaries.
   b. Utilizing EPA as the foundation for determining integrated pricing across multiple segments (Micro, Small, Medium, and Corporate).

3. **Human Resources**
   a. An enhanced platform capable of measuring the performance achievement of relationship Managers in real-time to support the evaluation and monitoring process of target attainment.
   b. Optimization of human resource quality through the development of best-in-class Relationship Managers and Credit Analysts by enhancing capabilities and competencies, including:
      - Hard skill development to create expert Relationship Managers and Credit Analysts aligned with priority industry segments through courses, workshops, seminars, certifications, and other training at both national and international levels.
      - Soft skill development to support the effectiveness and presence of Relationship Managers and Credit analysts within their respective industry segments.

   c. The availability of a platform that can measure the achievement of Relationship Managers in real-time, enabling them to conduct evaluations and formulate strategies quickly and accurately.

d. The development of best-in-class Relationship Managers in each industry sector is supported by the enhancement of both soft and hard skills through courses, seminars, participation in industry communities, and others.

4. **Operations**
   a. Digitization of internal business processes to enhance customer satisfaction, improve SLA efficiency, and increase productivity (Britask, W-Bench).
   b. Development and enhancement of existing platforms to support ecosystem business solutions for customers (QLola, Commodity, Chain, and others).
   c. Expansion of CASA market share and improvement of customer satisfaction through the optimization of QLola usage and increased reliability of the IT system.
   d. Enhancement of corporate customer satisfaction by ensuring SLA compliance in negotiating deposit and loan rates that align with corporate client expectations and remain competitive with peer services.

Competitive Advantages and Corporate Business Innovations

The Wholesale and Institutional Segment of BRI focuses its business strategy on building long-term strategic partnerships with corporate and institutional clients. BRI not only acts as a financial service provider but also as a strategic business partner, offering comprehensive financial solutions to support the end-to-end growth of clients' businesses.

As a leading entity in Indonesia with an extensive banking ecosystem, BRI provides integrated financial service solutions designed to meet the specific needs of corporate clients across various industry sectors.

In facing intense business competition, clients require tools to enhance operational effectiveness and efficiency to achieve optimal profits. Through the QLola platform, clients' entire business operations can be connected digitally. This integration offers BRI clients convenience in various aspects, including payments, the use of bridging loan facilities, bank guarantees, trade finance services, supply chain financing, and liquidity management. With financial activities integrated into QLola, clients can easily monitor their asset and liability portfolios, track business processes down to the retailer level, and calculate the necessary cash flow projections. These advantages simplify business operations for BRI clients, enabling them to manage their processes more effectively and efficiently.

Business Prospects and Corporate Business Strategy for 2025

In line with managed business sectors of Corporate Business, which include agribusiness, manufacturing, consumer goods, health industry, and e-commerce, the business prospects for Corporate Business continue to improve, supported by economic recovery following the decline of Covid-19, which has driven consumer spending. The prospects and corporate business strategy are explained as follows:

1. **Business Prospects**

   For the Non-State-Owned enterprise (Non-BUMN) Corporate Business, the agribusiness sector, particularly the palm oil industry, still has a promising outlook. The palm oil industry is becoming increasingly favorable in domestic and global markets. This sector is expected to play an even more strategic role, with great potential to contribute to national economic growth9 and job creation. Palm oil is a fundamental ingredient for various food products, industrial needs, and vegetable-based fuel. The palm oil portfolio in the Agribusiness Division currently stands at 57%, so it is not out of the question for the Agribusiness Division to expand into sectors outside of palm oil as a risk mitigation strategy, while still prioritizing the top ten debtors within the sector. The manufacturing sector continues to have a very high outlook, driven by constant demand from the public, and the manufacturing sector contributes to the national Gross Domestic Product (GDP) every year.

2. **Corporate Business Strategy**

   BRI's Corporate Business will focus on several strategies, including:

   a. Optimum Assets and Liabilities Management

      Optimization of Asset and Liability Management will be supported by:
      - Stable and sustainable cost-effective fund collection (CASA) through mastery of ecosystems and business value chains.
      - Selective expansion of assets with high return rates.
      - Control of credit costs.

   b. Diversify Sources of Growth

      Encouraging stronger revenue generation through:
      - Strengthening the capabilities of the Retail-consumer-SME segments (transactions and loans)
      - Strengthening the business of subsidiary entities as a source of consolidated growth.
      - Cross-selling BRI Group's financial products and services.

   c. ESG Principles Implementation

      Committed to managing the business in alignment with good corporate governance principles to ensure a positive impact on the environment (value beyond profit)

   d. Excellence Enablers

      Strengthening supporting aspects as the foundation for high-quality business expansion through:
      - Enrichment of Human Capital competencies.
      - Best digital capabilities.
      - Enhancement of customer experience.
      - Strengthening risk management and data analytics.

INSTITUTIONAL AND TRANSACTION BANKING BUSINESS

Institutional Business

BRI plays a significant role in institutional business by providing banking products and services for state institutions funded by the State Budget (APBN). The banking solutions offered include deposit management services (current accounts and time deposits), salary and performance allowance distribution for civil servants (ASN), social assistance distribution, state revenue collection (taxes, non-tax state revenue, and others), and digital banking services (QLola, virtual account, government marketplace, collaboration platforms), and others), as well as value chains (vendor financing, domestic/foreign loans, bank guarantees, and more) and other banking services tailored to meet the needs of institutions, thereby serving the entire business ecosystem. The institutional clients served include Government Ministries/Agencies, the Military (TNI), the Police (POLRI), State Insurance Agencies, Public Service Agencies, and State Universities.

Table of Institutional Business Performance (Productivity)

(Bank Only, in IDR million)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Current account	44,327,501	43,929,571	397,930	0.91%
Deposit	63,342,352	88,625,508	(25,283,156)	(28.53%)

In 2024, Institutional Business Current Accounts reached IDR44.33 trillion, growing by 0.91% compared to IDR43.93 trillion in 2023. This increase aligns with the Company's strategy to boost low-cost fund collection through transaction-based activities by optimizing institutional client businesses. Meanwhile, Institutional Business Time Deposits in 2024 amounted to IDR63.34 trillion, decreasing by 28.53% yoy.

Institutional Business Strategy in 2025

BRI's institutional business follows stakeholder policy directions, supporting various strategic programs such as food security, energy security, free nutritious meals, downstream investment, Export Proceeds (DHE), and others. Institutional Business focuses on growing CASA (current accounts), maintaining Cost of Deposit (COD) efficiency, accelerating client value chains, acting as a bridge for other BRI business segments to engage in institutional business, and establishing digital banking platform collaborations with institutional clients.

Institutional Business competitive Advantage and innovation

BRI's Institutional Business is a leader in state financial management. More than 60% of savings in the form of salaries (payroll) and performance allowances for Ministries/Agencies in Indonesia are managed by BRI's Institutional Business. The division has also digitized state financial services through various products, including the migration of Ministry current accounts to virtual accounts supported by the QLola transaction platform, the Government Credit Card (KKP) or Indonesia Credit Card (KKI), and active involvement in the digitalization of financial platforms across Ministries/Agencies.

Business Prospects and Institutional Business Strategy for 2025

Regarding social assistance spending by Ministries/Agencies, BRI's future business plans include expanding into the value chain of capital and goods expenditure for Ministries/Agencies, such as vendor financing, bank guarantees, employee loans, pension fund management (DPLK), custodian services, and trusteeship, turning these into business ecosystems within the related sectors. BRI is also increasingly establishing digital platform partnerships with the government, recognizing this as a key component in the transformation of state financial management. BRI's institutional business has become more efficient by successfully increasing CASA and maintaining Cost of Deposit (COD) despite intense interest rate competition.

Transaction Banking Business

The Transaction Banking Business has played a crucial role as one of the main pillars in ensuring the continuity of BRI's operations in 2024 and in the future. The significant role of transaction banking is to accelerate fund collection and increase fee-based income. The target segment for transaction banking business is companies and/or institutions with 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**

   It is a banking financial service solution based on the internet, featuring a user interface or in the form of web services connected to the client's system. The services offered can be platform-based. Platform-based service features include receivables, liquidity, payment, supply chain, trade, and guarantee features, with advantages such as user-friendly, real-time, and sufficient security features (hard and soft tokens). Meanwhile, non-platform-based transaction features include web services and virtual accounts (BRIVA), which support general financial transaction needs or can be customized according to the client's requirements.

2. **BRI Current Account**
   This is a deposit product that serves the transactional needs of clients, with facilities for withdrawals through vouchers (cheques/bilyet giro) and can also be accessed via ATM or digitally through QLola Cash (Qcash).
3. **BRI Trade Finance**
   This is a comprehensive and integrated export-import service for exporters/importers, either through Letters of Credit (L/C), Non-L/C, or Domestic Documented Credit Letters (SKBDN). These services are also fully integrated end-to-end with the QLola platform as a digital trade feature.
4. **BRI Bank Gurantee**
   This is a bank guarantee service (contingency) both local and international, in the form of facilities provided to customers, including insurance guarantees, non-cash loans, cash collateral, and counter-guarantees. These services are also fully integrated end-to-end with the QLola platform, featuring Digital BG.

Table of Transaction Banking Performance (Productivity)

(Bank Only, in IDR millions)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Volume Trade Finance dan Bank Garansi	1,100,371,827	820,631,745	279,740,082	34.09%
Fee Based Trade Finance dan Bank Garansi	2,944,956	2,734,434	210,522	7.70%
Volume Cash Management (include QLola Cash Management)	8,087,620,783	6,788,672,110	1,298,948,673	19.13%
Fee Based Income Cash Management (include QLola Cash Management)	131,136	126,337	4,799	3.80%
Volume BRIVA	989,820,188	830,293,400	159,526,788	19.21%
Fee Based Income BRIVA	482,087	321,088	160,999	50.14%

The performance of Transaction Banking in 2024 has generally shown improvement. This can be seen from the volume of trade finance and bank guarantees, which increased by 34.09%. Meanwhile, fee-based income from trade finance and bank guarantees grew by 7.70%. The growth in trade finance and bank guarantees was supported by various improvements in operational procedures, and products, and the digitization of trade and guarantee services on the QLola platform.

Customer transactions through the QLola Cash platform also saw an increase in 2024. The volume of cash management grew by 19.13%, with fee-based income from cash management rising by 3.80%. meanwhile, the volume of BRIVA increased by 19.21%, with fee-based income from BRIVA growing by 50.14%.

Transaction Banking Business Strategy for 2024

The Transaction Banking Business Strategy for 2024 was Accelerate to the Future by Developing Best in Class Product which includes:

1. To be the Value-Added Leader for our Clients in Transaction Banking Market, means becoming the preferred bank for customers by prioritizing the best features and services, thus providing added value to clients.
2. Deepening Client Centric through New Flows and Programs, focusing on the penetration of new customers that will become the focus of new segments.
3. Deliver Superior Value Propositions, enhancing value proposition by providing end to end solution for clients' transaction needs (QLola) that combine all transaction requirements into one platform.
4. Develop Best In Class Product Verticals and Horizontally Aligned with Client Needs, improving product capabilities through integrated digital services to meet client needs.

Competitive Advantage and Innovation in Transaction Banking

The competitive advantage and innovation in Transaction banking focus on product digitization and integrated solutions, one of which is the QLola platform. QLola is an innovative integrated corporate solution platform that simplifies clients' access to various BRI products and services with a single login. The single sign-on access features of QLola include cash and trade products, supply chain management, foreign exchange, investment services, financial dashboards, and other services.

The goal of the competitive advantage and innovation in Transaction Banking products is to have superior value propositions in the market, making it increasingly reliable for generating fee-based income and low-cost funding derived from transactions.

Combining competitive advantages and innovations in Transaction Banking products and services provides clients with greater convenience, security, and efficiency, thereby supporting overall business growth.

Business Prospects and Strategy for Transaction Banking in 2025

Transaction Banking will focus on penetrating new growth sources, particularly from currently emerging industries such as digital, multinational companies, and Fast-Moving Consumer Goods (FMCG). Additionally, it will also optimize the value chain of existing clients to ensure that their ecosystem transactions can be serviced using BRI's products and services.

In addition to 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 checking accounts. It will leverage data analytics to generate new leads and insights that will be used by marketing teams to support the growth of retail checking accounts.

In the face of increasing competition, the Transaction Banking division needs to maintain service quality, enhance innovation, and remain responsive to changing market trends and customer needs to ensure sustainable business growth.

SYNDICATION AND NON-BANKING FINANCIAL INSTITUTIONS SERVICES BUSINESS

Syndication and Non-Bank Financial Institution Services have two main business lines, namely:

1. Management of syndicated service business including arranger and structuring functions and agency (facility agent, escrow account agent, and guarantee agent).
2. Provision of cash and non-cash facility limits, both committed and uncommitted, to the Non-Bank Financial Industry (IKNB), both SOEs and Non-SOEs.

Regarding the role and contribution in the banking syndicated credit market in Indonesia and overseas in the Southeast Asian region, BRI's syndicated service business department has superior experience and competence in initiating the formation of syndicated credit (arranger and structuring). The support and high level of trust given to BRI as the Mandated Lead Arranger can be seen in the management of syndicated business services in various business sectors in 2024 such as infrastructure, manufacturing, energy, oil and gas, trade/hotels/restaurants, plantations, mining, property, including the environmentally friendly business sector (green business). In addition, this contribution can be seen in the active involvement of BRI syndication in strategic government projects in order to equalize sustainable development throughout Indonesia.

Furthermore, the non-bank financial industry (IKNB) including finance companies (multifinance), insurance, venture capital, securities, pawnshops, special financial institutions, fintech, pension funds, DPLK, BRI's non-bank financial institution business department played a role in providing complete banking financial services including providing credit facilities (cash loans and non-cash loans), managing corporate funds and transactions through QLola products, as well as other financial services tailored to customer needs. In 2024, the number of clients managed by this business department reached 186 debtors, an increase of 10.71% compared to 2023.

Table of Syndicated and Non-Bank Financial Institution Services Business Performance (Performance)

(Bank Only, in IDR millions)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Fee Based Income	293,760	245,916	47,844	19.45%
Outstanding loan	18,719,870	11,352,705	7,367,165	68.89%
Savings Balance	42,482,490	46,026,235	(3,543,745)	(7.70)%

In 2024, the Syndication and Non-Bank Financial Services Division recorded revenue (fee-based income) from syndicated loan provisions and non-bank financial institution clients amounting to IDR293.76 billion, an increase of IDR47.84 billion or 19.45% growth compared to the 2023 performance. This positive achievement aligns with the completion of deals according to the timeline and the optimization of loan realization from non-bank financial institution services.

Outstanding loans managed by Syndication and Non-Bank Financial Institution Services in 2024 amounted to IDR18.72 trillion, an increase of 68.89% compared to IDR11.35 trillion in 2023. Meanwhile, on the savings side, although the total achievement was lower compared to 2023, the composition of corporate CASA current accounts managed by Syndication and Non-Bank Financial Institution Services was better, namely

37.39% in 2024 compared to 24.20% in 2023. This contributed to BRI's CASA achievement of 67.61%. Through a strategy focused on managing the company's operational current accounts, a better daily average of current accounts and CASA quality/ composition was obtained against total deposits.

Syndication Business and Non-Banking Financial Institution Services Strategy for 2024

The large number of conglomerates and business actors who held back their business expansion in the early period of 2024 as a response that reflected doubts about the sustainability of the business climate in Indonesia had an impact on the delay in overall business growth. Therefore, selective distribution of corporate credit to priority projects, including infrastructure projects, plantations, and mining downstream projects considered to have a strong business/ value chain derivative impact was the right strategy to achieve the target of syndicated credit asset growth and fee-based income. To support this strategy, increasing the capabilities and competencies of individual relationship business managers in syndicated businesses towards corporate business profiles and financing with the Green Loan scheme through structuring according to the Asia Pacific Loan Market Association/APLMA standards encouraged the function of arrangers and agents in capturing business opportunities, expanding networks, and increasing overall transaction efficiency.

Meanwhile, for the non-bank financial institution service business, it focused more on increasing BRI's wallet share in the IKNB business through mastering the ecosystem and expanding the business in the 10 top tier companies in each industry, namely multifinance, insurance, venture capital, securities, pawnshops, special financial institutions, fintech, pension funds, and DPLK.

Competitive Advantages and Innovation in Syndication and Non-Banking Financial Institutions Services Business

Through the ability to make arrangements with national and international banks at the ASEAN regional level as well as the speed and accuracy of services in making deals and agencies, it is a competitive advantage for the development of BRI's syndicated business. In addition, through the digitalization of internal business processes in BRI's agency function and expanding agency cooperation with existing corporate customers is a form of innovation to develop BRI's syndicated business. In the non-bank financial institution service business, the provision of complete financial solutions with services that focus on meeting special transaction needs in the IKNB ecosystem is a unique advantage factor for BRI. By strengthening transactions in the ecosystem, it provides benefits to customers in terms of financial management efficiency.

Business Prospects and Strategy for Syndication and Non-Banking Financial Institution Services in 2025

In 2025, BRI's Syndication and Non-Bank Financial Institution Services Division will implement a selective syndicated credit development strategy for corporations that have value chain business prospects up to the retail segment. Then, also focus on sustainable financing, namely a type of financing that prioritizes the Environment, Social, and Governance (ESG) aspects.

Meanwhile, the business strategy in non-bank financial services in 2025 will focus on collaboration and providing support to the BRI Group (especially Pegadaian, Permodalan Nasional Madani, BRI Finance, BRI Life, and BRI Danareksa Sekuritas). Then, expanding BRI's business wallet share by increasing transaction acquisitions in the capital market ecosystem, insurance, multifinance, venture capital, securities, pawnshops, special financial institutions, fintech, pension funds, and DPLK.

Other Segments

Other segments include Treasury Business, International Business, and Capital Market Support Services.

SUMMARY OF THE PERFORMANCE OF THE TREASURY AND GLOBAL SERVICES DIRECTORATE

BRI's Treasury and Global Services (TGS) segment encompasses three business pillars: Treasury Business, Investment Services, and International Business, including overseas channels comprising Foreign Business Units (UKLN) and Bank Representatives (BR). TGS continuously optimizes its role in liquidity management, profitability centers, capital markets, bank lines and correspondent banks, BRI's overseas network, and TGS transaction solutions as catalysts for other segments.

As part of the BRIvolution 2.0 strategy, TGS carries the aspiration of a Strong Presence of Treasury and Global Services in Southeast Asia with Sustainable Principles. Additionally, the progressive transformation of business fundamentals and other activities has solidified the TGS segment's performance amid dynamic geopolitical and global economic conditions in 2024.

Aligned with BRI's 2024 focus on 'Strengthening Retail Banking Capabilities,' TGS strategies are designed to ensure optimal contributions and sustainable value creation, particularly through three main engines: new sources of growth, new business models to boost BRI's revenue, and business process transformation to improve resource efficiency and business effectiveness. The penetration of TGS products, through intense collaboration with other segments—such as foreign exchange (forex), cross-border payments (remittances), money changers, securities, and BRIFINE by BRI's Pension Fund (DPLK)—has been a key success factor in expanding the customer base and enhancing customer experience, supporting BRI's 2025 vision of becoming 'The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion.'

Solutions for customers related to TGS services and products are now more accessible anytime and anywhere through BRI's SuperApps: BRImo and QLola. This digitalization strategy has helped maintain TGS segment performance amid tight competition in the banking industry and domestic capital markets.

Table of Financial Performance of Treasury and Global Services (TGS)

(in IDR billions)

Components	2024	2023	2022	2021	2020
Total Non-Interest Income	**4,100**	**3,073**	**3,254**	**5,472**	**4,284**
Treasury Business	3,270	2,311	2,474	4,925	3,764
International Business	583	452	357	276	282
Investment Services	360	323	287	272	238
Total Interest Income	**17,630**	**16,639**	**16,230**	**14,945**	**12,596**
Treasury Business	16,238	15,637	15,839	14,886	12,505
International Business	1,392	1,002	391	59	91
UKLN Profit	**643**	**340**	**499**	**467**	**376**
Total	**22,373**	**20,052**	**20,079**	**20,884**	**17,184**

The yoy revenue increase in TGS for 2024 was driven by growth across all TGS business activities, such as treasury income from higher security and forex gains, increased fee-based income from international business and investment services, and profit growth from UKLN. This growth was achieved while maintaining risk management and Good Corporate Governance (GCG) principles, emphasizing prudence. The expansion of the customer base also played a crucial role in sustaining market share amid intense competition. TGS remains committed to enhancing its sustainable contributions, reinforced by the implementation of Environmental, Social, and Governance (ESG) principles in various activities, such as issuing IDR2.5 trillion in green bonds in 2024 and increasing the allocation of ESG-based corporate bond portfolios. TGS also focuses on boosting CASA-generating transactions, like cross-border payments and custodial services.

To further improve performance in 2024 and strengthen the foundation for sustainable TGS business activities in the coming years, the following three strategic pillars have been formulated:

1. **New Source of Growth**
   a. TGS Digital Solutions – Expanding digital access to TGS products for customer convenience through BRImo SuperApps (DPLK, forex conversion, international transfers, RDN, E-SBN), QLola Wholesale SuperApps (DPLK, custodial services, forex conversion, international transfers), and QLola (forex conversion).
   b. Expanding bank representative corridors to the Middle East (Kuwait).
   c. Utilizing customers' Export Proceeds (DHE) through swap transactions and placements in Bank Indonesia term deposits.
   d. Connecting Indonesian businesses to global markets through business referrals and matching via overseas channels and BRI's domestic clients.
   e. Human capital solutions through DPLK products, including the Defined Contribution Pension Plan (PPIP), Post-Employment Compensation Fund (PPDKP), and Health Benefits Fund (PPDSK).

2. **New Business Model**
   a. Enhancing the role and function of bank representatives to cater to Indonesia-related business needs abroad.
   b. Expanding securities services for retail clients via the BRIghts app in synergy with PT BRI Danareksa Sekuritas.
   c. Facilitating banknote sales using BRI's QRIS system.
3. **Business Process Reengineering**
   a. Bank line approval system to improve efficiency in bank line decisions while maintaining prudential principles.
   b. ISO 9001:2015 Quality Management System certification for custodial services.
   c. Implementing ESG principles in TGS activities, such as increasing ESG-based portfolio shares in Treasury and DPLK, issuing green bonds and inclusive-based subordinated bonds, and incorporating ESG assessments into business decision-making.

The sustainable growth and contributions aligned with BRI's 2024 mission statement—focusing on retail business capabilities and synergy with subsidiaries—form the basis of TGS's 2024 strategy, outlined as follows:

1. **Customer-Driven Products**
   Developing TGS products and services based on customer needs.
2. **Customer Base**
   Expanding the customer base, particularly in the retail segment, through collaboration with regional offices. Growth will also be supported by optimizing the functions of UKLN and bank representatives.
3. **Product Channel**
   Collaborating with subsidiaries to enhance customer accessibility and cross-sell TGS products and services.
4. **Overseas Channel**
   Expanding BRI's overseas network by increasing the number of bank representatives.
5. **Digitalization**
   Improving customer access to services and optimizing TGS product productivity through digital transformation, both domestically and in foreign business units.

TREASURY BUSINESS

Products and services Treasury serve as one of BRI's pillars in becoming a one-stop financial solution to meet the needs of both individual and corporate customers. BRI continues to develop products based on customer needs (customer-driven products) in line with internal and external regulations while prioritizing prudent principles (risk management). This approach takes into account the challenges and economic conditions throughout 2024, allowing BRI to offer appropriate financial solutions tailored to customer needs. Generally, customer needs include foreign exchange (forex), money market, fixed income, and derivative product transactions.

1. **Foreign Exchange**
   Trading between one currency and another with a specific settlement date. Foreign exchange products include TOD, TOM, and Spot transactions.
2. **Money Market**
   According to Bank Indonesia Regulation (PBI) Number 18/11/PBI/2016 on Money Market, the Money Market is part of the financial system related to the issuance and trading of financial instruments or debt securities with maturities of no more than one (1) year in Rupiah and foreign currencies, playing a role in monetary policy transmission, financial system stability, and payment system efficiency.
3. **Fixed Income**
   Investment products with fixed income rates in the form of debt securities or bonds trading services, issued by the Government or private entities through primary or secondary markets.
4. **Derivative Product**
   Transactions based on a contract or payment agreement whose value is derived from underlying instruments such as interest rates and exchange rates, as well as forwards, with or without fund or instrument movement, excluding credit derivative transactions.

Performance Table (Productivity) Treasury Bussiness

(Bank Only)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Interest Income (IDR million)	17,637,842	16,638,984	998,858	6.00%
Security Gain (IDR million)	2,154,744	1,882,092	272,652	14.49%
Forex Gain (IDR million)	1,114,871	428,531	686,340	160.16%
Produktive Assets (trillion Rupiah)	429	485	(81)	(16.85%)
GWM	64	86	(22)	(25.58%)
Placement with BI	34	32	2	6.25
Placement with other Banks	19	13	6	48.87%
Securities	295	305	(9)	(2.95%)
Reverse Repo	17	33	(16)	(49.95%)
Foreign Exchange Activity (million USD)	80,640	63,212	17,428	27.58%
Retail Clients	13,860	14,415	(735)	(5.10%)
Institutional Clients	66,964	48,798	18,166	37.23%

The financial market movements in 2024, heavily influenced by global and domestic economic fluctuations, pose challenges for Treasury activities. Non-interest income growth in 2024 was partly driven by the sale of Treasury assets to meet liquidity needs in 2025. In 2024, the yield of the 10-year benchmark bond series reached its highest point at 7.25%, up from 7.12% in December 2023. This posed challenges in maintaining performance from securities transactions while managing the portfolio with risk management considerations. Thus, increasing existing product penetration and marketing new products to customers became the main focus to drive non-interest income performance as a sustainable source of Treasury revenue.

Increasing market share by focusing on client-based transactions and optimal portfolio management, including liquidity management, served as the two main pillars supporting BRI Treasury's performance in 2024. BRI Treasury will also continue to optimize its role as a market maker in the domestic securities market, considering its capacity and potential in portfolio management. Client flow for foreign exchange transactions decreased by 27.58% yoy, with the largest increase recorded in the institutional segment at 37.23%. This remains a fundamental strategy to support BRI's positioning in the industry from 2024 to 2025.

Treasury business development in 2024 aligns with BRI's strategic focus on strengthening retail banking capabilities and optimizing subsidiary contributions. Client-based transactions supported by customer-driven products as solutions for customer needs are expected to be the cornerstone of Treasury performance in 2024 amidst uncertain market and economic conditions, ensuring Treasury's continued contribution to BRI's performance under various liquidity, market, and economic conditions.

Treasury Business Strategy for 2024

In 2024 Treasury's business strategy focuses on several key areas, including:

1. Dynamic asset and liability management by considering measurable liquidity, market, and credit risk management while taking into account the growth of the bank's core business. One form of management includes a funding plan for issuing Non-DPK instruments as an alternative source of funding, adjusting to market conditions and liquidity needs, along with measurable risk management.
2. Ecosystem-based marketing as a new source of growth and retention for existing client groups, as well as fast, aggressive, and intensive marketing within a certain timeframe to attract new clients and meet their transaction needs, including hedging.
3. Enhancing business services and exploring Treasury products supported by process digitalization that aligns with customer needs (customer-driven products) through BRIefx updates, increased collaboration with relevant divisions for new product and service development, and improvement of human capital quality.

4. Boosting foreign exchange transactions through integrated digital services and channels such as BRI Super Apps BRImo, QLola (QCash), API, and other e-channels.
5. Developing structured products and interest rate-based derivative products as a means of exploring new products to meet customer needs.
6. Improving business processes through Guava System Augmentation, which includes updating bookkeeping, financial instrument classification workflows, accommodating hedge accounting, and transitioning from JIBOR to IndONIA.

Treasury Business Competitive Advantages and Innovations

BRI's competitive advantage, with a network spread across all regions in Indonesia, is one of the key drivers for increasing Treasury's client base, especially in the retail segment. Additionally, continuous development of human resource capabilities is expected to serve as the foundation for optimal Treasury activities. In 2024, BRI Treasury received several awards for its performance and contributions to the financial market, including:

1. The Asset-Triple A Treasurise Award - Best in Treasury and Working Capital 2024.
2. LSEG-Indonesia FX Awards 2024: Best State Bank.
3. Alpha Southeast Asia - Best FX Bank for Hedging Requirements (Onshore Middle Market & SMEs) – CCS, IRS, Forward & Options 2024.
4. Alpha Southeast Asia - Best FX Bank for Structured Products: Treasury Yield Enhancements 2024.
5. Directorate General of Treasury, Ministry of Finance RI - Second Place in Debtor Performance Evaluation for the Banking Loan Category 2023.
6. Bank Indonesia - Best Primary Dealer in Compliance and Number of Counterparties in the Financial Market 2024.
7. Bank Indonesia - Best Conventional Bank Supporting Rupiah Monetary Operation Innovations 2024.

BRI continues to foster an innovative culture, including enhancing Treasury activities that align with visi in 2025 of becoming a Market Leading Bank in Treasury and Global Services with Sustainable and Meaningful Contribution to BRI Group. Several innovation activities carried out throughout 2024 are as follows:

1. BRIEFX 1.2, which consists of BRIefx Channel Integrated, BRIefx Improvement, and custom pricing. Deliverable activities include the integration of all forex transactions on BRIefx, which will impact overall BRI PDN monitoring. Meanwhile, providing differential rates for customer sectors aims to enhance services for BRI Private and BRI Platinum customers, allowing them to receive better exchange rates compared to regular customers. Additionally, custom forex pricing for private and platinum customers can be linked to various BRI channels, such as BRImo.
2. Investment optimization for the purchase of securities for retail through BRIGHTS. The implementation aims to provide easy financial and investment access to retail clients with SR/OR transaction switching features.
3. Implementation of Central Counterparty (CCP), a clearing institution appointed by the regulator to perform clearing functions for derivative transactions between parties. The implementation aims to create a liquid, efficient, inclusive, and secure financial market and serves as one of the financial market infrastructures to reduce derivative transaction risks in Indonesia, which are estimated to have a total daily volume reaching approximately USD 300 million.
4. BRI Swap Deposit (BSD) IDR to Forex is a structured product. Currently, BSD only facilitates forex-to-forex transactions due to PBI 18/18/PBI/2016 (in accordance with OJK's approval for BSD products). With the new changes in PBI 24/7/PBI/2022, a pairing feature for Rupiah to foreign currency will be added to the BSD product (regulatory).
5. Tech Debt and Guava Re-Implementation with the aim of enhancing product setup, accounting methods, feature optimization, and STP with middleware. Updates include the implementation of FRTB to meet regulatory compliance, improving reporting quality, and enhancing the user interface.
6. A funding plan for issuing non-DPK instruments is used to meet BRI's liquidity needs. The issuance of non-DPK funding is conducted tentatively while still considering the growth of DPK, loans, and market conditions. This includes the issuance of Long Term Notes (LTN) for Tapera credit financing and Green Bonds for sustainable project financing.

Business Prospects and Treasury Strategy for 2025

The formulation of the Treasury business strategy for 2025 is aligned with BRI's primary goal for the year: to become The Most Valuable Banking Group in Southeast Asia and a Champion of Financial Inclusion, with a commitment to continuously enhancing its positive contribution to BRI. Amid economic uncertainties in 2024, such as the risks of a global recession, persistent inflationary pressures, and geopolitical conflicts, Treasury BRI will focus on increasing client flow from retail business and strengthening synergies with subsidiary entities to ensure sustainable business growth. Beyond business activities, investment activities and meeting funding needs beyond third-party funds will also be directed toward Environmental, Social, and Governance (ESG) initiatives. This ensures that Treasury business activities not only impact the company's performance but also contribute positively to the environment. Enhancing synergies with other business units within BRI, as well as with subsidiary entities, remains a key focus for Treasury in optimizing products, services, and revenue potential.

Marketing efforts targeting loan and foreign exchange deposit customers, as well as those with foreign exchange needs—such as clients engaged in export-import transactions across all BRI regional offices—will be the key strategy for increasing foreign exchange transaction activity in the retail segment.

INTERNATIONAL BUSINESS

BRI has the capability and experience to serve customers' financial activity needs related to products and services in general, including those related to International Business. The development of International Business at BRI is supported by the International Business Division at the Head Office level, which consists of Correspondent Banking Business, Cross Border Payment Business, Banknotes Business, and is further strengthened by the Overseas Channel Management and Development Department and the Bank Line Management Department.

These business areas have significantly contributed to revenue growth through interest income, fee-based income, offshore funding provision, and third-party fund collection, as well as acting as a catalyst for BRI's other business growth.

BRI's International Business services are also supported by overseas operational units located in New York-USA, Cayman Islands, Singapore, Hong Kong, Dili-Timor-Leste, and Taipei-Taiwan. Additionally, BRI's Head Office has representatives abroad to facilitate referral business for BRI's Head Office products and services, Overseas Business Units, and BRI Group, as well as to communicate with all BRI stakeholders (customers, shareholders, regulators, etc.). These representatives operate in the form of a Representative Office in Hong Kong and Bank Representatives in Malaysia, South Korea, Japan, Hong Kong, China, Saudi Arabia, the UAE, Germany, and the USA.

BRI's International Business is further strengthened by professional workers holding internationally recognized certifications such as Certified International Trade Finance (CITF), which are regularly updated. This demonstrates BRI's full commitment to being a reliable business partner that provides the best International Business services aligned with customer business developments.

BRI's International Business has partnered with more than 1,200 Correspondent Banks worldwide, offering services in over 140 foreign currencies, working with more than 100 Remittance Companies globally, and being supported by operational units spread across 38 provinces in Indonesia. BRI also facilitates foreign currency exchange transactions in 22 different foreign currencies across all operational units.

Regarding products and services from each department and team, regular reviews are conducted and adjusted according to customer needs, with details as follows:

1. **Correspondent Banking Business Products**
   a. Bank guarantee issuance under counter guarantee: Issuance of local bank guarantees to bouwheer based on a counter guarantee received from a correspondent bank.
   b. LC/SKBDN refinancing business: Short-term financing by a funding bank for L/Cs issued by BRI (issuing bank).
   c. LC/SKBDN confirmation business: Additional guarantees from BRI provided to beneficiaries for LC/SKBDN issued by a counterpart bank (issuing bank).
   d. Trade asset participation business: Acquisition of part or all receivables (bank risk or country risk) with underlying trade finance based on a master risk participation agreement.
   e. Banker acceptance: A short-term liquidity facility provided by BRI as a lender or funding bank to a counterpart bank with an underlying trade LC/Non-LC.
   f. Bank to bank forfaiting business: The acquisition of receivables (payment claims) without recourse based on underlying trade finance transactions under Uniform Custom Rules for Forfaiting (URF).
   g. Bank loan: A loan facility provided by BRI to Correspondent Banks to meet liquidity needs in either rupiah or foreign currency.

2. **Cross Border Payment Business Products**
   Cross border payment (fund transfer) can be defined as the movement of funds across countries from the originator of payment to the beneficiary of payment. This service includes BRIfast inward cross border payment (both partnership-based and non-partnership-based) and BRIfast outward cross border payment.
   a. BRIfast Inward Cross Border Payment (Partnership-Based and Non-Partnership-Based)
      - BRIfast incoming partnership-based is a fund transfer service from abroad to Indonesia using the BRIfast application through BRI's overseas counterpart channels, primarily sourced from remittances of Indonesian migrant workers (PMI).
      - BRIfast incoming non-partnership-based is a fund transfer service from abroad to Indonesia using the SWIFT platform, typically linked to underlying trade transactions (export-import).
   b. BRIfast Outward Cross Border Payment
      This service enables fund transfers abroad in foreign currencies, including domestic transfers using foreign currencies.
   c. Global MT 940 and MT 101 Services
      This facility accommodates SWIFT service needs for non-bank multinational companies, especially those with business networks in Indonesia.

d. Local Currency Settlement
A bilateral transaction settlement service between two countries conducted in their respective currencies, where transaction settlements occur within each country's jurisdiction. Both inward and outward transactions use the Rupiah or the designated foreign currency directly without requiring conversion to USD first.

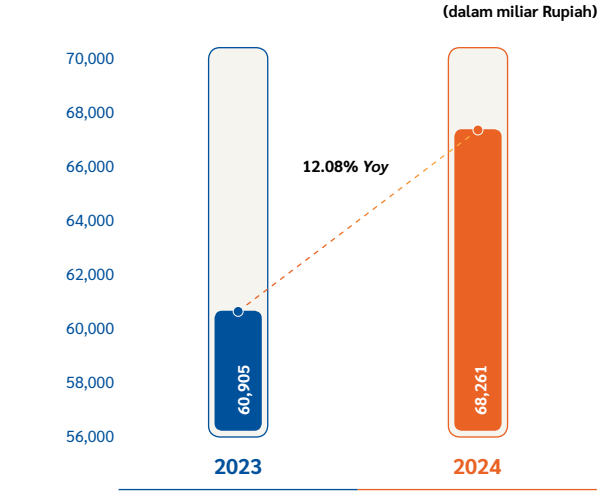
3. **Banknotes Business Products**
   a. Banknotes Purchase and Sale Transactions: These are transactions for the purchase and sale of foreign banknotes (UKA) physically through money changers, supported by marketing staff who have certification in the relevant field.
   b. Cash Withdrawal and Deposit of Banknotes: These are transactions involving the withdrawal and deposit of banknotes into and from foreign currency savings accounts of customers, served at the operational units of BRI.
   c. Same Currency Transactions: These are transactions where banknotes are bought and/or sold to other banks/ counterparts with the same currency payment and competitive exchange rates.
4. **Overseas Channel Management and Development**
   Overseas channel management and development is the department responsible for managing and developing BRI's overseas branches (UKLN), including business planning for foreign operations, fostering business relationships, liaison functions for business and operational needs, and monitoring and evaluating the performance of these overseas branches. The list of BRI overseas branches is as follows:
   a. **BRI New York Agency**
   Established on April 8, 1988, with a foreign agency license, BRI New York Agency is BRI's first overseas branch, serving customer business by facilitating loan transactions, trade finance, treasury, cross-border payments, and settlement in USD. It also helps promote BRI's MSMEs (Micro, Small, and Medium Enterprises) in the U.S. market. BRI New York Agency also provides USD clearing services to domestic banks and foreign banks.
   b. **BRI Hongkong Representative Office**
   Established on November 5, 1992, with a Category B Banking License, BRI Cayman Islands is BRI's third overseas branch, serving loan transactions, trade finance, treasury, and transactions related to financing Indonesian-related business projects, particularly for the Government of Indonesia's projects.
   c. **BRI Cayman Islands Branch**
   Established on November 5, 1992, with a Category B Banking License, BRI's Cayman Islands Branch is the bank's third overseas unit. It focuses on loans, trade finance, treasury activities, and financing transactions related to Indonesian businesses, particularly projects of the Government of the Republic of Indonesia.
   d. **BRI Singapore Branch**
   BRI Singapore Branch (BRISG) was established in 2015 with a wholesale banking license, functioning as BRI's trade finance hub serving trade transactions between Indonesia and Southeast Asia. The opening of the BRI Singapore Branch also supports BRI's effort to follow customer business operating in Southeast Asia (SEA). Its business activities include loan services, trade finance, and treasury related to Indonesian business activities.
   e. **BRI Timor Leste Branch**
   BRI Timor Leste Branch (BRITL) holds a Level B license from Banco Central de Timor-Leste (BCTL) and has been operational since March 14, 2017. The establishment of BRI Timor Leste aims to expand BRI's retail market by offering products such as working capital loans, commercial and consumer retail, bank guarantees, savings (savings accounts, checking accounts, and deposits), cross-border payments, and trade finance. As of now, BRI Timor Leste has three sub-branches: Fatuhada Sub-Branch, Hudilaran Sub-Branch, and Audian Sub-Branch.
   f. **BRI Taipei Branch**
   BRI Taipei Branch officially started operations on November 30, 2021, with a full banking license. BRI Taipei Branch offers retail and wholesale services such as savings, loans, cross-border payments, and trade finance. It was established to accommodate cross-border payments and transactions related to imports and exports between Indonesia and Taiwan and East Asia, as well as to serve as BRI's trade finance hub for the region.
5. **Bank Line Management**
   Bank line management involves managing the limits provided to counterpart banks used for trade finance and treasury transactions, which can be committed or uncommitted. Activities performed include:
   a. Macro conditions and country risk analysis of counterparts
   b. Analisis and recommendation for banking line facilities.
   c. Due diligence on counterpart for bank line facilities.
   d. Monitoring the utilization of the bank line to encourage the optimization of bank line usage.

Performance Table (Productivity) International Business

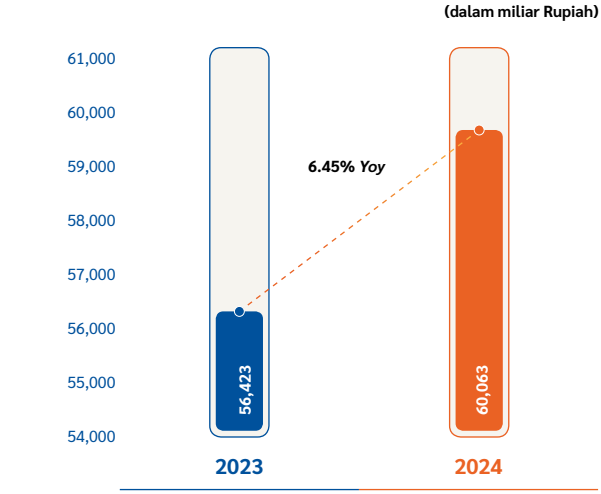
Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
REVENUE (IDR million)				
International Business	1,848,390	1,454,354	394,036	27.09%
VOLUME (IDR trillion)				
Correspondent Banking Business	68,261	60,905	7,356	12.08%
Banknotes Business	60,063	56,423	3,640	6.45%
TOTAL TRANSACTIONS				
Cross Border Payment Business	14,875,504	11,490,099	3,385,405	29.46%

International Business recorded significant performance growth throughout 2024. International Business revenue reached IDR1.85 trillion, growing by 27.09% compared to IDR1.45 trillion in 2023. This revenue growth originated from three business segments: correspondent banking business, cross-border payment business, and banknotes business.

Graph of Volume Correspondent Banking Business



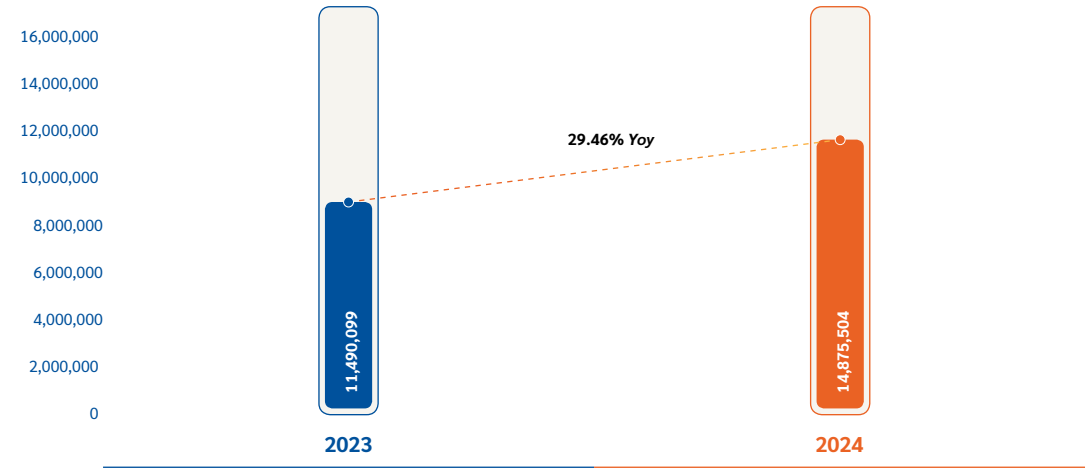
Graph of Volume Banknotes Business



Correspondent banking business made the largest revenue contribution from bank-to-bank transactions with underlying trade, such as trade asset participation, refinancing LC/SKBDN, bank-to-bank forfaiting, bankers' acceptance, bank loans, as well as the issuance of bank guarantees based on counter guarantees from correspondent banks and confirmation LC/SKBDN. The transaction volume reached IDR68.26 trillion, growing by 12.08%.

Banknotes business contributed revenue with a total transaction volume of IDR60.06 trillion, growing by 6.45%. These transactions came from the money changer services across all operational units and BRI money changer outlets.

Graphic of Total Cross-Border Payment Business Transaction



Cross border payment business grew by 29.46% compared to 2023, with a total of 14.88 million transactions. This achievement in the cross-border payment business was supported by the growth in international trade transactions and a network of partnerships with global partners. The largest transaction volumes came from the Indonesian diaspora in countries such as Malaysia, Singapore, Brunei, Taiwan, Hong Kong, South Korea, Japan, UAE, and Saudi Arabia.

International Business Strategy 2024

The strategy for International Business in 2024 is outlined as follows:

1. **Cross Border Payment Business Strategy**
   Committed to providing inbound and outbound cross-border payment services through:
   a. Integration of network systems from global Money Transfer Operator (MTO) companies to expand service enhancements.
   b. Expansion of outward international transfer channels via the SuperApps digital application platform to increase market penetration in the retail segment.
   c. Bank Representatives (BR) as catalysts for Indonesian-related businesses to use BRI services.
2. **Banknotes Business Strategy**
   a. Digitalization of Money Changer Transactions
      In support of the government's cashless program, BRI facilitates banknotes purchases at money changer outlets/BRI operational units using QRIS, so customers don't need to prepare cash for purchasing banknotes.
   b. BRI SAR Provider
      Acquiring travel hajj and umrah services to expand the retail banknotes market to prospective pilgrims needing small-denomination SAR banknotes, as part of becoming a BRI SAR Provider and to accommodate customers' needs for BRI's other products and services.
3. **Correspondent Banking Business Strategy**
   a. Increase correspondent banking transactions by onboarding new correspondent banks and maintaining existing relationships, while managing product portfolio concentration and risk levels.
   b. Measure risks in every correspondent banking activity, considering market conditions, bank health, bank ratings, and interest rate fluctuations to optimize revenue for BRI.
   c. Enhance the capabilities of Correspondent Banking Relationship Managers (RM) through cooperation with BRI Corporate University, offering education and product specialist certification.
4. **Overseas Channel Management and Development Strategy**
   a. Act as business intermediaries for BRI Headquarters, BRI Group, and other overseas units.
   b. Increase international business and treasury transactions, positioning BRI New York Agency as a USD clearing service provider in Southeast Asia.
   c. Make BRI Singapore Branch the Financial and Trade Hub in Southeast Asia by improving trade finance, corporate lending/syndication, and treasury products.
   d. Digitalize banking services to improve customer transactions and support BRI Taipei Branch as a payment gateway for the East Asia market.
   e. Strengthen BRI Timor Leste's business by diversifying its business segments and adding temporary outlets to optimize operations.
   f. Support the activities and promotion of Indonesian MSMEs abroad.
   g. Implement the follow customer business concept to enhance BRI's overseas operations.

5. **Bank Line Management Strategy**
   a. Develop the BRISPOT Bank Line application to accelerate initiatives and decisions related to bank lines.
   b. Provide optimal support for issuing bank lines that support international business and treasury needs while maintaining credit quality.
   c. Keep updated with the banking industry in countries with high exposure or risk.
   d. Evaluate Customer Profitability Analysis (CPA) for bank lines.

Competitive Advantages and Innovations International Business

The competitive advantages and innovations in International Business are outlined as follows:

1. **Cross Border Payment Business**
   a. Competitive Advantage
      - Having bank representatives and subsidiaries in major destinations for Indonesian Migrant Workers (Malaysia, South Korea, Japan, Hong Kong, Saudi Arabia, UAE, Germany, and the USA) to facilitate superior financial and banking services.
      - A network of more than 100 counterpart companies globally, facilitating easy access for customers who need cross-border transfer services.
      - Outward cross-border payment services supporting over 140 currencies globally.
      - Local currency settlement services for Malaysian Ringgit (MYR), Thai Baht (THB), Japanese Yen (JPY), and Chinese Yuan (CNY).
   b. Innovation
      - Multiple channels for outward international transfer services through the SuperApps BRImo and QLola platforms, offering ease of transactions for customers.
      - Inward cash transaction services through BRILink agents.
      - Inward application collaborating with BRI counterparts.
2. **Banknotes Business**
   a. Competitive Advantage
      - Offering the best exchange rates for customers with fast negotiation processes during business hours.
      - Professional management of banknotes stock, supported by infrastructure such as money detectors and expert personnel to maintain the quality of banknotes.
      - A widespread network of banknotes businesses throughout Indonesia, available across BRI's branches, sub-branches, cash offices, and BRI units.
      - Serving 22 currencies, including USD, EUR, AUD, JPY, SGD, GBP, SAR, THB, HKD, CNY, NZD, AED, MYR, BND, CHF, KRW, PGK, CAD, TWD, PHP, INR, and VND, with a mix of fast, medium, and slow currencies.
      - Offering banknotes in various currencies and denominations, maintaining high quality.
   b. Innovation
      - To enhance market penetration and mitigate currency exchange fluctuations, we offer transactions with a same-currency mechanism.
      - Cashless money changer transactions via QRIS, so customers don't need to prepare cash for purchasing banknotes at BRI's outlets.
      - Developing BRI Money Changer outlets at international tourist entry points like airports and border areas to increase banknotes circulation at Border Crossings.
      - Integrated services for umrah and hajj travel agencies through an ecosystem designed to meet customer needs for both banknotes and other BRI products.
3. **Correspondent Banking Business**
   a. Competitive Advantage
      - A wide correspondent network with over 1,200 banks globally.
      - Offers various secondary market products to accommodate the borrowing and/or lending needs of correspondent banks.
      - A broad network of operational units across Indonesia, with competitive marketing and operational staff, ensuring services are performed within SLA.
   b. Inovasi
      - Implementing a variety of correspondent banking products to serve liquidity needs for both domestic and foreign banks in Indonesia.
      - Providing fast and efficient services (same-day service) for issuing bank guarantees based on counter guarantees from correspondent banks.
4. **Overseas Channel Management and Development**
   a. Competitive Advantage
      - Availability of financing sources and a diverse range of products and services catering to customers, including export-import businesses in Indonesia and partner countries.
      - Access to global banking services to optimize yield, especially through USD Clearing Services to banks.

- Availability of reliable digital services for both retail and wholesale customers abroad, supported by strong IT management.
- Providing access for MSMEs to expand their businesses into international markets.
- Acting as a business catalyst for other business segments through referral business.
- Maintaining strong business relationships with both banking and non-banking institutions in various countries.

b. Innovation
- Developing new products and services to meet the needs of customers in BRI's overseas channels.
- Implementing digitalization in banking products and services across all BRI overseas channels.
- Collaborating with agencies to improve business matching, referral business, and other partnerships.

5. Bank Line Management

a. Competitive Advantage
The separation of bank line initiative functions from marketing functions, enabling focused management of bank lines to improve customer service.

b. Innovation
Streamlining business processes through automation of bank line initiatives and enhancing bank line dashboards for better risk management.

Business Prospect and International Business Strategy in 2025

International Business BRI keeps its attempts to enhance the productivity in the middle of global uncertainity and keep the service quality to fulfil the dynamic business needs of customers. International Business BRI also committed to improve BRI income through the increase in transaction volume, including correspondent banking business, cross-border payment business, and banknotes business. To achieve this, BRI International Business in 2025 has the following prospects and strategies:

1. Cross Border Payment Business

a. Business Prospect
- The Inward PMI business, starting to recover post-C-19 pandemic, is marked by an increase in the number of Indonesian Migrant Workers deployed.
- Network expansion with global counterpart companies that can drive an increase in inward and outward transactions.
- Addition of retail-based customers for outward transactions/international transfers through the digital application platforms such as SuperApps BRImo and QLola.
- Transaction improvements through SWIFT MT101 and MT940 services by non-bank multinational company clients with business networks in Indonesia.
- Increase in inward BRIFast Cash transactions (cash withdrawals) by walk-in customers.

b. Business Strategy
- Enhance inward business and strong penetration for outward business
- Integrate network systems with global Money Transfer Operator (MTO) companies to expand service improvements.
- Outward/international transfer services through the SuperApps BRImo platform to expand the retail segment and QLola for the corporate segment.
- Network expansion to new countries with potential inward transactions from Indonesian Migrant Workers (PMI).
- Remittance expansion services for customers through inward/outward features to e-wallets, BRILink agents, and digital savings.

2. Banknotes Business

a. Business Prospect
- With the reopening of international tourism as well as Hajj and Umrah, the prospects for the banknotes business are significantly increased. Currently, the diversification of the banknotes business into the retail segment has expanded, driven by the growing number of travelers going abroad and the influx of foreign tourists from various countries.
- Numerous regions in Indonesia share direct borders with other countries, resulting in a substantial volume of banknotes transactions in these areas. This indicates that the cash-based transactions in these regions present an opportunity to expand the money changer business.

b. Business Strategy
- Digitalization of money changer transactions through QRIS to facilitate retail customers to purchase banknotes without carrying cash.
- The Hajj and Umrah ecosystem to serve the banknotes SAR needs of prospective pilgrims, as well as to accommodate customer needs with other BRI products.
- The establishment of money changer outlets at international tourist entry points and in border areas, such as at Border Crossings (PLBN).

3. Correspondent Banking Business

a. Business Prospect
- The government's policy to boost economic activity by promoting development through strategic government projects presents a significant opportunity for the Correspondent Banking Business, particularly in terms of issuing Bank Guarantee Under Counter Guarantee to secure the successful implementation of government projects.
- The potential reduction in reference rates presents an opportunity for BRI to acquire more assets from secondary market transactions by becoming a lender in transactions such as trade asset participation, refinancing of LC UPAS/UPAU, and interbank forfaiting.

b. Business Strategy
   - Actively contribute to strategic projects by providing bank guarantee issuance services based on counter guarantees from correspondent banks and actively collaborate with BRI's regional offices, the relevant Wholesale Division, and BRI's overseas channels to enhance business referrals for bank guarantees based on counter guarantees.
   - Actively engage in front-loading transactions that generate interest income to optimize yield enhancement in correspondent banking business transactions.
   - Actively coordinate with the Treasury Business Division and Asset & Liabilities Management Desk at BRI regarding liquidity, interest rate volatility, and projected minimum returns that serve as the basis for transactions.

4. Overseas Channel Management and Development

a. Business Strategy
   - Implement new business exploration through license upgrading existing BRI overseas channel
   - Strengthen BRI's existing overseas channel business for asset and liability optimization as a profit contributor.
   - Expanding into new markets to enhance the coverage of BRI's existing overseas channel business area.
   - Conducting studies and establishing BRI's overseas channel in new countries with business potential to become a new income source for BRI.
   - Developing new products to provide the best services for both corporate and retail customers of BRI's overseas channel.
   - Enhancing business referrals from BRI's overseas channel by acting as a business catalyst for other business segments.
   - The BRI Internship Program aimed at enhancing BRI's human capital capabilities and assisting BRI's overseas channel in developing business activities abroad.

5. Bank Line Management

a. Business Strategy
   - BRISPOT Bank Line application enhancement to accelerate bank line initiatives and decisions.
   - Digitalization of Customer Profitability Analysis (CPA) for bank lines to accelerate the process and improve the calculacy accuration
   - 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
   - Development of learning machine for analysis process eficiency to initiate bank line.

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

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 IDR26.91 trillion.

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 PensionProgram (PPIP) which can be participated in individually or corporately or in collaboration, the Post-Employment Compensation Fund Management Program (PPDKP) which canbe used as an alternative funding for Severance Fund reserves/Post-Employment Funds for Companies. Health Compensation Fund Management Program (PPDSK) as a Health Fund reservefor 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), BRIFIN BRI Berimbang Syariah (Balanced Sharia). For conventiona investment package options, Financial Institution Pension Funds BRI also has a Combination feature where participantscan determine their own desired combination according to each participant's risk profile.

2. Custodian Service

BRI has been performing its business as Custodian Bank since 1996 and has become the largest Custodian Bank in Indonesia. BRI Custodian Services is the safekeeping and administration of securities. BRI Custodians also represent customers in the General Meeting of Shareholders and General Meeting of Bond Holders in connection to the securities they own.

3. **Trustee Services**
   BRI obtained permission to act as Trustee by being registered with BAPEPAM (now the Financial Services Authority) No.08/STTD WA/PM/1996 dated June 11, 1996. BRI is highly experienced in the trust business and is trusted by various Indonesian StateOwned 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

4. **Trustee Services**
   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.

Table of Capital Market Supporting Services Business Performance (Productivity)

(in IDR Mllion)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Fee Based Income	360,101	322,624	37,478	11.62%
Custodian Management Assets	1,412,304,310	1,288,847,232	123,457,078	9.58%
DPLK Management Assests	26,912,513	23,594,974	3,317,539	14.06%

Fee based income from the capital market support services business in 2024 reached IDR360.10 billion, an increase of 11.62% compared to 2023 which reached IDR322.62 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 2024

The Capital Market Support Services business in 2024 has the following strategies:

1. Scale Up by increasing business scale through the acquisition of new sources of growth.
2. Scope Up by enhancing the efficiency and effectiveness of business processes through a new business model.
3. Implementing operational excellence to deliver the best services to customers.

Capital Market Supporting Services Business Competitive Advantage and Innovation

The description of the competitive advantages and business innovations of Capital Market Support Services is explained as follows:

1. **Financial Institution Pension Funds**
   a. BRI DPLK has shown the highest growth in Assets Under Management (AUM) over the past 5 (five) years, with a total absolute growth of IDR10.3 trillion.
   b. BRI DPLK has been entrusted with managing 969 partnerships, including institutions, state-owned enterprises (BUMN), regional-owned enterprises (BUMD), and private companies across various sectors.
   c. The fund management approach for participation in BRI DPLK can be implemented through two management concepts: general fund and discretionary fund.
   d. BRI DPLK adheres to the principles of sustainable investment in its investment management practices to deliver long-term value to participants in a secure and sustainable manner.
   e. BRI DPLK has a dedicated risk management unit within its organizational structure, responsible for controlling risks inherent in investment activities.
   f. BRI DPLK services are integrated with BRI office networking
   g. BRI DPLK services can be accessed through digital channels via BRImo and the BRI DPLK microsite.
2. **Custodian Services**
   a. Customization, services that can be adjusted to meet the specific needs of clients, including reports that can be aligned with their requirements.
   b. One-stop service, a comprehensive service model through relationship officers that provides convenience and ease for clients.
   c. Reliable, supported by a robust information technology system and experienced professionals in accounting, tax and reporting, settlement, and compliance.
   d. Experienced, with a proven track record in managing a diverse range of securities, mutual funds, unit-linked products, Fund Management Contracts (KPD), asset-backed securities, and private placements.
   e. Global network, connected to the international central securities depository Euroclear for global securities transactions.
   f. Competitive fees, custodian service fees tailored to the complexity of the services provided.

g. Extensive network, BRI Custodian collaborates with trusted asset managers and the entire BRI network, both domestically and internationally, ready to assist in finding solutions for clients' investment needs.

3. **Trustee Services**
   a. Trusted to serve as the custodian for over 150 bond issuances and 52 issuers.
   b. Consistently adhering to all regulations since being registered as a trustee in 1996.
   c. Experienced in managing a diverse range of business sectors, including banking, multifinance, infrastructure, real estate, mining, healthcare, energy, media, and more.
   d. Possesses top-tier human resources to effectively perform duties and responsibilities as a trustee.
4. **Trustee Services**
   a. Experienced in managing client funds as a paying agent and escrow agent in the real estate and oil & gas sectors.
   b. Experienced as an escrow agent in syndicated/bilateral loans.
   c. Experienced in managing international clients as an escrow agent or security agent.
   d. Equipped with a reliable and experienced team and infrastructure.
   e. Provide top-tier human resources to provide solutions based on the clients' needs.

Business Prospect and Strategy for Capital Market Supporting Services Business in 2025

The BRI Capital Market Supporting Business continues to strive to improve the productivity in the midst of rising business challenges and dynamic situations of national and global economies. BRI's Capital Market Support Services business is also committed to increasing the company's revenue contribution through the enhancement of fee-based income. To achieve this, the Investment Services Division of BRI in 2025 has the following strategies:

1. Providing new value propositions and solutions by committing to sustainability principles.
2. Market deepening and market development targeting potential clients.
3. Enhancing collaboration with related divisions and subsidiary companies.
4. Enhancing operational services through digitalization.

Subsidiary

The Business Segment of Subsidiary Entities includes conventional banking, financing services, remittance services, life insurance, general insurance, venture capital, securities, and investment management. 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

PT Bank Raya Indonesia Tbk, hereinafter referred to as "Bank Raya" or "the Bank," was established by Dana Pensiun Perkebunan (Dapenbun) on September 27, 1989, under the name PT Bank Agroniaga, hereinafter referred to as Bank AGRO. It is expected to play a significant and strategic role in the development of the agribusiness sector in Indonesia, with the Bank's loan portfolio predominantly allocated to the agribusiness sector, both off-farm and on-farm.

Bank AGRO subsequently became a public company listed on the Indonesia Stock Exchange based on Bapepam-LK Letter No. S-1565/PM/2003 dated June 30, 2003, resulting in the company's name change to PT Bank Agroniaga, Tbk. In 2006, Bank AGRO upgraded its status to a Foreign Exchange Commercial Bank based on Bank Indonesia Governor's Decree No. 8/41/Kep. GBI/2006 dated May 8, 2006. Then, on March 3, 2011, with the signing of the Share Acquisition Deed of PT Bank Agroniaga, Tbk. between PT Bank Rakyat Indonesia (Persero), Tbk. (BRI) and Dana Pensiun Perkebunan (Dapenbun) in Jakarta, BRI officially became the Controlling Shareholder of PT Bank Agroniaga Tbk, and the Bank's name was changed to PT Bank Rakyat Indonesia Agroniaga Tbk, with the commercial name BRI Agro.

On September 27, 2021, the General Meeting of Shareholders (GMS) approved the name change of the Bank to PT Bank Raya Indonesia Tbk, with the commercial name Bank Raya. The Bank received the Approval for the Use of the Business License under the name PT Bank Rakyat Indonesia Agroniaga Tbk to PT Bank Raya Indonesia Tbk through the copy of the Deputy Commissioner of Banking Supervision I, OJK Decision No. Kep-65/PB.1/2021 dated November 1, 2021, via Letter No. S 426/PB.12/2021 dated November 5, 2021. Additionally, the Bank received approval for the logo change from OJK through Letter No. S-250/PB.31/2021 dated November 9, 2021, regarding the Approval of the Bank's Logo Change.

To strengthen the Bank's positioning as the digital bank of the BRI Group, on November 1, 2023, Bank Raya effectively adopted a new logo as its corporate identity, incorporating the words "Bank" and "BRI Group" into the logo. This logo change is in accordance with OJK Letter No. S-83/PB.212/2023 dated November 1, 2023, regarding the Plan to Change the Logo of PT Bank Raya Indonesia Tbk.

In accordance with the Extraordinary General Meeting of Shareholders (EGMS) of PT Bank Rakyat Indonesia Agroniaga Tbk, Deed No. 23 dated September 27, 2021, approval was granted for the amendment of the Company's Articles of Association, Article 1, paragraph (1), to change the Company's name from "PT Bank Rakyat Indonesia Agroniaga Tbk" with the commercial name BRI AGRO, to "PT Bank Raya Indonesia Tbk" with the commercial name Bank RAYA.

Table of PT Bank Raya Indonesia Tbk Performance (Productivity)

(in IDR Millions)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Total Loan	7,125,951	6,893,331	232,620	3.37%
- OS Digital Loan	2,290,476	1,261,387	1,029,089	81.58%
- Digital Loan Distribution	20,575,738	10,827,192	9,748,546	90.04%
Total Third Party Fund	8,133,782	8,185,975	(52,193)	(0.64%)
- Digital Fund volume	1,318,967	1,200,367	118,600	9.88%
Total Asset	13,158,236	12,440,642	717,594	5.77%

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 digitalbased 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 order to become a digital bank that provides digital banking services to the micro and small segments, Bank Raya has implemented several strategic steps for both digital loan and digital savings products. These include strengthening the business fundamentals by introducing innovations that enhance the value proposition of digital loan products, particularly through integrating digital loan products with partners, especially digital platform providers. Additionally, for digital savings, this includes the development of Raya for Business and Raya for Community. Furthermore, Bank Raya has also optimized business growth through scale-up and scope-up strategies, both within the internal ecosystem and externally within the BRI Group.

In 2024, the performance of Bank Raya's digital products continued to show improvement. This was marked by an increase in total assets, which grew from IDR12.44 trillion in December 2023 to IDR13.15 trillion in December 2024, representing a 5.77% increase. This growth was driven by an increase in total lending, which reached IDR7.13 trillion in December 2024, up from IDR6.89 trillion in December 2023. However, third-party funds decreased from IDR8.19 trillion in 2023 to IDR8.13 trillion in 2024. Despite this, the overall result was a significant increase in net profit, which reached IDR50.27 billion in 2024, compared to IDR24.35 billion in December 2023.

The performance of Bank Raya's digital products also demonstrated significant growth. Bank Raya's digital loans consistently increased from IDR1.26 trillion in December 2023 to IDR2.29 trillion in December 2024, representing an 81.58% growth. This resulted in the proportion of digital loans to total loans rising from 18.30% in December 2023 to 32.14% in December 2024. Furthermore, the nominal value of digital loan disbursements also showed remarkable growth, rising from IDR18.82 trillion in December 2023 to IDR20.58 trillion in December 2024, marking an 90.04% increase. Digital deposit volume also saw an increase, growing from IDR893 billion in December 2023 to IDR1.32 trillion in December 2024, reflecting a 57.16% growth, with its proportion to total deposits rising from 10.25% in December 2023 to 16.22% in December 2024.

The growth in digital loans and digital deposits demonstrates that Bank Raya's transformation into a digital bank has been progressing well and has had a positive impact on the structure of Bank Raya's business portfolio. However, the transformation process, which focuses on the development of digital business, has brought changes to the overall portfolio of Bank Raya's business.

PT Bank Raya Indonesia Tbk Strategy in 2024

Bank Raya's strategy for 2024 is to focus on strengthening its business fundamentals and improving the quality of assets and deposits, through the optimization of the internal business ecosystem within the BRI Group. Several strategic steps that will be taken during the strengthening period are as follows:

1. Strengthening the value proposition of digital savings products through the development of:
   a. Raya for Business for fund management, transactions, and payroll for business operators.
   b. Raya for Youth for fund management and transactions for the younger generation.
   c. Raya for Community for fund management and transactions for communities.
   d. Virtual card.
   e. Financial wealth management through the development of investment features and DPLK (Pension Fund Management).
2. Strengthening the value proposition of digital lending products through product enhancements, including:
   a. Integration of digital lending products with partners, particularly digital platform providers.
   b. Expansion of the digital lending product structure to meet customer needs.
3. Implementation of hybrid collection by combining technology and human intervention (WA blast, robo calls, and field collection).
4. Continue the development and marketing of Raya Open API and Acquiring QRIS.
5. Develop Laku Pandai services to enhance financial inclusion.
6. Develop embedded finance that integrates banking services, including open API, white labeling, and loan channeling.
7. Integrating technology and business through the development of fraud detection for all digital products.
8. Enhancing the credit scoring engine by utilizing machine learning for digital lending products.
9. Enhancing and developing the bank's technology infrastructure through initiatives such as adopting hybrid cloud technology (public and private cloud), upgrading security tools (privileged access management, mobile security, security awareness tools), and other initiatives.
10. Improving governance processes through the formulation and evaluation of supporting policies, including market conduct, partnership feasibility, and other relevant policies.
11. Strengthening the second line of defense through the implementation of Business Risk Management (BRM).
12. Enhancing risk awareness culture through the implementation of a risk culture framework.
13. Creating new sources of growth (new engine of growth), with an initial focus on transaction and savings solutions.
14. Creating and developing new markets beyond the internal business of BRI Group.
15. Scaling up existing business operations and expanding the scope of business beyond the previous period.
16. Collecting customer transaction data to develop customer behavior profiling for use in the credit scoring engine.

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.
5. Bank Raya has developed the Raya Apps with various outstanding Saku features.
   a. Saku Utama as the primary account for transactions and receiving money.
   b. Saku Bujet to help manage financial allocations for various needs.
   c. Saku Pintar to assist with regular savings through the auto-debit feature.
   d. Saku Jaga to help allocate unexpected funds with the locking feature and higher interest rates compared to other Saku products.
   e. Saku Bareng provides access to shared savings and transactions, ideal for communities.
   f. Saku Bisnis is a specialized account, distinct from personal accounts, designed for managing the customer's business finances.

Business Prospect and Strategy for PT Bank Raya Indonesia Tbk in 2025

1. **Business Prospect**

   Regarding Bank Raya's business prospects for 2025, the bank has divided its business segments or growth levers into three (3) business segments, namely:

   a. **Digital Productive Lending**

      Productive loans play a crucial role in supporting economic activities such as working capital and investments, which directly impact economic growth. An increase in productive loans can help strengthen productive sectors in Indonesia, provide a stimulus for small and medium-sized enterprises (SMEs), and create new job opportunities. Therefore, for banks, focusing on the distribution of productive loans is a strategic step to support the economy while also enhancing their portfolio in the long term. The distribution of SME loans in Indonesia has also experienced rapid growth, with a CAGR of 5.77% over the past five years. However, this growth still does not cover the loan distribution to all potential SMEs. Around 70% of SMEs have not yet utilized credit products from banks or other financial service providers. With the rise of new players focusing on the SME segment, there is significant potential in targeting SMEs that have not yet accessed formal funding.

   b. **Digital Consumptive Lending**

      Currently, Bank Raya offers digital loan services in the consumer segment in the form of salary-based loans for employees using payroll from BRI Group, through the Pinang Flexi and Flexi Extra products. Targeting employees with payroll from BRI Group helps mitigate business risks and simplifies the credit scoring process. Market penetration beyond salary-based loans can be achieved through collaborations with partners who are directly involved with customer transactions, both online and offline.

   c. **Funding and Transaction**

      Currently, digital banks have targeted various market segments with diverse income levels to gather third-party funds. Bank Raya will focus on optimizing the potential of customers from the Gen Z and Millennial segments. Data shows that Gen Z, known as digital natives, contributes significantly, accounting for about 60% of the total digital banking customers in Indonesia. The unique characteristic of this segment is that the majority are workers who already have income. Meanwhile, the Millennial segment is also crucial, contributing around 40% of the total customers, and is characterized by having the highest income and expenditure levels.

2. **Strategy**

   As part of its efforts to achieve the company's Vision and Aspirations, several strategic steps have been outlined to develop the business, primarily focusing on the development of digital productive lending, digital consumptive lending, funding and transactions, as well as value chain business.

   a. **Digital Productive**

      The bank will develop digital products for the productive sector, with the primary target being the SME segment. Several strategic steps will be taken by the bank in the development of digital productive products, including continuous product development according to customer needs, optimizing product sales through the bank's existing network, and expanding partnership networks that serve as ecosystems for digital productive products, with the following details:

      - Product development to serve the needs of customers, particularly the SME segment, through the continuous improvement of existing digital products, beyond banking solutions, embedded finance, and the digitization of sales support systems. This includes the development of AI-based sales tools and data analytics.
      - Increasing product sales by optimizing the potential of the BRI Group ecosystem and prudently penetrating the market beyond BRI Group, with the primary target markets being agency businesses, supply chains from both internal and external ecosystems, as well as other SMEs working based on invoices. The acquisition process will be carried out using the Online to Offline (O2O) method, enabling Bank Raya to continuously expand access or touch points through both internal and external ecosystems.
      - Expanding the partnership ecosystem as a source of growth for digital productive products. The expansion of the partnership ecosystem will be carried out at the national level, including entities within the BRI Group, state-owned enterprises (SOEs), affiliate companies, private companies, and digital platforms. Additionally, the partnership process at the operational regional level, such as community branches or local partnerships, will continue to expand, with the primary target being communities and key business clusters.

   b. **Digital Consumptive**

      The bank will develop digital consumptive products with the primary target market being the productive age group with good digital literacy (Gen Z and Millennials). Several strategic steps will be taken, including continuous product development according to customer needs, expanding the partnership ecosystem, and digitizing business processes, with the following details:

- Continuous improvement of existing digital products, specifically payroll-based loans, development of consumptive loan products for non-payroll or mass market (paylater), and embedded finance.
- Expanding the partnership ecosystem as a source of growth for digital consumptive products, which includes entities within the BRI Group, state-owned enterprises (SOEs), affiliate companies, private companies, and digital platforms.
- Digitizing the collection process with a hybrid collection concept that combines technology-based collection processes (AI) and human resources.

c. Digital Funding and Transaction

The bank will develop digital funding products and transaction features within the Raya App, aiming to increase the amount of low-cost funding through digital savings and fee-based income from customer transactions in the Raya App. Several strategic steps the bank will take include:

- Developing features to enhance customer convenience and encourage transactions, including wealth management, payment, banking as a service, embedded finance, financial management, and other features.
- Developing the Raya App as an Integrated Banking App by integrating all Bank Raya products and services into the Raya App.
- Expanding collaborations for Cash In Cash Out (CICO) through both the BRI Group ecosystem and external ecosystems.
- Developing agency business, both for Bank Raya's agency business and beyond Bank Raya.

d. Value Chain Business

The bank will develop and optimize the potential of value chain business sourced from both internal and external business ecosystems. Additionally, Bank Raya will develop products and services tailored to the needs of the value chain business ecosystem. Several strategic steps the bank will take include:

- Expanding the partnership ecosystem for value chain business collaborations, both with internal and external business ecosystems. This includes medium-sized and corporate customers from Bank Raya and BRI, as well as external ecosystems such as state-owned enterprises (SOEs) and non-SOEs.
- Developing products and services based on the needs of the value chain business ecosystem, including cash management systems, digital lending, digital savings, and other digital products.

BRI global financial services

BRI Global Financial Services Company Limited is a subsidiary of PT Bank Rakyat Indonesia (Persero) Tbk, established in Hong Kong on April 7, 2005, under the name BRIngin Remittance. The company was initially acquired by BRI in 2012 and changed its name to BRI Remittance Company Limited. With the expansion of its business, in 2023, the company rebranded as BRI Global Financial Services Company Limited. Currently, BRI Global Financial Services Company Limited operates 4 (four) branches and 1 (one) management office in Hong Kong. The main business of BRI Global Financial Services Company Limited includes remittance services to Indonesia and other countries, money exchange, value-added services related to the parent company's products, forex dealing solutions, and loan/financial services for individuals (Indonesian Migrant Workers/PMI) and SMEs related to Indonesia in Hong Kong.

Table of BRI Global Financial Services Co. Ltd Performance (Productivity)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Total Transaction	456,538	463,063	(6,525)	(1.41%)
Nominal Transaction Amount (HKD)	1,314,503,597	1,256,912,406	57,951,191	4.58%
Asset (HKD)	20,329,158	12,446,413	7,882,745	63.33%
Asset (IDR Billion)	42.14	24.23	17.61	71.79%

Notes: 1 HKD exchange rate as of 31 Desember 2024 = IDR2,073.110

The assets of BRI Global Financial Services Co. Ltd in 2024 amounted to IDR42.14 billion, representing a 71.79% increase compared to IDR24.53 billion in 2023. This increase was driven by higher retained earnings, which directly contributed to the asset growth. The largest increase came from Non-Current Assets, amounting to HKD 5.75 million, consisting of loans and placement instruments (investments).

The revenue of BRI Global Financial Services Co. Ltd in 2024 amounted to IDR29.69 billion, a 45.40% increase compared to IDR20.42 billion in 2023. The top three contributors to the highest revenue were forex gain, remittance fees, and value-added services related to BRI products. Additionally, a new revenue source was introduced, with loan interest amounting to HKD 698,000 as of December 2024. This represents a new income stream for the company, which has been fully operational throughout 2024.

BRI Global Financial Services Co. Ltd has successfully developed a new growth engine by serving foreign exchange remittance transactions both in Hong Kong and beyond, including Taiwan, South Korea, Japan, Malaysia, Brunei Darussalam, and the United Arab Emirates (UAE). Additionally, with the acquisition of a money lender license, BRI Global Financial Services Co. Ltd is now able to offer loan and trade finance services. The company continues to focus on digitalization, including through the provision of a digital portal (web app) and the RemitGo! app for customers. Digitalizing business processes through these platforms has increased transaction frequency, streamlined transaction flows, enhanced transaction capacity, improved user experience, and elevated service quality, all of which have contributed to the growth in revenue for BRI Global Financial Services Co. Ltd

The net profit of BRI Global Financial Services Co. Ltd in 2024 reached IDR8.42 billion, an increase of 98,58% from IDR4.24 billion in 2023. This growth was supported by a significant increase in revenue in 2024. Additionally, the new growth engine from the loan products contributed to the trickle-down effect on other products, resulting in a substantial rise in revenue. Digitalization also played a role in enhancing business process efficiency, allowing BRI Global Financial Services Co. Ltd to maintain operational expenses and the BOPO (Operational Expenses to Operating Income) ratio throughout 2024.

Strategi BRI Global Financial Services Co. Ltd Tahun 2024

Some of the strategies that have been implemented by BRI Global Financial Services Co Ltd Hong Kong 2024 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

BRI Global Financial Services Co. Ltd 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 entrepreneurs 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 in 2025

Remittances from Hong Kong to Indonesia have shown an increasing trend up to 2024, despite a decline in the East Asia and Pacific region between 2010 and 2021. This upward trend continued in 2024, with remittances reaching USD 503 million in the first quarter and USD 541 million in the second quarter. On the other hand, the shift from conventional to digital remittance transactions in Hong Kong is progressing and steadily increasing. According to Market Insight Hong Kong from Statista.com, the transaction value in the digital remittance market is projected to reach USD 548 million in 2025. The transaction value is expected to show an annual growth rate (CAGR 2025-2029) of 6.92%, resulting in a projected total of USD 716.20 million by 2029. In the digital remittance market, the number of users is expected to reach 148.20 thousand by 2029.

As part of its efforts to optimize and diversify its market and business, BRI Global Financial Services will focus in 2025 on tapping into the existing market with two key products: remittance and the new source engine growth through digital loan services via BRI Global Financial Services' digital channels. Upgrading features and security levels on the digital channels (applications) will be one of the strategic initiatives for 2025. This upgrade is expected to help BRI Global Financial Services capture a larger share of the Hong Kong market, enhance market penetration, and increase market share in Hong Kong. The growth of a new customer base, along with more user-friendly features that meet customer needs, is expected to generate increased revenue for BRI Global Financial Services Co Ltd, driven by business in cross-border money transfers and loans.

BRIlife

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 progressin a manner agreed upon by the Shareholders. The new shareswere 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 OJK through letter Number 31/NB.11/2022 dated February 28, 2022.

In 2023, BRI Life underwent a change in its shareholder composition. The company increased its paid-up capital by IDR26,358,000,000, from the previous amount of IDR339,200,700,000 to IDR365,558,700,000, with the additional capital subscribed by FWD Management Holdings Limited. The planned change in ownership of PT Asuransi BRI Life received approval from the Financial Services Authority through letter No. S-15/NB.02/2023 dated February 26, 2023. This share issuance resulted in a revised shareholder composition, with BRI holding 54.77%, FWD Management Holdings Limited holding 39.82%, and YKP BRI holding 5.42%.

In 2024, BRI Life once again experienced a change in its shareholder composition. FWD Management Holdings Limited injected additional capital amounting to IDR770 billion for the year 2024, with an amount recorded in the issuance of new shares totaling IDR26,994,600,000. Following this capital increase, the revised shareholder composition is as follows: BRI holds 51.00%, FWD Management Holdings Limited holds 43.96%, and YKP BRI holds 5.04%. The change in BRI Life's share ownership in 2024 has been approved by the Financial Services Authority through letter No. S-2/PD.02/2024 regarding the Approval of the Change in Ownership of PT Asuransi BRI Life, dated January 22, 2024.

Table of PT Asuransi BRI Life Performance (Productivity)

(in IDR millions)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Premium income	8,869,395	7,783,415	1,085,980	13.95%
Asset	26,520,605	23,678,043	2,842,562	12,01%
Equity	10,341,827	9,111,527	1,230,300	13.50%

The additional capital by FWD in 2024 amounting to IDR770 billion had an impact on increasing BRI Life's assets and equity. At the end of 2024, BRI Life's equity grew 13.50% to IDR10.34 trillion. Apart from that, BRI Life's assets reached IDR26.52 trillion or grew 12.01%. 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 2024

The projected economic slowdown in 2024 presents a challenging year for BRI Life. In response to these challenges, BRI Life is taking strategic measures to ensure the availability of products and services that meet customer needs, supported by the implementation of digital technology. The key strategies implemented by BRI Life in 2024 to achieve the targets approved by the shareholders are as follows:

1. **Penetration on UMi Ecosystem**
   BRI Life successfully penetrated the Ultra Micro (UMi) segment in 2024 through the implementation of a strategic partnership with PNM. This initiative serves as a key step in achieving sustainable growth while also enhancing financial literacy and inclusion, particularly in relation to life insurance.
2. **Penetration on HNW Segment**
   BRI Life successfully penetrated the High Net Worth (HNW) income segment, or priority customer segment, in 2024 through the launch of the AMORA product. Specifically designed for priority customers, this product represents one of BRI Life's strategic initiatives to achieve sustainable growth by ensuring the availability of products that meet the needs of customers across all segments.
3. **BRI Centralized Distribution Referral System**
   This strategic initiative is part of BRI Life's business process improvements aimed at enhancing the productivity of Bancassurance Financial Advisors (BFA). The initiative was piloted at the end of 2023 with the objective of improving lead data, which serves as a key driver for BFA in generating production. This approach ensures a more centralized and systematic flow of data, from the headquarters to the hands of BFA.
4. **Revamp Journey on BRImo**
   This strategic initiative is one of BRI Life's efforts to enhance transactions for purchasing digital insurance products available on BRImo. It aims to improve customer convenience and ease in purchasing insurance products through the BRImo platform.

Beyond these strategies, BRI Life remains committed to amplifying its value by refining business processes across all dimensions, ensuring sustained and resilient business growth.

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.

BRI Life also ensures the availability of products that meet the needs of customers across various segments. The launch of new products, particularly in the High Net Worth (HNW) and Ultra Micro (UMi) segments, further complements BRI Life's existing product portfolio. In terms of product marketing processes, BRI Life has innovated to enhance the productivity of its sales force through the BRI Centralized Distribution Referral System, which integrates the systems of BRI Life and BRI to provide lead data, serving as a well-organized resource for the sales force.

In order to achieve sustainable business practices, BRI Life has also implemented a green office policy in line with regulations to reduce the use of paper, electricity, and fossil fuels. Additionally, BRI Life has developed a long-term Environmental, Social, and Governance (ESG) roadmap, aligned with the principles of the Sustainable Development Goals (SDGs).

Business Prospect and Strategy for PT Asuransi BRI Life in 2025

In 2025, BRI Life will focus on improving people's capabilities and organizational capacity, as approved by the Controlling Shareholders of BRI Life. In other words, with a focus on quality enhancement, BRI Life is also targeting sustainable business growth. The following are some of the strategies that BRI Life will implement to achieve the targets approved by the Shareholders :

1. **Competitive Products and Marketing**
   BRI Life remains committed to sustainable growth to provide peace of mind to all its customers. To achieve this, BRI Life strives to ensure it offers superior and competitive products and marketing strategies. The three key development indicators focused on are: product-driven to customer-led, brand awareness and clear segmentation, and healthcare ecosystem and sustainable practices. These three areas are crucial in positioning BRI Life as more competitive, relevant, and sustainably growing. Additionally, these focuses further strengthen BRI Life's long-term relationships with its customers and other stakeholders.
2. **Invest in People**
   The development of human resources, both in terms of career progression and competencies, is key for BRI Life in managing its operations for sustainable growth with good corporate governance. Two development indicators being focused on are sales talent management and succession planning, and advancement in human resources with a focus on automation and efficiency. These areas are crucial because BRI Life can enhance the quality and resilience of its internal talent while building a more efficient and adaptive organization. This is essential for long-term growth and success in a dynamic business environment.
3. **Digital Adaptive**
   Strengthening technological support in product development and dynamic, agile, and resilient business operations is key for BRI Life to face future business challenges. The two development indicators being focused on are a strong integration between digital technology and life insurance, and digital experience as a service standard. These indicators are crucial for BRI Life to enhance its competitiveness, facilitate innovation, and ensure high-quality services that meet customer expectations in the digital era.
4. **Strong Financial Management**
   Financial strength is key for BRI Life to remain on the path of sustainable business growth. The four development indicators being focused on are sustainable revenue and net income, best practice financial management, healthy capital structure, and accountability and accuracy. Overall, the development of these four indicators creates a strong and durable financial foundation, which is essential to support growth, maintain stakeholder trust, and ensure the company remains competitive and adaptive in various economic conditions.
5. **Services Excellent**
   BRI Life remains committed to achieving its vision of becoming "The 1st Service Excellent" through efficiency and effectiveness in business processes, as well as creating products that align with customer needs. The two key development focus indicators are customer loyalty and understanding customers' individual needs and preferences. Focusing on these two indicators provides a sustainable competitive advantage. Additionally, BRI Life will be able to grow and thrive in a dynamic and competitive business environment.

BRI finance

As of December 2024, BRI Finance's assets amounted to IDR7.68 trillion, a decrease of 15.23% compared to IDR9.06 trillion in December 2023. Financing receivables also declined, totaling IDR6.45 trillion, a reduction of 16.32% or IDR1.27 trillion. This decline in assets corresponds with a decrease in consumer financing receivables, which reached IDR4.87 trillion in December 2024, down 23.05% or IDR1.46 trillion from the previous period, which amounted to IDR6.33 trillion.

As of December 2024, BRI Finance's total revenue reached IDR1.41 trillion, representing a growth of 14.27% or IDR176.47 billion compared to the previous period of IDR1.23 trillion. This revenue growth was driven by BRI Finance's financing disbursements in 2024, which totaled IDR1.36 trillion, consisting of commercial financing revenue of IDR187.75 billion, consumer financing revenue of IDR761.95 billion, and Operating Lease (OPL) financing revenue of IDR359.50 billion. The decline observed in 2024 was due to reduced purchasing power among the middle-class population, which has shifted to the aspiring middle-class category in Indonesia, leading to limited ability to meet installment payments and an increasing risk of non-performing loans. Nevertheless, BRI Finance's profit as of December 2024 was recorded at IDR103.36 billion, slightly down by 0.33% or IDR509 million.

Table of PT BRI Multifinance Indonesia Performance (Productivity)

(in IDR millions)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Financing (gross)	6,445,833	7,703,045	(1,257,212)	(16.32%)
Customer financing	4,871,145	6,330,878	(1,459,733)	(23.06%)
Asset	7,689,464	9,057,071	(1,367,607)	(15.10%)

PT BRI Multifinance Indonesia Strategy In 2024

In 2024, BRI Finance optimized BRI's captive market, serving as a single gateway for BRI's auto loans, to foster healthy company growth. The company focused on expanding its consumer business by leveraging synergies within the BRI Group ecosystem, targeting both customer acquisition and sales channels. BRI Finance's strategies in 2024 included:

1. Strengthening consumer financing growth.
2. Enhancing collaboration with e-commerce platforms.
3. Improving financial literacy.
4. Implementing joint marketing efforts with the BRI Group.
5. Optimizing the myBRIf application.
6. Advancing business process digitalization.
7. Offering attractive promotions tailored to public needs.
8. Optimizing collaborations in Motor Vehicle Credit (KKB) Joint Financing by launching products with competitive rates.

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. Furthermore, BRI Finance is committed to focusing on growing its consumer business, which will be maintained at a minimum of 80% in the long term, by continuously developing joint financing through active collaboration with the business owner division at BRI. To achieve this aspiration, BRI Finance acknowledges the challenges of digitalization, accompanied by changes in consumer behavior post-pandemic in the financing industry. These shifts in customer expectations have transformed cooperation patterns, streamlined processes, and demand for more seamless services in line with customer behavior. BRI Finance will increase its investment in information technology through the development and enhancement of various platforms that support internal business activities, including the core financial system to accommodate BRI Finance's operations, the e-General Ledger (eGL) to support financial reporting, various financing acquisition tools across all segments, and other supporting platforms. BRI Finance will also strengthen its consumer business through massive marketing strategies aimed at both customers and employees of the BRI Group. In order to reinforce the digital transformation that has been implemented, BRI Finance will maximize synergies with its parent company across various sectors, especially within the business group ecosystem.

Business Prospect and Strategy for PT BRI Multifinance Indonesia in 2025

The preparation of BRI Finance's long-term business plan for the period 2025-2029 aligns with the shareholders' aspiration to "Beat The Industry Profitability," aiming for an ROE of over 14%. BRI Finance will focus on consumer financing in collaboration with the business owner division at BRI. Innovations and the exploration of new growth sources will result in an increasingly complex business for BRI Finance. The company will emphasize synergies and cross-selling initiatives that have already been developed within BRI Group, while also focusing on the development of BRI's captive market. The company continues to selectively disburse financing and expand its business while exploring new growth engines through the optimization of a single gateway auto loan. The company will maintain a diversified funding strategy to reduce the cost of funds and offer competitive rates to its debtors. From a service perspective, BRI Finance will maximize its business value chain through strategic partnerships and the development of various platforms to drive transactions via digital channels, such as the myBRIf app, new mobile orders, and others. Additionally, as part of strengthening other excellence enablers, especially human capital, culture, distribution channels, and risk governance, BRI Finance will enhance its risk management and compliance practices as part of its commitment to Good Corporate Governance (GCG). This ensures that the financing disbursed by the company remains prudent and well-monitored. The synergies between BRI Finance and the business group continue to be optimized, both in business and non-business aspects, through resource sharing, data integration, and the exploration of new ecosystem segments.

To achieve BRI Finance's aspiration for the period 2025-2029 and position itself as a Financing Company with total assets exceeding IDR10 trillion, the following financial projections will be targeted by BRI Finance:

1. Asset Under Management (AUM) is targeted to grow with a minimum Compound Annual Growth Rate (CAGR) of 13% from 2024 to 2029.
2. BRI Finance aims to achieve profitability on par with the financing industry average within 3 (three) years, with a Return on Assets (ROA) of ≥ 5% and a Return on Equity (ROE) of ≥ 14%.
3. The company aims to achieve industry-level efficiency with a BOPO (Operating Expense to Operating Income) ratio of ≤ 79% within 3 (three) years, and continue to improve, ultimately reaching the efficiency level of peers focused on joint financing, with a BOPO ratio of ≤ 70% in the long term, or within 5 (five) years.
4. BRI Finance aims to maintain and reduce the Non-Performing Financing (NPF) ratio to ≤ 1.50% within 3 (three) years, and achieve a long-term target of NPF ≤ 1%.
5. Maintain the NPF Coverage above 150%.

BRI Ventures is a subsidiary of BRI engaged in venture capital. BRI's share ownership in BRI Ventures is 99.97% of the total shares issued by the company, while 0.03% is owned by the BRI Workers' Welfare Foundation. BRI Ventures has the aspiration to become a leading Corporate Venture Capital which will be achieved through investment in companies that have high growth potential (startups), with broad market potential, solid risk management and founders who have sufficient experience in running their businesses. This is in line with helping the BRI Group develop products and services that make it easier for users (customer-centric). BRI Ventures will invest in technology companies both in the scope of financial services (fintech) and other business sectors (non-fintech).

Performance Table (Productivity) of PT BRI Ventura Investama

(in IDR millions)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Total Investment	1,903,833	1,742,369	(161,464)	(9.27%)
Non Performing Investment (NPI) (%)	0,0011%	0,008%	-	-
Total Asset	2,471,125	2,515,378	(44,253)	(1.76%)

In 2024, BRI Ventures recorded total assets of IDR2.47 trillion, down IDR200.93 billion or decrese 7,52% compared to 2023. The decline came from a decrease in investment valuation due to a decline in the business performance of several investees. Total investment in 2024 was IDR1.90 trillion, down 9.27% compared to 2023. During 2024, amidst the ongoing tech winter, BRI Ventures explored recurring income businesses through placement in SBI and SBN. On the other hand, BRI Ventures also continues to maintain the quality of its portfolio and is seen in the NPI of 0.0011% or lower than the previous year.

PT BRI Ventura Investama's Strategy for 2024

Venture capital business conditions throughout 2024 are filled with uncertainty, this can be seen from the decline in the amount of global funding by 7.46% (yoy) in November 2024. With the decline in funding, efficiency efforts were made by most startups through the Termination of Employment (PHK) policy. In order to survive in facing these conditions, BRI Ventures has made various efforts, including:

1. Optimizing exit opportunities by considering the Internal Rate of Return (IRR) target and potential gain.
2. BRI Ventures has committed to supporting the growth of Indonesian startup businesses through a participation agreement in the Merah Putih Fund funding.
3. As an alternative source of income, BRI Ventures has placed investments in SBI and SBN throughout 2024 amounting to IDR216 billion.
4. To maintain portfolio quality and mitigate investment risks, BRI Ventures has monitored the quality and runway of investees and conducted internal audits and submitted monitoring reports to regulators periodically.

Competitive Advantages and Innovation of PT BRI Ventura Investama

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). 2024 is a recovery year for BRI Ventures, so to maintain investment quality, for the valuation of venture funds, BRI Ventures has made periodic valuation adjustments based on the development of the company's performance. In addition, during the 2024 period, BRI Ventures through DVSN II has successfully implemented an accelerator program, namely "Impact Day". This program was attended by 15 Indonesian startups in the impact enterprises category.

Business Prospects and Strategy of PT BRI Ventura Investama in 2025

In 2025, BRI Ventures will still 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 order to realize BRI Ventures' vision as a catalyst for value creation for the BRI Group ecosystem, in 2025, BRI Ventures will accelerate the potential for synergy between BRI and investees. To develop new business potential, BRI Ventures will explore businesses in the impact fund category. BRI Ventures has also committed to supporting the growth of startups in Indonesia through the Merah Putih Fund. In addition, new funds will continue to be developed that have funding instruments that are in accordance with appetite and varying risk levels such as thematic funds.

BRI Insurance is part of a subsidiary of the BRI Group engaged in the insurance sector and has the responsibility to create value both in terms of business and improving 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 superior human capital to produce optimal and sustainable productivity.

Performance Table (Productivity) of PT BRI Asuransi Indonesia

(in IDR millions)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Gross Premium	3,854,198	3,256,217	597,981	18.36%
Assets	7,721,024	6,465,609	1,255,415	19.42%
Equity	2,592,763	2,010,563	582,200	28.96%

BRI Insurance's assets in 2024 amounted to IDR7.72 trillion, an increase of 19.42% compared to 2023 of IDR6.47 trillion. The increase was due to several factors, including an increase in investment value of 20.14% compared to 2023 and an increase in technical reserves of 15.41% compared to 2023. BRI Insurance's Gross premium in 2024 amounted to IDR3.85 trillion, an increase of 18.36% compared to 2023 of IDR3.26 trillion. This was due to the growth in COB Marine Hull premiums of 55.21%, COB Miscellaneous of 39.21%, COB Marine Cargo of 32.51%, COB Loan of 26.63% and Property of 12.78%. BRI Insurance's equity in 2024 increased by 28.96% from IDR2.01 trillion in 2023 to IDR2.59 trillion in 2024. The increase was due to a 46.60% increase in current year profit compared to 2023 to IDR702.96 billion in 2024.

PT BRI Asuransi Indonesia's Strategy for 2024

The increasingly competitive business conditions and dynamic and uncertain business environment require BRI Insurance to continue to create new innovations and implement strategies that are appropriate and in line with changes in the business environment. BRI Insurance continues to strive to achieve competitive advantage by creating better competitive values than competitors. In 2024, BRI Insurance carries the Annual Theme "Strengthening Interconnected Business to Drive Sustainability", with the expected measure of success being BRI Insurance's achievement in becoming the top 5 (five) most profitable insurance companies in Indonesia with the highest profit margin. To realize aspirations in 2024, BRI Insurance is strengthening reciprocally interconnected businesses to encourage sustainability through business diversification and partnerships. The business activities carried out refer to the strategy to establish increasingly interconnected businesses through the value chain, Business to Business to Consumer (B2B2C) technology, and in accordance with market needs. Strengthening connections between corporations can create synergies and opportunities to encourage joint growth and sustainability initiatives. This business synergy is mainly carried out through collaboration with the BRI Group.

To realize the aspirations of 2024, BRI Insurance is implementing the following strategic steps:

1. Strengthening governance and risk management to ensure compliance with regulations and internal provisions as well as good risk management of BRI Insurance.
2. Supporting sustainable quality growth by strengthening the selection and management of BRI Insurance's main business risks.
3. Expansion into the retail and micro segments in business classes and products with better profitability.
4. Optimizing the potential of derivative businesses from the wholesale and internal BRI ecosystems.
5. Strengthening intra-group synergy and cooperation to realize the potential of the total revenue pool of BRI Group.
6. Strengthening the IT backbone to support the acceleration of BRI Insurance's business and operational processes through fast and safe automation programs.
7. Developing data analytics to support business decision making.
8. Strengthening human capital capabilities including sharpening KPIs to become leading indicators of performance-based culture (performance driven culture).
9. Simplifying services to achieve ultimate customer experience and satisfaction.

Competitive Advantages and Innovation of PT BRI Asuransi Indonesia

The competitive advantages and innovations possessed by BRI Insurance Indonesia are:

1. Has a network of 115 spread throughout Indonesia.
2. Is a General Insurance Company with the first ranking in the gross premium category of IDR1 to <IDR2.5 trillion according to Infobank.
3. Is a General Insurance Company with the first ranking based on gross premium performance, underwriting results, net profit and assets in 2024 in the equity cluster of IDR1 trillion to IDR2.5 trillion.
4. BRI Insurance is consistently certified by an Independent Rating Agency. idAA+ rating from Pefindo, up compared to 2023 and AA(idn) rating from Fitch Ratings.
5. As one of the leading general insurance companies, BRI Insurance has more than 70 (seventy) products including superior products and customized products.
6. Gross premium CAGR of 22.35%, net profit of 37.06%, underwriting result of 24.71% and investment result of 37.14% which is positive in the last 3 (three) years is above the industry average.
7. Has a strong financial ratio in the last 3 (three) years and is above the industry average based on profit margin, ROE, underwriting yield, loss ratio and RBC
8. The maturity level of BRI's governance, compliance, risk management, audit, and IT is above a score of 3 (defined), PMO is above a score of 2.6, and human capital is above a score of 1.5.
9. BRI Insurance has increasingly developing services based on digitalization and automation utilizing the BRINESIA Application, BRINSmobile, Claim Center/B-Class, Customer Care, E-policy).
10. Has certified experts.

Business Prospects and Strategies of PT BRI Asuransi Indonesia in 2025

Indonesia still has the potential to achieve economic growth above 5.2% and controlled inflation at 2.5% in 2025. One of the keys to achieving this growth rate is supported by public consumption. The transportation, accommodation, food and beverage, and infocom sectors are the sectors with the highest growth. On the other hand, the mining sector was also able to grow 5.7% amid moderation BRI Insurance will realize the implementation of the Vision to become "The Most Trusted Partner for Reliable Protection Solutions" with services oriented to customer needs and satisfaction. In 2025, BRI Insurance carries the Annual Theme "Persistent Penetration of Core Competence with Optimizing Products and Channels", with the expected measure of success being the achievement of BRI Insurance growing by a minimum of 30% in micro premium production and non-captive retail. To realize the aspirations in 2025, BRI Insurance will persistently carry out continuous penetration of core competencies, namely focusing on services and businesses in the retail and micro segments. This refers to ongoing efforts to integrate and utilize the fundamental strengths of BRI Insurance's business into products and distribution channels in the captive and non-captive markets. Thus, this is expected to be able to increase competitiveness and encourage the growth of BRI Insurance in a sustainable manner.

To realize the aspirations of 2025, BRI Insurance has established a series of strategic plans and steps as follows:

1. Optimization of premium growth in the retail and micro segments sourced from non-captive markets.
2. Optimization of the BRI and BUMN entity ecosystem and value chain.
3. Creating new growth engines to diversify revenue sources in the corporate, small, medium, and consumer business segments.
4. Strengthening BRI Group synergy in the context of business expansion and operational support, including integration of governance, compliance, risk management, information technology, and human resources.
5. Strengthening quality and profitable premium growth by strengthening risk selection.
6. Strengthening investment capacity to optimize investment results and manage investment risks.
7. Product innovation and after-sales services as differentiation according to customer needs and segmentation (customer-oriented) to strengthen the image of BRI Insurance Indonesia.
8. Strengthening the subrogation and reinsurance receivables collection system.
9. Implementation of PSAK 117 in accordance with applicable provisions and governance.
10. Implementation of the separation of the Sharia Business Unit in accordance with applicable provisions and governance.
11. Strengthening employee capabilities, especially marketing staff, including strengthening the Company's culture to support the transformation and internalization of BRI Insurance Indonesia's culture, as well as sharpening KPIs to become important indicators in achieving a high-performance culture.

BRI danareksa sekuritas
Terpercaya, Berpengalaman, Melayani

In the 2024 period, PT BRI Danareksa Sekuritas managed to record a net profit of IDR9.12 billion. The operating income obtained was IDR361.55 billion with the largest contribution coming from securities brokerage service income of IDR156.94 billion or 50.59%, followed by financial advisory service income of IDR98.06 billion or 31.6%, and underwriting service income of IDR33.03 billion or 10.6% of the total recorded income. Compared to 2023, PT BRI Danareksa Sekuritas' income increased by IDR52.77 billion or grew by 17.09%, the increase was supported by the growth of the securities brokerage service business by 10.87% and underwriting services by 30.23%.

Table of Performance (Productivity) of PT BRI Danareksa Sekuritas

(in IDR millions)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
ACCUMULATED BROKERAGE TRANSACTION VALUE				
Share	85,034,344	98,134,258	(13,099,914)	(13.35%)
Government Bonds	275,319,420	272,950,420	2,369,000	0.87%
Corporate Bonds	29,265,960	45,000,210	(15,734,250)	(34.96%)
Assets	1,089,788	1,059,172	30,616	2.89%
Net profit	9,123	70,520	(61,397)	(87.06%)

PT BRI Danareksa Securities Strategy for 2024

BRI Danareksa Sekuritas has launched several new features with the aim of improving services and adding product variants for convenience for retail customers in transacting in the capital market. Some of these services include opening margin accounts online, EBA Ritel, BRIGHTS Easy Desktop, Fast Order, Launcher e-SBN, Switching Mutual Funds, SmartInvest Mutual Funds, BREW and Stock Pawning. In addition, BRI Danareksa Sekuritas is also revitalizing the trading system in the institutional business line as an effort to open up opportunities for cooperation with foreign counterparties.

Strengthening marketing activities and increasing literacy in 2024 for retail customers is also carried out by BRI Danareksa Sekuritas through several programs such as BRI Danareksa Market Update, Sapa Mentari, Investalk Series, Bekal Buat Besok, Ngerondasip, SKRINBAR, and BRI Danareksa Eduvest.

On the other hand, the implementation of the strategy related to the Parent-Subsidiary Entity synergy through the opening of Customer Fund Accounts (RDN) on the BRImo banking super-app has yielded results in 2024. This is reflected in the award received by BRI Danareksa Sekuritas in the event for the most RDN openings throughout the period from August to September 2024 organized by the Securities Investor Protection Fund (SIPF), with a total of RDN openings during that period reaching more than twenty thousand RDNs.

Furthermore, strengthening the underwriting and financial advisory services business through the beyond lending partnership strategy with BRI has shown results. BRI Danareksa Sekuritas has successfully executed deals with several of BRI's main corporate banking customers to expand funding access through the capital market.

Competitive Advantages and Innovation of PT BRI Danareksa Securities

BRI Danareksa Sekuritas is the first securities company and a pioneer in the Indonesian capital market. BRI Danareksa Sekuritas has competent and certified human resources. BRI Danareksa Sekuritas has a superior online trading system product, namely BRIGHTS, which offers simplicity through BRIGHTS EASY and continues to develop other features to support the ease of investing in retail investors. In addition, BRI Danareksa Sekuritas is part of Bank Rakyat Indonesia, a state-owned bank with the largest assets. With this experience and supported by synergy with the BRI Group, this makes BRI Danareksa Sekuritas a security with the widest reach in Indonesia through BRI distribution channels.

Business Prospects and Strategies of PT BRI Danareksa Sekuritas in 2025

Along with the growing number of investors in the capital market, BRI Danareksa Sekuritas will continue to focus on strengthening the foundation of the retail business according to the company's long-term plan by improving transaction services to customers and optimizing the potential for interest-based income. To support business sustainability in 2025, BRI Danareksa Sekuritas carries the theme "Building A Dynamic Growth Engine, Fueling Success Within". In this big theme, there are derivative aspects that will be worked on by BRI Danareksa Sekuritas in 2025, broadly including omni-channel cooperation with third parties to expand access to capital market instrument transactions, increase the potential for interest-based income, strengthen synergies to increase cross-selling to both institutional and retail customers in the BRI Group, utilization of new trading platforms in institutions and continuous enhancement of online trading systems in retail to increase transaction value and increase customer base, implement a performance-driven culture, and strengthen GCG and ESG implementation through RAKB in accordance with Decree Number 51/POJK.03/2017.

In addition to the above activity plans, BRI Danareksa Sekuritas will continue to make various improvements including brand campaigns and strategies in order to increase brand awareness, run loyalty programs to be able to provide stimulus to retail customers, improve the back office system to achieve good, effective, and efficient work processes. BRI Danareksa Sekuritas also continues to strive to improve the capacity and capability of human resources through the human capital framework alignment program with BRI. In carrying out business and strategies in 2025, BRI Danareksa Sekuritas continues to maintain the "Trusted" predicate from the results of the Corporate Governance Perception Index (CGPI) assessment that was obtained in 2024.

PNM
Permodalan Nasional Madani

PNM's assets in 2024 amounted to IDR53.35 trillion, an increase of 8.30% compared to 2023 which was IDR51.11 trillion. The increase mainly came from an increase in financing with the remaining debit in 2024 reaching IDR50.03 trillion, an increase of 9.42% compared to 2023 which was IDR45.73 trillion. In terms of revenue, PNM posted operating revenue in 2023 of IDR16.69 trillion, an increase of 11.49% compared to 2023 which was IDR14.97 trillion. The increase mainly came from an increase in Mekaar financing income where in 2024 it was recorded at IDR15.12 trillion, an increase of 11.85% compared to 2023 which was IDR13.51 trillion. PNM in 2024 recorded a provisioning cost of IDR14.53 trillion, up 23.90% from 2022 of IDR13.06 trillion, this is in order to improve asset quality. So that in terms of net profit it fell by 11.26% from IDR1.69 trillion in 2023 to IDR1.50 trillion in 2024.

Performance Table (Productivity) of PT Permodalan Nasional Madani

(in IDR millions)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Financing Distribution	69,944,923	70,180,585	(235,662)	(0.33%)
Outstanding	50,033,881	45,727,359	4,306,522	9.42%
Assets	55,348,061	51,106,905	4,241,156	8.30%

PT Permodalan Nasional Madani's Strategy for 2024

PNM has set strategic strategies and policies to achieve the company's 2024 targets as follows:

1. Changes to PNM's organizational structure carried out in order to support long-term strategic initiatives and the company's sustainability.
2. Market penetration and expansion of service areas through the opening of new business units carried out selectively and effectively.
3. Development of advanced cycle financing products to meet customer needs and as preparation for UMi customers to move up a class.

4. Increasing financial literacy and financial inclusion of Mekaar customers through customer group meetings and synergies.
5. Increasing the level of corporate governance through operational and credit risk management and measuring the Corporate Governance Performance Index (CGPI).
6. Development of information technology and digitalization of business processes and adding features to the Mekaar Digi application to improve the efficiency and effectiveness of business processes.
7. PNM diversified funding sources both in the capital market and banking, supported by an increase in corporate ratings. In addition, PNM also received funding from the Government through the Government Investment Center. In order to obtain competitive funding, PNM took the initiative to explore alternative funding, which one of them was to issue ESG-based bonds.
8. Increasing productivity and competence of human resources to support the empowerment of female customers who are ultra-micro and micro entrepreneurs. As well as providing training facilities to improve competence for all PNM workers.

Competitive Advantages and Innovation of PT Permodalan Nasional Madani

PNM was founded in 1999 with a vision to become a leading financing institution in increasing added value sustainably for ultra-micro and micro segment businesses based on the principles of Good Corporate Governance (GCG). Currently, PNM's main focus is to empower women ultra-micro entrepreneurs. PNM has 4,675 service offices by the end of 2024 spread across 451 districts/municipalities and 36 provinces. PNM has empowered more than 14.4 million women ultra-micro business customers and more than 72 thousand MSE customers. In order to encourage increased business capacity of customers, PNM also emphasizes empowerment activities through providing mentoring and business training to customers in addition to providing capital. In addition, PNM also supports the Sustainable Development Goals program, including financing to improve the quality of sanitation and clean water and financing for the renovation of customer business facilities/infrastructure, and PNM also plays an active role in various social and environmental responsibility activities. The use of technology and information is also carried out to improve services to customers and support business and operational activities, especially through digitalization and through strategic initiatives carried out together in the Ultra Micro Holding synergy.

Strategic Initiatives of PT Permodalan Nasional Madani in 2025

In 2025, PNM will implement several main strategic initiatives as follows:

1. PNM will focus on serving Mekaar customers in the potential region and optimize co-location business unit.
2. Carrying out product innovation through the improvement of advanced products based on community lending.
3. Strengthening empowerment activities for Mekaar customers and group leaders by providing digital literacy programs to improve the use of technology and social media to improve customer business capabilities, customer business development literacy for sales acceleration and financial literacy for opening savings accounts.
4. Reengineering Weekly Group Meetings (PKM) to improve the effectiveness, efficiency of business processes, and empowerment of ultra-micro customers.
5. Increasing the IT maturity index, including by preparing strategic plans for information technology and enterprise architecture management.
6. Strengthening corporate governance by measuring GCG and CGPI, implementing the IcoFR blue book, measuring corporate compliance and governance maturity, and digitalizing compliance and governance in the policy and reporting repository.
7. Increasing productivity and competence of human resources, by supporting the role of women and the millennial generation in strategic positions and leadership cadreship.
8. Continuing to improve Mekaar's business processes and drive efficiency by increasing the productivity of BRILink Mekaar Agents.
9. Strengthening the organization and function of the Internal Supervisory Unit (SPI) to improve supervisory capabilities.

Pegadaian

Pegadaian's asset performance growth in 2024 reached IDR102.17 trillion or grew yoy by 24.37%. Asset growth was influenced by the largest component, namely outstanding loans, which grew 26.35% from 2023, namely from IDR67.57 trillion to IDR85.37 trillion through the implementation of effective marketing and sales strategies amid geopolitical turmoil and dynamic macroeconomic conditions.

In profitability, Pegadaian posted a net profit of IDR5.85 trillion in 2024 or an increase of 33.70% from IDR4.38 trillion in 2023. This increase in profit was supported by an increase in revenue, as well as cost efficiency as reflected in the improvement in BOPO realization of 62.88% in 2024 or a significant decrease compared to 2023 of 66.10%.

PT Pegadaian Performance (Productivity) Table

(in billion Rupiah)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Financing (Outstanding Loan/OSL Gross)	85,379	67,046	18,333	27,34%
Operating profit	5,852	4,377	1,475	33.70%
Assets	102,172	82,152	20,020	24.37%

Strategi PT Pegadaian Tahun 2024

PT Pegadaian's impressive performance in 2024 is attributed to successful business transformation efforts. The company has undertaken optimization, modernization, and capability building as initial steps toward becoming "The Leader in The Gold Ecosystem and Accelerator of Financial Inclusion" by 2029. Pegadaian's strategies for 2024 include:

1. Strengthening core business by developing services that meet customer needs.
2. Expanding service networks through pawnshop agents and digital partnerships.
3. Implementing innovation and diversifying income streams through non-pawn business segments.
4. Reinforcing commitment to environmental sustainability.
5. Enhancing joint services within the Ultra Micro Holding under BRI.

Competitive Advantages and Innovation of PT Pegadaian

Pegadaian always prioritizes innovation in order to strengthen competitiveness and provide the best and most appropriate products/services for the community, especially in utilizing the use of technology and changes in community behavior to improve customer experience. In addition, Pegadaian continues to maintain the quality of service 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, and optimizing digital services and synergies with strategic partners that can help the company to continue to grow sustainably as a solution for the community in overcoming problems without problems. Through ultra-micro synergy, Pegadaian together with the Ultra Micro Holding entity also expands the accessibility of financial services both with online and offline services.

Business Prospects and Strategies of PT Pegadaian in 2025

With the spirit of growing together with Ultra Micro Holding, the spirit of transformation, and the spirit of making Indonesia beautiful, in 2025, the company will carry the theme: "Sustainable Acceleration: Turbocharge Digital Innovation" with a strategy that is in line with the grand strategy in the Company's Long-Term Plan for 2025-2029, 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 experience.
2. **Go Further**
   Improving 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 the development of Bullion Services and accelerating growth through inorganic strategies and strengthening subsidiary entities.
5. **Groom Talent**
   Achieving the best talent management in order to support business growth and development.
6. **Gen-Z Tech**
   Strengthening IT architecture that supports new business implementation, strengthening the Company's internal and external applications and running data-based operational models to achieve optimal benefits.
7. **Great Culture and GCG**
   Relaunching cultural transformation, strengthening governance and risk management and implementing comprehensive ESG practices.

PT BRI Investment Management's assets in 2024 amounted to IDR313.10 billion, an increase of 8.41% compared to 2023 which amounted to IDR288.82 billion. The increase was from prepaid taxes and securities portfolios due to transactions for the purchase of PT BRI Investment Management's portfolio. There was a decrease in cash and cash equivalents and fixed assets. For transactions that have been settled, they have been recorded in cash and cash equivalents, but for transactions that are still in the settlement process, they are included in the recording of accounts receivable.

On the liabilities side, there was an increase of 11.08%, the majority of the increase was in tax debts, employee benefit liabilities and accrued expenses (on accrued operational costs that had not been paid at the end of December 2024. Meanwhile, there was a decrease in accounts payable for sharing management fees.

PT BRI Investment Management's revenue in 2024 was IDR248.92 billion, an increase of 43.96% compared to 2023 which was IDR172.91 billion. The increase in revenue was due to significant business performance growth in 2024. AUM in 2024 grew yoy by 22.43% or increased from IDR40.91 trillion in 2023 to IDR50.0 trillion in 2024. As for the cost item, there was an increase in operational costs consisting of business development (marketing costs), employee costs and depreciation costs of leased assets. With better revenue growth, PT BRI Investment Management was able to post a profit increase of 62.23% in 2024 to IDR29.46 billion.

Table of PT BRI Investment Management Performance (Productivity)

(in IDR millions)

Description	2024	2023	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Net Profit (Loss)	29,456	18,157	11,299	62.23%
Assets	313,098	288,820	24,278	8.41%
Liability	69,270	62,359	6,911	11.08%
Equity	243,828	226,461	17,367	7.67%

PT BRI Investment Management Strategy in 2024

Some of the strategies implemented by BRI Investment Management in 2024 are as follows:

1. Focus on building the foundation of group synergy through aligning flagship products and marketing targets from both the institutional side, Mutual Fund Selling Agents/Bank APERD (WMG), and Securities APERD (BRIGHTS).
2. Focus on marketing open-end mutual fund products, especially flagship products, and increasing managed funds through the main retail segment.
3. Focus on improving human resource capabilities and qualifications, including through talent mobility and strengthening core competencies.
4. Focus on optimizing back-office processes, including through upgrading core systems and developing ERP.
5. Focus on strengthening risk management and governance through aligning risk maturity assessments and governance and managing risk profiles.

Competitive Advantage and Innovation of PT BRI Investment Management

PT BRI Investment Management was established in 1992 under the name Danareksa Investment Management. As the first Investment Manager in Indonesia, BRI Investment Management has also recorded history in the industry as the first mutual fund issuer in Indonesia in 1996. The broad spectrum of Investment products owned by BRI Investment Management based on financial planning and customer orientation provides various investment options for all segments, both Institutional and retail, which are adjusted to the risk tolerance and investment policies of customers. As a knowledge-intensive company, BRI Investment Management prioritizes business and operational management handled by professional and experienced HR in the capital market world, supported by infrastructure and technology readiness from front to end. BRI Investment Management periodically prepares HR development plans, monitors, and evaluates workers specifically in each function in order to adjust and prepare HR who can follow the development of the investment manager industry. For more than 30 years in the investment manager industry, PT BRI

Investment Management has consistently implemented governance and risk management as the main key to success to ensure smooth and sustainable business and operations in order to maintain customer trust and reputation in the long term.

In supporting industry growth and responding to industry developments, BRI Investment Management has a complete spectrum of investment products that suit various customer risk profiles. In 2024, BRI Investment Management will sharpen existing products into flagship products that are expected to be able to follow the development of the business cycle and in accordance with the character of the retail segment, including the money market mutual fund seruni money market, fixed income mutual fund melati main income, balanced regular income fund mixed mutual funds that distribute monthly dividends, and MSCI Indonesia ESG Screened index mutual funds. Marketing efforts are supported by various financial literacy and inclusion activities in the BRI group ecosystem and the general public which are carried out intensively or through affordable product features for the retail segment.

In 2023, Danareksa Investment Management officially changed its name to BRI Investment Management. This change is in line with the effective majority ownership of BRI on November 30, 2022. Alignment of strategies and policies in the Group's synergy began to be carried out intensively in 2023 in various aspects of the Company's business and operations which are expected to become the Company's competitive strength in increasing its contribution to the investment manager industry. Various collaborations carried out are expected to increase the integration of BRI Investment Management as part of the BRI Group.

Business Prospects and Strategy of PT BRI Investment Management in 2025

In early 2024, the main focus was on the dynamics of global monetary policy and its impact on the domestic economy. During 2024, the United States Central Bank, The Federal Reserve (The Fed), cut interest rates three times, with a total decrease of 100 basis points, so that the Fed Funds Rate was in the range of 4.25%-4.50% at the end of the year. This decrease was triggered by lower-than-expected inflation and slowing US economic growth.

In Indonesia, Bank Indonesia (BI) took a similar step by lowering the BI 7-Day Reverse Repo Rate by 25 basis points to 5.75% in January 2025. This decision was taken to encourage economic growth amid slowing exports and private investment, despite pressure on the rupiah exchange rate.

Indonesia's inflation in December 2024 was recorded at 1.57% annually, slightly up from 1.55% in November, but still within BI's target of 1.5%-3.5%. Indonesia's economic growth in 2024 is estimated to reach 4.7% to 5.5%, supported by domestic consumption and spending related to the 2024 election.

Entering 2025, BI faces challenges in maintaining the stability of the rupiah exchange rate amid global uncertainty and tighter-than-expected US monetary policy. Nevertheless, BI remains optimistic about Indonesia's economic growth prospects, with a slightly lower growth projection than previously estimated.

In the mutual fund industry, BRI Investment Management has succeeded in achieving a managed fund target of IDR50 trillion by the end of 2024, with a focus on the retail segment and optimizing group synergy through superior products. This strategy is supported by strengthening internal control, increasing human resource capacity, strengthening integrated IT systems, and strengthening company branding.

Facing 2025, BRI Investment Management will continue to strengthen a solid business foundation and maintain business continuity through increasing literacy and financial inclusion that is more collaborative and integrated. In addition, the company will comply with new regulations issued by the Financial Services Authority (OJK) and the Law regarding personal data protection, which will affect the investment manager's operations in the future.

In developing business in 2025, BRI Investment Management has prepared 12 (twelve) strategic initiatives that will form the basis of the work program to be carried out by the Company, namely:

1. Scaling up the retail business through development within the BRI Group ecosystem.
2. Strengthen flagship products to become top-of-mid in the industry, supported by global capabilities.
3. Create new business lines through corporate action plans, development of Investment Advisory services, and exploration of DPLK business.
4. Form a qualified Investment Specialist team to form an Investment Society through the main APERD (BRI Group).
5. Form alternative investment products using productive and quality BRI Group ecosystem assets as their underlying assets.
6. Form IT capabilities to support rapid growth and align business processes
7. Develop an integrated risk management system supported by quality human resources and technology.
8. Master the market share of interest-based products (Money Market, Mixed, Protected).
9. Develop the InvestASIK application to improve the investment experience through the development of robo-advisor features and investment calculators.

10. Form and strengthen the investment universe with measurable and adaptive risks to business developments.
11. Implement alignment in human resource management and sustainable cultural transformation to achieve global standards.
12. Sharpen direct client penetration capabilities through the implementation of a business model with an ecosystem sales model.

Revenue and Profitability of Operating Segment

Despite challenging economic conditions, both globally and domestically, including high interest rates and the incomplete recovery of public purchasing power post-Covid-19 pandemic, BRI managed to maintain its performance in 2024. The bank recorded a consolidated net profit of IDR60.64 trillion, a 0.4% increase from the previous year. In general, BRI's profit was still able to record consolidated net profit growth of IDR60.64 trillion or grew by 0.36% annually. All segments contributed positive profits and the largest was in the micro segment of IDR23.43 trillion. This was in line with BRI's aspirations to increasingly focus on growing in the MSME segment, especially micro, which was the main segment in the movement of the Indonesian economy.

The Company's net profit growth was inseparable from the optimization of NII which was recorded at IDR145.31 trillion or grew by 5.80% yoy and the Company's ability in efficiency and effectiveness of cost use as reflected in the 2024 CIR ratio of 41.6% or lower than 2023 of 41.9%.

Operating Segment Revenue and Profitability Table for 2024

(in IDR millions)

Description	2024					
	Micro	Retail	Corporate	Others	Subsidiary	Total
Interest and premium income-net	59,752,035	29,572,070	5,732,667	15,492,050	35,462,045	146,010,867
Other operating income	24,234,718	20,665,455	3,295,294	2,565,164	3,097,109	53,857,740
Total revenue	83,986,753	50,237,525	9,027,961	18,057,214	38,559,154	199,868,607
Other operating expenses	(33,049,703)	(23,789,301)	(2,365,500)	(1,980,212)	(21,931,710)	(83,116,426)
CKPN expense	(21,436,566)	(15,972,102)	(591,233)	4,860,179	(5,034,441)	(38,174,163)
Total expense	(54,486,269)	(39,761,403)	(2,956,733)	2,879,967	(26,966,151)	(121,290,589)
Non-operational income (expenses) – net	(574,254)	(395,266)	(41,718)	(41,875)	74,205	(978,908)
Profit before tax expense	28,926,230	10,080,856	6,029,510	20,895,306	11,667,208	77,599,110
Tax expense	(5,495,984)	(1,915,363)	(1,240,624)	(5,616,852)	(2,686,479)	(16,955,302)
Current year profit	23,430,246	8,165,493	4,788,886	15,278,454	8,980,729	60,643,808
SEGMENT ASSETS						
Gross Credit	491,220,118	470,387,225	244,344,259	-	92,366,487	1,298,318,089
Non-credit-Gross	-	-	50,438,455	635,392,718	153,989,221	839,820,394
Total Net Assets	463,799,448	448,188,061	283,136,349	571,455,124	213,536,988	1,980,115,970
SEGMENT LIABILITIES						
Funding	382,926,442	509,274,340	465,246,630	-	8,002,692	1,365,450,104
Non funding	-	-	15,342,741	147,634,227	141,367,328	304,344,296
Total Liabilities	382,926,442	509,274,340	480,589,371	147,634,227	149,370,020	1,669,794,400

Table of Operating Segment Revenue and Profitability in 2023

(in IDR millions)

Description	2023					
	Micro	Retail	Corporate	Others	Subsidiary	Total
Interest and premium income-net	61,646,907	28,729,015	6,018,815	13,907,367	29,580,953	139,883,057
Other operating income	17,639,356	15,903,326	2,962,646	3,844,238	3,057,685	43,407,251
Total revenue	79,286,263	44,632,341	8,981,461	17,751,605	32,638,638	183,290,308
Other operating expenses	(31,050,020)	(22,253,560)	(2,053,648)	(1,607,462)	(19,817,601)	(76,782,291)

Description	2023					
	Micro	Retail	Corporate	Others	Subsidiary	Total
CKPN expense	(20,474,879)	(13,506,061)	7,888,285	(427,517)	(3,159,108)	(29,679,280)
Total expense	(51,524,899)	(35,759,621)	5,834,637	(2,034,979)	(22,976,709)	(106,461,571)
Non-operational income (expenses) – net	(20,591)	(77,380)	(48,903)	(377,093)	124,942	(399,025)
Profit before tax expense	27,740,773	8,795,340	14,767,195	15,339,533	9,786,871	76,429,712
Tax expense	(5,270,747)	(1,671,115)	(2,872,313)	(4,104,717)	(2,085,772)	(16,004,664)
Current year profit	**22,470,026**	**7,124,225**	**11,894,882**	**11,234,816**	**7,701,099**	**60,425,048**
SEGMENT ASSETS						
Gross Credit	496,554,160	442,703,668	197,696,204	-	75,624,054	1,212,578,086
Non-credit-Gross	-	-	74,146,859	632,429,871	133,243,664	839,820,394
Total Net Assets	468,573,573	418,508,640	244,435,173	632,353,605	185,530,577	1,949,401,568
SEGMENT LIABILITIES						
Funding	373,473,514	488,122,102	491,087,385	-	5,645,760	1,358,328,761
Non funding	-	-	16,334,295	151,222,833	122,648,999	290,206,127
Total Liabilities	**373,473,514**	**488,122,102**	**507,421,680**	**151,222,833**	**128,294,759**	**1,648,534,888**

Operating Segment Revenue and Profitability Growth Table 2023-2024

(in %)

Description	2023					
	Micro	Retail	Corporate	Others	Subsidiary	Total
Interest and premium income-net	(3.07%)	2.93%	(4.75%)	11.39%	19.88%	4.38%
Other operating income	37.39%	29.94%	11.23%	(33.27%)	1.29%	24.08%
Total revenue	5.93%	12.56%	0.52%	1.72%	18.14%	9.04%
Other operating expenses	6.44%	6.90%	15.19%	23.19%	10.67%	8.25%
CKPN expense	4.70%	18.26%	(107.50%)	(1.236.84%)	59.36%	28.62%
Total expense	5.75%	11.19%	(150.68%)	(241.52%)	17.36%	13.93%
Non-operational income (expenses) – net	2688.86%	410.81%	(14.69%)	(88.90%)	(40.61%)	145.32%
Profit before tax expense	4.27%	14.62%	(59.17%)	36.22%	19.21%	1.53%
Tax expense	4.27%	14.62%	(56.81%)	36.84%	28.80%	5.94%
Current year profit	**4.27%**	**14.62%**	**(59.74%)**	**35.99%**	**16.62%**	**0.36%**
SEGMENT ASSETS						
Gross Credit	(1.07%)	6.25%	23.60%	-	22.14%	7.07%
Non-credit-Gross	-	-	(31.97%)	0.47%	15.57%	0.00%
Total Net Assets	(1.02%)	7.09%	15.83%	(9.63%)	15.10%	1.58%
SEGMENT LIABILITIES						
Funding	2.53%	4.33%	(5.26%)	-	41.75%	0.52%
Non funding	-	-	(6.07%)	(2.37%)	15.26%	4.87%
Total Liabilities	**2.53%**	**4.33%**	**(5.29%)**	**(2.37%)**	**16.43%**	**1.29%**

Geographic Segment

Geographic Segment Explanation

Geographical segments involve the provision of goods or services within specific economic environments that have risks and returns differing from those of other operational segments in different economic settings. BRI's geographical segments are categorized based on regions, including Indonesia, the United States, Hong Kong, Singapore, Timor-Leste, and Taiwan.

Productivity, Income, and Profit of Geographic Segmen

Performance-wise, the Indonesia region holds the primary composition, as the Company's focus is on optimizing domestic potential. However, all operational units across the five overseas regions have demonstrated excellent performance, reflected in double-digit growth in assets, income, and profit before tax. Asset growth reached 1.58%, income increased by 9.04%, and profit before tax rose by 1.53%. The promising business potential and optimal profitability are key considerations for the Company in establishing operational units abroad.

Table of Geographic Segment Productivity, Revenue and Profitability

(in IDR millions)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
INCOME				
Indonesia	198,449,632	182,635,153	15,814,479	8.66%
United States of America	515,456	203,615	311,841	153.15%
Singapore	585,615	230,848	354,767	153.68%
Timor Leste	204,940	155,785	49,155	31.55%
Hong Kong	29,473	20,423	9,050	44.31%
Taiwan	83,491	44,484	39,007	87.69%
Total Income	199,868,607	**183,290,308**	**16,578,299**	**9.04%**
PROFIT BEFORE TAX EXPENSE				
Indonesia	76,897,614	76,060,127	837,487	1.10%
United States of America	224,679	63,686	160,993	252.79%
Singapore	260,519	181,470	79,049	43.56%
Timor Leste	159,696	109,877	49,819	45.34%
Hong Kong	9,177	161	9,016	5.600.00%
Taiwan	47,425	14,391	33,034	229.55%
Total Profit Before Tax	77,599,110	**76,429,712**	**1,169,398**	**1.53%**
ASSETS				
Indonesia	1,898,027,423	1,885,581,840	12,445,583	0.66%
United States of America	36,194,629	26,087,423	10,107,206	38.74%
Singapore	36,128,669	28,980,347	7,148,322	24.67%
Timor Leste	6,411,050	6,114,107	296,943	4.86%
Hong Kong	42,145	24,232	17,913	73.92%
Taiwan	3,312,054	2,613,619	698,435	26.72%
Total Assets	1,980,115,970	**1,949,401,568**	**30,714,402**	**1.58%**
LIABILITY				
Indonesia	1,589,177,976	1,585,649,437	3,528,539	0.22%
United States of America	36,070,765	26,148,777	9,921,988	37.94%

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Singapore	35,828,251	28,855,880	6,972,371	24.16%
Timor Leste	5,953,655	5,792,144	161,511	2.79%
Hong Kong	13,893	6,467	7,426	114.83%
Taiwan	2,749,860	2,082,183	667,677	32.07%
Total Liabilities	1,669,794,400	**1,648,534,888**	**21,259,512**	**1.29%**

National Strategic Projects (PSN) or Other Assignments

Micro Business Loan (KUR)

KUR refers to working capital or credit financing that is provided to individual, corporate, or business groups debtors that are productive and feasible but not having sufficient additional collateral. The distribution of BRI KUR is governed by the Regulation of the Coordinating Minister for Economic Affairs of the Republic of Indonesia Number 7 of 2024, which amends the previous Regulation Number 1 of 2023 regarding the Implementation of Micro Business Loan Guidelines. Dated October 21, 2024, a letter from the Coordinating Ministry for Economic Affairs of the Republic of Indonesia's Deputy for Macroeconomic and Financial Coordination (Number PK.KUR/162/D.I.M.EKON/10/2024) announced that the Financing Policy Committee for MSMEs has set BRI's KUR ceiling at IDR185.5 trillion, aiming to have at least 1,700,000 new KUR debtors in 2024 for BRI, along with a minimum of 1,005,000 graduated debtors. In 2024, BRI Micro KUR already distributed, amounting to IDR184.98 trillion, which represented 99.72% of the quota allocated by the Government.

Micro and Small Enterprises Funding Program (PUMK)

The Social and Environmental Responsibility (CSR) initiative, implemented through financial support for MSE actors, is known as the MSE Funding Program (PUMK), previously referred to as the Partnership Loan Program. This MSE Funding (PUMK) represents a government policy executed by all State-Owned Enterprises (SOEs) with the purpose of not only conducting business operations but also fulfilling social responsibilities by supporting micro and small businesses through access to capital and assistance, ultimately enabling them to become independent or transition to KUR or commercial loans. The MSE Funding Program is specifically allocated for productive business purposes to empower Micro and Small Enterprises (MSEs).

In terms of BRI internal, there was change of business model in the 2021 PUMK funding program with partnership loan in the previous year, as explained below:

1. Up to 2020, partnership loan was under Directorate of Small and Medium with the following business models, as follows:
   - Customer in the partnership loan segment was a feasible entrepreneur, yet having not been bankable.
   - Loan initiative was conducted by RM Program.
   - Maximum plafond of partnership loan was IDR75 million.
2. In accordance with Minutes of Handover Number B.10-SSM/01/2021 dated January 15, 2021, the Partnership Loan, currently known as MSE Funding Program (PUMK) to be realized starting from 2021 became responsibility of Directorate of Micro with the following business models, as follows:
   - PUMK Customer segment is feasible entrepreneurs, yet having not been bankable satisfying PUMK requirements.
   - PUMK program is distributed through BRI Units initiated by Advisors.

The SMEs funding program aims to guide the SMEs-fostered partners to ward be entry-level KUR debtors, enabling their businesses to thrive and potentially qualify for commercial loans in the future. This program is structured to support PUMK-fostered partners in transitioning into entry-level KUR debtors so that their businesses can expand and potentially serve as a potential pipeline for commercial loan.

At the end of 2022, a new directive from the Ministry of State-Owned Enterprises mandated that PUMK funds for all state-owned enterprises were distributed through BRI, as outlined in the Ministry of SOEs letter Number S-721 / MBU / 11/2022, which recommended BRI as the manager for the PUMK Program collaboration. Consequently, starting in 2023, state-owned enterprises began sending funds to BRI for the distribution of PUMK. Additionally, in 2023, the total distribution of PUMK reached IDR872.6 billion, with a total of 30,871 fostered partners. Meanwhile, in 2024, the PUMK distribution amounted to IDR874,6 billion, reaching a total of 28,106 fostered partners.

Social Assistance (Bansos)

The Ministry of Social Affairs of the Republic of Indonesia collaborates with BRI in distributing Social Assistance, the collaboration is based on Presidential Regulation of the Republic of Indonesia Number 63 of 2017 concerning the Distribution of Non-Cash Social Assistance. In 2024, there are 2 (two) types of social assistance distributed, including:

1. **Family Hope Program Social Assistance (PKH Social Assistance)**
   Distributed to 2.89 million Beneficiary Families (KPM) with total assistance of IDR8.46 trillion.
2. **Basic Food Social Assistance**
   Distributed to 5.52 million Beneficiary Families (KPM) with total assistance of IDR12.73 trillion.

So that the total assistance distributed from the 2 (two) types of assistance (PKH Social Assistance and Basic Food Assistance) during 2024 is IDR21.19 trillion.

SUMMARY OF THE PERFORMANCE OF THE FINANCE DIRECTORATE

The Finance Directorate plays an important role in running BRI's organizational operations and fulfilling the core responsibilities of the financial function, from formulating corporate strategy and Key Performance Indicators (KPI), budget planning, ensuring reporting accuracy, asset and liability management, to managing the business strategies of subsidiaries to optimize the contribution of subsidiary entities. In line with this, throughout 2024, BRI has faced challenging conditions due to the global economic situation, which remains shrouded in uncertainty. Additionally, the domestic economy continues to strive for improvement, including efforts to enhance people's purchasing power through various government stimulus programs. Internally, BRI continues to ensure that the process of improving asset quality progresses well in accordance with the outlined strategy.

Amidst these internal and external challenges, the company has still been able to deliver sustainable financial performance. This is reflected in BRI's key financial ratios, such as profit, Pre-Provision Operating Profit (PPOP) (both nominal and year-on-year growth), Return on Equity (ROE) Tier 1, Loan at Risk (LAR), and other financial performance indicators, while maintaining an optimal level of provision adequacy.

In addition, as part of the BRI Group conglomerate, which manages 10 (ten) subsidiary entities, the company has consistently demonstrated positive performance. This is reflected in the growth of subsidiary assets, which increased by 14.57% year-on-year (yoy) and accounted for 10.86% of total consolidated assets. Additionally, the aggregate profit of the subsidiaries grew by 22.29% yoy, contributing 14.73% to total consolidated profit, which is higher than the previous period's 12.09%.

All of BRI's target achievements are closely linked to the implementation of effective budgeting processes and governance, as well as strong performance management, including the establishment of Key Performance Indicator targets. Improvements in budgeting processes and financial reporting preparation are evident through the implementation of the Enterprise Financial System Transformation initiative and the AI for BRI's Finance Data initiative. The continuous enhancement of financial report reliability is demonstrated by maintaining ISO 9001:2015 certification in the Audit Surveillance for the Design of Accounting Policy and Accounting Control, Preparation and Verification of Published Financial Statements, Management Accounting and Analysis, Tax Policy and Operation, and Internal and External Reporting.

Additionally, there is an initiative for a more granular profitability assessment at the product and customer levels, enabling every element within BRI to focus more effectively on performance achievement. Product management is carried out adaptively and innovatively, taking into account consumer protection aspects and strengthening risk management in the planning, launching, monitoring, and evaluation processes. Furthermore, the Finance Directorate plays a role in developing a more robust organizational structure and job descriptions as enablers for achieving BRI's objectives. The Finance Directorate also holds strategic responsibilities in ensuring and monitoring the implementation of all corporate initiatives, ensuring they are executed effectively. This is aimed at supporting the formulation and implementation of strategies that are effective, efficient, and high-quality, ultimately driving BRI's performance improvement.

SUMMARY OF THE PERFORMANCE OF THE CHANGE MANAGEMENT & TRANSFORMATION SUB-DIRECTORATE

The Change Management & Transformation Office (CMT) Directorate in 2024 has developed the Corporate Long-Term Plan for 2025–2029 (BRIvolution 3.0), with the aspiration of becoming The Most Trusted Lifetime Financial Partner for Sustainable Growth by 2029. Throughout the process, CMT has played an active role in ensuring the effective implementation of strategic initiatives as planned. CMT monitors and controls these strategic initiatives by ensuring the quality of scope, time, and cost execution through the application of quality planning, quality assurance, and quality control. Additionally, CMT oversees all stages of strategy implementation, from exploration, design, execution, improvement, and realization, to conducting post-implementation reviews to evaluate the effectiveness of implemented strategies.

As part of strengthening governance, CMT has enhanced the role of the Project Management Office (PMO) in strategic planning by leading demand management, acting as an orchestrator in managing the company's strategic needs. Furthermore, CMT provides recommendations for corporate actions and strategic investments to drive sustainable growth and develop an ecosystem-based business model to enhance the company's competitiveness. To reinforce strategy execution, CMT fosters stronger collaboration across the BRI Group to improve project management capabilities and business innovation. One of the innovations being developed is the Corporate Innovation Lab (Embrio), which serves as a platform for innovation development and implementation to accelerate business transformation.

Through these various initiatives, CMT is committed to accelerating BRI's transformation in achieving the vision of BRIvolution 3.0, ensuring the effective implementation of strategic initiatives, and delivering added value for the company's sustainable growth.

The Change Management & Transformation Office (CMT) Directorate is responsible for formulating and overseeing the execution of the Corporate Long-Term Plan (BRIvolution 2.0), with the aspiration of becoming The Most Valuable Banking Group in Southeast Asia & Champion of Financial Inclusion by 2025.

To ensure the transformation process delivers the intended value, the CMT Directorate, through the PMO Division, acts as a thought partner for all directorates in implementing BRIvolution 2.0 strategic initiatives. In 2024, the PMO Division has overseen 49 Strategic Initiatives, consisting of: 14 BRIvolution 2.0 initiatives (including 3 Moonshot Initiatives, 10 Breakthrough Initiatives, and 1 Business-as-Usual (BAU) Initiative) 35 Non-BRIvolution 2.0 initiatives. Additionally, the PMO Division has conducted monitoring and evaluation of all strategic initiatives within BRIvolution 2.0. As of December 2024, the PMO Division has conducted post-implementation reviews on 6 Strategic Initiatives and measured transformation effectiveness across 6 directorates. The PMO Division is also responsible for PMO Steering Committee (PMO SC), studies, monitoring reports, and project communication.

In 2024, PMO has conducted four PMO SC meetings on:

1. Monday, June 3, 2024
2. Thursday, September 26, 2024
3. Friday, December 6, 2024
4. Monday, December 23, 2024

Financial Review

The financial review described below refers to the Financial Report for the years ending December 31, 2024 and 2023 which are presented in this Annual Report. The Financial Statements have been audited by the Public Accounting Firm Purwantono, 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

BRI's financial performance consists of the performance of the Consolidated Financial Position Report, Consolidated Profit and Loss Report and Other Comprehensive Income along with the Consolidated Cash Flow Report presented as follows.

Consolidated Statement of Financial Position

Table of Consolidated Financial Position Statement

(in IDR millions)

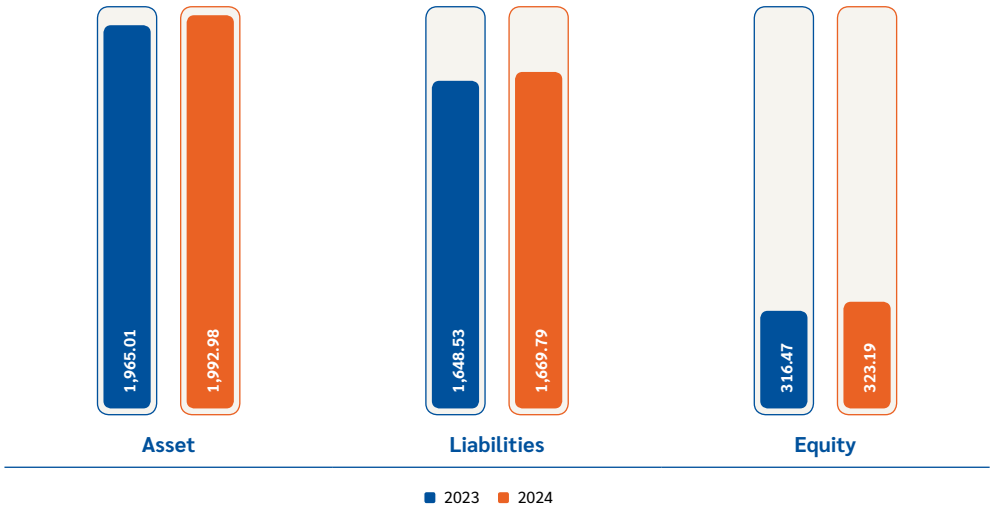
Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
ASSETS				
Cash	29,783,642	31,603,784	(1,820,142)	(5.76%)
Giro at Bank Indonesia	88,878,969	101,909,121	(13,030,152)	(12.79%)
Giro at other banks	25,582,825	22,331,919	3,250,906	14.56%
Allowance for impairment losses	(8,378)	(9,984)	1,606	(16.09%)
	25,574,447	22,321,935	3,252,512	14.57%
Placement in Bank Indonesia and Other Financial Institutions	57,874,335	65,225,260	(7,350,925)	(11.27%)
Allowance for impairment losses	(767)	(1,860)	1,093	(58.76%)
	57,873,568	65,223,400	(7,349,832)	(11.27%)
Securities	326,535,700	331,091,304	(4,555,604)	(1.38%)
Allowance for impairment losses	(58,823)	(81,510)	22,687	(27.83%)
	326,476,877	331,009,794	(4,532,917)	(1.37%)
Export Bills and Other Bills	40,656,822	54,130,097	(13,473,275)	(24.89%)
Allowance for impairment losses	(1,075,559)	(2,323,916)	1,248,357	(53.72%)
	39,581,263	51,806,181	(12,224,918)	(23.60%)
Securities Purchased with an Agreement to Resell	16,845,690	33,595,231	(16,749,541)	(49.86%)
Derivative Bills	1,087,048	911,683	175,365	19.24%
Loan Given	1,298,318,089	1,212,578,086	85,740,003	7.07%
Allowance for impairment losses	(76,902,889)	(81,924,402)	5,021,513	(6.13%)
	1,221,415,200	1,130,653,684	90,761,516	8.03%

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Sharia Loans	49,889,082	45,937,696	3,951,386	8.60%
Allowance for impairment losses	(3,995,032)	(3,362,178)	(632,854)	18.82%
	45,894,050	42,575,518	3,318,532	7.79%
Financing Receivables	6,433,608	7,913,465	(1,479,857)	(18.70%)
Allowance for impairment losses	(165,590)	(215,308)	49,718	(23.09%)
	6,268,018	7,698,157	(1,430,139)	(18.58%)
Acceptance Bill	10,105,373	10,217,408	(112,035)	(1.10%)
Allowance for impairment losses	(321,683)	(249,698)	(71,985)	28.83%
	9,783,690	9,967,710	(184,020)	(1.85%)
Share Participation	8,076,567	7,305,491	771,076	10.55%
Fixed assets				
Acquisition cost	88,479,818	81,463,777	7,016,041	8.61%
Accumulated depreciation	(26,001,853)	(21,785,658)	(4,216,195)	19.35%
Net book value	62,477,965	59,678,119	2,799,846	4.69%
Deferred Tax Assets-net	12,867,477	15,605,462	(2,737,985)	(17.55%)
Other Assets-net	40,098,976	53,141,760	(13,042,784)	(24.54%)
TOTAL ASSETS	1,992,983,447	**1,965,007,030**	**27,976,417**	**1.42%**
LIABILITIES AND EQUITY				
LIABILITIES				
Immediate Liabilities	36,821,661	30,651,807	6,169,854	20.13%
Customer Deposits				
Giro	374,554,340	346,124,372	28,429,968	8.21%
Savings	544,426,947	527,945,550	16,481,397	3.12%
Deposit	446,468,817	484,258,839	(37,790,022)	(7.80%)
	1,365,450,104	1,358,328,761	7,121,343	0.52%
Deposits from other banks and other financial institutions	14,679,482	11,958,319	2,721,163	22.76%
Securities Sold with an Agreement to Repurchase	25,043,717	19,079,458	5,964,259	31.26%
Derivative Liabilities	1,585,120	925,210	659,910	71.33%
Acceptance Liability	10,105,373	10,217,408	(112,035)	(1.10%)
Tax Debt	2,150,487	2,546,839	(396,352)	(15.56%)
Securities Issued	32,502,499	49,637,581	(17,135,082)	(34.52%)
Loans Received	127,879,804	98,850,813	29,028,991	29.37%
Estimation of Losses on Commitments and Contingencies	2,551,050	6,117,768	(3,566,718)	(58.30%)
Employee Benefits Liability	20,936,335	23,059,624	(2,123,289)	(9.21%)
Other Liabilities	29,596,987	36,664,617	(7,067,630)	(19.28%)
Subordinated Loans and Securities	491,781	496,683	(4,902)	(0.99%)
TOTAL LIABILITIES	1,669,794,400	**1,648,534,888**	**21,259,512**	**1.29%**

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
EQUITY				
Capital stock	7,577,950	7,577,950	0	0.00%
Additional paid-in capital	75,880,223	75,853,127	27,096	0.04%
Fixed asset revaluation surplus-net	20,222,379	20,216,505	5,874	0.03%
Exchange rate differences due to translation of financial statements in foreign currencies	(204,632)	(253,744)	49,112	(19.35%)
Unrealized gains (losses) on securities classified as fair value through other comprehensive income-net	(2,196,060)	(2,221,745)	25,685	(1.16%)
Allowance for impairment of securities classified as fair value through other comprehensive income	51,931	128,230	(76,299)	(59.50%)
(Loss)/Gain on remeasurement of defined benefit plans-net	(505,787)	(2,134,699)	1,628,912	(76.31%)
Repurchased share capital (treasury shares)	(4,349,007)	(3,614,321)	(734,686)	20.33%
Stock options	313,404	54,769	258,635	472.23%
Compensation reserve for bonus shares	452,031	287,482	164,549	57.24%
Impact of Non-Controlling Transactions	1,758,580	1,758,580	0	0.00%
Retain earning				
Its use has been determined	3,022,685	3,022,685	0	0.00%
Its use has not been determined	215,070,141	210,688,737	4,381,404	2.08%
Total Retained Earnings	218,092,826	213,711,422	4,381,404	2.05%
Total equity attributable to the parent entity	317,093,838	311,363,556	5,730,282	1.84%
Non-controlling interests	6,095,209	5,108,586	986,623	19.31%
TOTAL EQUITY	323,189,047	**316,472,142**	**6,716,905**	**2.12%**
TOTAL LIABILITIES AND EQUITY	1,992,983,447	**1,965,007,030**	**27,976,417**	**1.42%**

Consolidated Financial Position Statement Graph

(in trilion Rupiah)



Total Assets

In 2024, total assets reached IDR1,992.98 trillion, an increase of 1.42% compared to 2023, which stood at IDR1,965.01 trillion. This asset growth was primarily driven by productive assets, specifically loans and financing, which increased by 6.09% year-on-year (YoY) or by IDR88.21 trillion. The loan growth was mainly contributed by: BRI Bank Only, which grew by 6.09% or increased by IDR69.77 trillion, Pegadaian, which saw a 26.35% YoY growth, or an increase of IDR17.80 trillion, PNM, which grew by 3.38% YoY, equivalent to a nominal increase of IDR2.94 trillion.

Asset Table

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Cash	29,783,642	31,603,784	(1,820,142)	(5.76%)
Giro at Bank Indonesia	88,878,969	101,909,121	(13,030,152)	(12.79%)
Giro at other banks	25,582,825	22,331,919	3,250,906	14.56%
Allowance for impairment losses	(8,378)	(9,984)	1,606	(16.09%)
	25,574,447	22,321,935	3,252,512	14.57%
Placement in Bank Indonesia and Other Financial Institutions	57,874,335	65,225,260	(7,350,925)	(11.27%)
Allowance for impairment losses	(767)	(1,860)	1,093	(58.76%)
	57,873,568	65,223,400	(7,349,832)	(11.27%)
Securities	326,535,700	331,091,304	(4,555,604)	(1.38%)
Allowance for impairment losses	(58,823)	(81,510)	22,687	(27.83%)
	326,476,877	331,009,794	(4,532,917)	(1.37%
Export Bills and Other Bills	40,656,822	54,130,097	(13,473,275)	(24.89%)
Allowance for impairment losses	(1,075,559)	(2,323,916)	1,248,357	(53.72%)
	39,581,263	51,806,181	(12,224,918)	(23.60%)
Securities Purchased with an Agreement to Resell	16,845,690	33,595,231	(16,749,541)	(49.86%)
Derivative Bills	1,087,048	911,683	175,365	19.24%
Loan Given	1,298,318,089	1,212,578,086	85,740,003	7.07%
Allowance for impairment losses	(76,902,889)	(81,924,402)	5,021,513	(6.13%)
	1,221,415,200	1,130,653,684	90,761,516	8.03%
Sharia Loans	49,889,082	45,937,696	3,951,386	8.60%
Allowance for impairment losses	(3,995,032)	(3,362,178)	(632,854)	18.82%
	45,894,050	42,575,518	3,318,532	7.79%
Financing Receivables	6,433,608	7,913,465	(1,479,857)	(18.70%)
Allowance for impairment losses	(165,590)	(215,308)	49,718	(23.09%)
	6,268,018	7,698,157	(1,430,139)	(18.58%)
Acceptance Bill	10,105,373	10,217,408	(112,035)	(1.10%)
Allowance for impairment losses	(321,683)	(249,698)	(71,985)	28.83%
	9,783,690	9,967,710	(184,020)	(1.85%)
Share Participation	8,076,567	7,305,491	771,076	10.55%

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Fixed assets				
Acquisition cost	88,479,818	81,463,777	7,016,041	8.61%
Accumulated depreciation	(26,001,853)	(21,785,658)	(4,216,195)	19.35%
Net book value	62,477,965	59,678,119	2,799,846	4.69%
Deferred Tax Assets-net	12,867,477	15,605,462	(2,737,985)	(17.55%)
Other Assets-net	40,098,976	53,141,760	(13,042,784)	(24.54%)
TOTAL ASSETS	**1,992,983,447**	**1,965,007,030**	**27,976,417**	**1.42%**

Cash

Cash in 2024 reached IDR29.78 trillion, a decrease of 5.76% compared to IDR31.60 trillion in 2023. The overall change in cash was largely influenced by the Rupiah currency, which declined by IDR1.73 trillion or 5.80% YoY. This adjustment aligns with the company's operational needs.

Table of Cash

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Rupiah	**28,038,188**	**29,764,399**	**(1,726,211)**	**(5.80%)**
Foreign currency				
United States Dollar	1,046,560	1,229,799	(183,239)	(14.90%)
Singapore Dollar	273,340	188,217	85,123	45.23%
Euro Europe	137,955	181,540	(43,585)	(24.01%)
Australian Dollar	83,216	61,684	21,532	34.91%
Malaysian Ringgit	80,791	41,489	39,302	94.73%
Saudi Arabian Riyal	30,056	67,749	(37,693)	(55.64%)
British Pound Sterling	23,408	11,811	11,597	98.19%
United Arab Emirates Dirham	19,924	11,839	8,085	68.29%
Hong Kong Dollar	10,421	10,633	(212)	(1.99%)
Brunei Darussalam Dollar	10,374	5,270	5,104	96.85%
New Zealand Dollar	7,001	9,110	(2,109)	(23.15%)
Japanese Yen	4,681	2,024	2,657	131.27%
Canadian Dollar	4,555	869	3,686	424.17%
Renminbi	4,134	6,070	(1,936)	(31.89%)
Swiss Franc	3,806	3,183	623	19.57%
Philippine Peso	2,868	5,183	(2,315)	(44.67%)
Thai Baht	876	1,257	(381)	(30.31%)
Vietnamese Dong	662	838	(176)	(21.00%)
New Taiwan Dollar	392	327	65	19.88%

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
South Korean Won	205	266	(61)	(22.93%)
Indian Rupee	137	135	2	1.48%
Papua New Guinea Kina	92	92	0	0.00%
	1,745,454	1,839,385	(93,931)	(5.11%)
Total	29,783,642	**31,603,784**	**(1,820,142)**	**(5.76%)**

Giro at Bank Indonesia

The current account at Bank Indonesia (BI) in 2024 reached IDR88.88 trillion, a decrease of 12.79% compared to IDR101.91 trillion in 2023. This decline aligns with the Statutory Reserve Requirement (GWM) incentive received by the company, which increased to 4% at the end of December 2024, compared to 3% in December 2023. This incentive was granted to the company for its positive contribution to loan distribution in priority sectors as determined by Bank Indonesia.

Table of Giro at Bank Indonesia

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Rupiah	77.556.344	93.630.203	(16.073.859)	(17,17%)
United States Dollar	11.322.625	8.278.918	3.043.707	36,76%
Total	88.878.969	**101.909.121**	**(13.030.152)**	**(12,79%)**

Giro at Other Banks

The current account at other banks in 2024 reached IDR25.57 trillion, an increase of 14.57% YoY compared to IDR22.32 trillion in 2023. This growth was driven by a 13.92% YoY increase in third-party foreign currency deposits. This movement aligns with operational needs and liquidity optimization required by the company.

Table of Giro at Other Banks Based on Currency

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Third party				
Rupiah	455,510	269,629	185,881	68.94%
Foreign currency	24,622,578	21,614,031	3,008,547	13.92%
Related parties				
Rupiah	470,161	414,931	55,230	13.31%
Foreign currency	34,576	33,328	1,248	3.74%
Total	25,582,825	22,331,919	3,250,906	14.56%
Allowance for impairment losses	(8,378)	(9,984)	1,606	(16.09%)
Total-Net	25,574,447	**22,321,935**	**3,252,512**	**14.57%**

Table at Bank Indonesia and Other Financial Institutions

Placements at Bank Indonesia and Other Financial Institutions in 2024 reached IDR57.87 trillion, a decrease of 11.27% YoY compared to IDR65.22 trillion in 2023. This decline was mainly due to a 37.75% YoY decrease (equivalent to IDR11.49 trillion) in Deposit Facility placements at the central bank, as part of liquidity adjustments and yield optimization efforts.

Placement Table at Bank Indonesia and Other Financial Institutions Based on Currency and Type

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Third party				
Rupiah				
Bank Indonesia	18,949,861	30,440,561	(11,490,700)	(37.75%)
Inter-bank call money	2,155,000	2,030,000	125,000	6.16%
Time deposit	445,971	576,020	(130,049)	(22.58%)
Deposit on Call		-		
United States Dollar				
Bank Indonesia	16,095,000	18,476,400	(2,381,400)	(12.89%)
Inter-bank call money	10,611,299	8,442,491	2,168,808	25.69%
Time deposit	10,214	299,469	(289,255)	(96.59%)
Other placements	4,216,890	1,924,625	2,292,265	119.10%
Euro Europe				
Inter-bank call money	196,370	108,253	88,117	81.40%
	52,680,605	**62,297,819**	**(9,617,214)**	**(15.44%)**
Related parties				
Rupiah				
Inter-bank call money	1,000,000	200,000	800,000	400%
Time deposit	982,677	933,662	49,015	5.25%
United States Dollar				
Inter-bank call money	3,186,810	1,770,655	1,416,155	79.98%
Time deposit	24,243	23,124	1,119	4.84%
Singapore Dollar				
Inter-bank call money		-		
	5,193,730	2,927,441	2,266,289	77.42%
Total	57,874,335	**65,225,260**	**(7,350,925)**	**(11.27%)**
Allowance for impairment losses	(767)	(1,860)	1,093	312.37%
Net	57,873,568	**65,223,400**	**(7,349,832)**	**(11.27%)**

Securities

Securities in 2024 reached IDR326.48 trillion, remaining relatively flat with a slight decrease of 1.37% YoY compared to IDR331.09 trillion in 2023. This movement was driven by a 6.96% YoY decline (IDR10.12 trillion) in amortized cost-classified securities. The decrease was primarily aimed at optimizing the portfolio toward higher-yielding assets, particularly loans. Additionally, the decline allowed for greater liquidity flexibility, as the composition of securities classified as fair value through other comprehensive income (FVOCI) increased by 2.78% YoY (IDR4.54 trillion).

Table of Securities Based on Remaining Life to Maturity

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Third Party	87,391,531	84,196,563	3,194,968	3.79%
Related parties	239,144,169	246,894,741	(7,750,572)	(3.14%)
Total	326,535,700	331,091,304	(4,555,604)	(1.38%)
Less allowance for impairment losses	(58,823)	(81,510)	22,687	(27.83%)
Net	326,476,877	331,009,794	(4,532,917)	(1.37%)

Export Bills and Others Receivable Net

Export Bills and Other Receivables in 2024 IDR40.66 trillion down by 24.89% or amounted to IDR13.47 trillion a significant decline compared to IDR54.13 trillion in 2023. This decrease was mainly driven by a 43.57% YoY drop or IDR16.27 trillion, in foreign currency bills receivable. The decline aligns with Indonesia's net export movement, which turned negative at -1.65% in 2024, contrasting with a positive net export of 1.31% in 2023. Several macroeconomic factors contributed to this downturn, including global and domestic economic fluctuations, geopolitical issues in the US and China, and weakened consumer purchasing power.

Security Purchased Under Agreement to Resell

Securities Purchased with an Agreement to Resell in 2024 amounted to IDR16.85 trillion, reflecting a 49.86% YoY decline compared to IDR33.60 trillion in 2023. This decrease aligns with the company's strategy to diversify income sources and optimize interest revenue by reallocating funds to more productive assets, particularly credit disbursement.

Derivative Receivables

Derivative Receivables in 2024 reached IDR1.09 trillion, reflecting an increase of IDR175.37 billion compared to IDR911.68 billion in 2023. These derivative transactions were conducted for hedging purposes and liquidity management. The recognition of derivative receivables was due to the increase in the fair value of derivatives at the reporting date compared to their contract value.

Loan and Financing Provided (Gross)

Consolidated Loans and Financing in 2024 reached IDR1,354.64 trillion, marking a 6.97% YoY increase from IDR1,266.43 trillion in 2023. This growth was primarily driven by BRI Only loans, which grew 6.09% YoY (IDR69.77 trillion). All business segments recorded optimal growth: MSME segment grew 3.90% YoY (IDR41.63 trillion), maintaining a strong composition above 80% (81.97%). Corporate segment saw a robust 23.56% YoY increase (IDR46.57 trillion), primarily driven by high-quality companies with value chains linked to BRI's MSME segment. This credit growth alignment and asset quality improvement reflect BRI's ability to maintain strong profitability ratios.

Ultra Micro Holding demonstrated strong performance, with Pegadaian growing 26.35% YoY (IDR17.80 trillion) and PNM increasing 6.24% YoY (IDR2.94 trillion)

Table of Loan and Financing Provided

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Loan Given	1,298,318,089	1,212,578,086	85,740,003	7.07%
Syariah Loans	49,889,082	45,937,696	3,951,386	8.60%

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Finance Lease Receivables	6,433,608	7,913,465	(1,479,857)	(18,70%)
Total Loan and Financing Provided (Gross)	**1,354,640,779**	**1,266,429,247**	**88,211,532**	**6.97%**
Minus reserves	(81,063,511)	(85,501,888)	4,438,377	(5.19%)
Net	**1,273,577,268**	**1,180,927,359**	**92,649,909**	**7.85%**

Acceptance Receivable

Acceptance Bills in 2024 reached IDR10.11 trillion, remaining relatively stable with a slight 1.10% YoY decrease (IDR112.04 billion) compared to IDR10.22 trillion in 2023. This stability was supported by BRI's ability to optimize export-import business potential, particularly in documentary credit acceptance (L/C) transactions.

Share Participation

In 2024, equity participation reached IDR8.08 trillion, marking a 10.55% year-on-year (YoY) increase compared to IDR7.31 trillion in 2023. The dominant factor driving this growth was the recognition of the equity method for profits from associated entities, in proportion to BRI's ownership stake, particularly in PT Bank Syariah Indonesia and PT Bahana Artha Ventura.

Fixed Assets

In 2024, fixed assets reached IDR62.48 trillion, reflecting a 4.69% year-on-year (YoY) increase compared to IDR59.68 trillion in 2023. This increase was primarily allocated to enhancing the company's IT infrastructure, as evidenced by the expansion of two IT zones in Ragunan and Tabanan, as well as the procurement of additional computer hardware and software worth IDR1.21 trillion.

Deffered Tax Assets – Net

Deferred Tax Assets (Net) in 2024 amounted to IDR12.87 trillion, reflecting a 17.55% YoY decrease from IDR15.61 trillion in 2023. This decline was primarily driven by a drop in Allowance for Impairment Losses (CKPN) of IDR852 billion, in line with accelerated resolution of non-performing assets. Despite the reduction, BRI continues to ensure sufficient provisioning as part of its risk mitigation strategy for potential deterioration in productive assets.

Other Assets – Net

In 2024, net other assets reached IDR40.10 trillion, reflecting a 4.54% year-on-year (YoY) decline compared to IDR53.14 trillion in 2023. This decrease was mainly attributed to the reduction in the Government's KUR interest subsidy receivables, which declined in line with the Government's payment process. Additionally, the decrease was also influenced by movements in ATM CRM interbank settlement accounts, amounting to IDR2.9 trillion.

Total Liabilities

In 2024, total liabilities reached IDR1,669.80 trillion, reflecting a slight increase of 1.29% year-on-year (YoY) compared to IDR1,648.53 trillion in 2023. This increase was primarily driven by a IDR7.12 trillion rise in customer deposits and a IDR29.09 trillion increase in borrowings received. Customer deposits remained the largest contributor to total liabilities, accounting for 81.77% of the total.

Table of Liabilities

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Immediate Liabilities	36,821,661	30,651,807	6,169,854	20.13%
Customer Deposits				
Giro	374,554,340	346,124,372	28,429,968	8.21%
Savings	544,426,947	527,945,550	16,481,397	3.12%
Deposit	446,468,817	484,258,839	(37,790,022)	(7.80%)
	1,365,450,104	1,358,328,761	7,121,343	0.52%

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Deposits from other banks and other financial institutions	14,679,482	11,958,319	2,721,163	22.76%
Securities Sold with an Agreement to Repurchase	25,043,717	19,079,458	5,964,259	31.26%
Derivative Liabilities	1,585,120	925,210	659,910	71.33%
Acceptance Liability	10,105,373	10,217,408	(112,035)	(1.10%)
Tax Debt	2,150,487	2,546,839	(396,352)	(15.56%)
Securities Issued	32,502,499	49,637,581	(17,135,082)	(34.52%)
Loans Received	127,879,804	98,850,813	29,028,991	29.37%
Estimation of Losses on Commitments and Contingencies	2,551,050	6,117,768	(3,566,718)	(58.30%)
Employee Benefits Liability	20,936,335	23,059,624	(2,123,289)	(9.21%)
Other Liabilities	29,596,987	36,664,617	(7,067,630)	(19.28%)
Subordinated Loans and Securities	491,781	496,683	(4,902)	(0.99%)
TOTAL LIABILITIES	**1,669,794,400**	**1,648,534,888**	**21,259,512**	**1.29%**

Immediate Liabilities

Immediate liabilities include advance payment deposits, dividend deposits, BRI's obligations as the issuing bank for ATM and credit cards, remittances, check deposit funds, deposit receipts, clearing transactions, tax deposits received by BRI, and social assistance funds. In 2024, immediate liabilities reached IDR36.82 trillion, reflecting a 20.13% year-on-year (YoY) increase compared to IDR30.65 trillion in 2023. The largest component of this increase was the interim dividend payment deposits, which amounted to IDR20.34 trillion. This was in line with BRI's announcement of interim dividend payments at the end of December 2023, with the actual payment executed in January 2024.

Customer Deposits

In 2024, customer deposits reached IDR1,365.45 trillion, reflecting a 0.52% year-on-year (YoY) increase compared to IDR1,358.33 trillion in 2023. The highest deposit growth was driven by Current Account and Savings Account (CASA), which grew by 5.14% YoY, or IDR44.91 trillion. Meanwhile, time deposits (Deposits) declined by 7.80% YoY, equivalent to IDR37.79 trillion.

The increase in deposits was in line with the Company's first focus on optimizing funding by distributing productive assets, especially recorded loan. The Company was able to maintain LDR, Bank Only at 89.39%, far below the trigger level. In addition, in line with the strategy of focusing on absorbing low-cost funds or CASA, the Company's CASA ratio in December 2024 was recorded as the highest in history or 67.30% (67.54% Bank Only) and will continue to be increased in the future in line with the strategy to focus on obtaining CASA through transactions.

Table of Customer Deposits

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Giro	374,554,340	346,124,372	28,429,968	8.21%
Saving	544,426,947	527,945,550	16,481,397	3.12%
Time Deposit	446,468,817	484,258,839	(37,790,022)	(7.80%)
Total Customer Deposits	**1,365,450,104**	**1,358,328,761**	**7,121,343**	**0.52%**

Deposits From Other Banks and Financial Institutions

In 2024, deposits from other banks and financial institutions reached IDR14.68 trillion, reflecting a 22.76% increase compared to IDR11.96 trillion in 2023. This increase was part of the company's strategy to optimize liquidity acquisition and an effort to diversify funding sources beyond third-party funds.

Securities Sold Under Agreement to Repurchase

In 2024, securities sold under repurchase agreements reached IDR25.04 trillion, marking a 31.26% year-on-year (YoY) increase compared to IDR19.08 trillion in 2023. This increase was part of the company's liquidity fulfillment strategy, particularly for short-term liquidity needs of less than one year, amid a slight tightening in third-party funds liquidity.

Derivative Payable

In 2024, derivative liabilities reached IDR1.58 trillion, reflecting a 1613,25% YoY increase compared to IDR925.21 billion in 2023. The largest increase occurred in foreign currency swap transactions and foreign currency forward buy-sell transactions, which grew by IDR202.91 billion and IDR481.24 billion, respectively. This increase was part of the company's treasury strategy in response to fluctuating interest rate trends.

Acceptance Payable

In 2024, acceptance liabilities reached IDR10.11 trillion, remaining relatively stable with only a slight decrease of 1.10% YoY, compared to IDR10.22 trillion in 2023. This movement was partly due to the settlement of several acceptances at the end of the year, which were provided as financing in the form of bank guarantees and/or promissory notes recorded under commitments and contingencies. As known, at the end of 2024, the Government increased State Budget (APBN) spending to sustain economic growth at a stable level.

Tax Payable

In 2024, tax payables reached IDR2.15 trillion, reflecting a 15.56% YoY decrease compared to IDR2.55 trillion in 2023. The decrease was due to a decrease in the Subsidiary's Income Tax debt of IDR396 billion compared to 2023.

Table of Tax Debt

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
BRI (parent entity)				
Income tax				
Article 25	1,341,508	1,461,224	(119,716)	(8.19%)
Article 29	14,611	20,725	(6,114)	(29.50%)
	1,356,119	**1,481,949**	**(125,830)**	**(8.49%)**
Subsidiary entity				
Income tax	682,774	959,642	(276,868)	(28.85%)
Value-added tax	111,594	105,248	6,346	6.03%
	794,368	**1,064,890**	**(270,522)**	**(25.40%)**
Total	2,150,487	**2,546,839**	**(396,352)**	**(15.56%)**

Marketable Securities Issued

In 2024, securities issued amounted to IDR32.50 trillion, reflecting a 34.52% year-on-year (YoY) decline compared to IDR49.64 trillion in 2023. In terms of denomination, this decrease was driven by a 22.51% YoY decline in rupiah-denominated securities (down IDR9.44 trillion) and a 100% YoY decline in foreign currency-denominated securities (down IDR7.70 trillion). The decline was attributed to the maturity of several securities, including:

1. BRI Global Bond of IDR7.8 trillion, matured in July 2023.
2. BRI Green Bond Series A of IDR2.5 trillion, matured in July 2023.
3. PNM Bond III Phase III of 2020 Series A of IDR55 billion, matured in April 2023.
4. PNM Bond IV Phase II of 2020 Series A of IDR2.4 trillion, matured in May 2023.
5. Sustainable Bond II Phase III of 2017 Series B of IDR2.5 trillion, matured on August 24, 2024.
6. Sustainable Environmental Awareness Bond I Bank BRI Phase II of 2023 Series A of IDR1.35 trillion, matured on October 27, 2024.

Fund Borrowings

In 2024, borrowings received amounted to IDR127.88 trillion, reflecting a 29.37% YoY increase compared to IDR98.85 trillion in 2023. This increase was primarily driven by the issuance of Social Loans and Club Loans (SLCL) and bilateral loans, as part of BRI's strategy to balance liquidity needs, ensuring adequate funding and optimal allocation.

Estimated Losses On Commitments and Contingencies

In 2024, estimated loss on commitments and contingencies reached IDR2.55 trillion, marking a 58.30% YoY decrease compared to IDR6.12 trillion in 2023. This decline was in line with the decrease in exposure to contingent commitment liabilities, such as bank guarantees and letters of credit, particularly from debtors in the construction sector.

Liabilities for Employee Benefits

In 2024, employee benefit liabilities reached IDR20.94 trillion, reflecting a 9.21% YoY decline compared to IDR23.06 trillion in 2023. This decrease was attributed to movements in reserves for employee benefit programs, which had been adjusted by actuarial calculations. These adjustments were based on changes in key actuarial assumptions, including the discount factor, wage growth assumptions, average employee age, and other relevant factors.

Table of Employee Benefits Liability

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Provision for employee benefit programs	12,629,995	13,111,142	(481,147)	(3.67%)
Bonus and Incentive Reserves	6,828,505	8,496,353	(1,667,848)	(19.63%)
Holiday Allowance Reserves	1,217,871	1,207,929	9,942	0.82%
Contract worker reserves	174,964	244,200	(69,236)	(28.35%)
Exit Management Reserves	85,000	0	85,000	100.00%
Total	20,936,335	**23,059,624**	**(2,123,289)**	**(9.21%)**

Other Liabilities

In 2024, other liabilities reached IDR29,60 trillion, reflecting a 19.28% year-on-year (YoY) decline compared to IDR36.66 trillion in 2023. This decrease was primarily driven by a decline in Term Deposit Valas Devisa Hasil Ekspor (TD DHE) placements at Bank Indonesia.

Subordinated Loans and Marketable Securities

In 2024, subordinated loans and securities amounted to IDR491.78 billion, remaining relatively flat with only a 0.99% YoY decrease compared to IDR496.68 billion in 2023. This was due to differences in loan acquisition value recognition. In 2023, a loan maturity of IDR500 billion occurred, which was subsequently replaced in the same year by the issuance of Subordinated Bond IV 2023 amounting to IDR500 billion.

Total Equity

In 2024, total equity reached IDR323.19 trillion, reflecting a 2.12% YoY increase or IDR6.72 trillion compared to IDR316.47 trillion in 2023. This increase was primarily driven by the company's ability to sustain net profit, which was recorded at IDR60.64 trillion, representing a 0.36% YoY increase. Additionally, the increase was also supported by improvements in other comprehensive income from employee benefits, which improved by IDR1.62 trillion, or a 75.88% YoY enhancement. This improvement was influenced by movements in key assumptions, particularly the Indonesia Government Security Yield Curve (IGSYC).

Table of Equity

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Capital stock	7,577,950	7,577,950	0	0.00%
Additional paid-in capital	75,880,223	75,853,127	27,096	0.04%
Fixed asset revaluation surplus-net	20,222,379	20,216,505	5,874	0.03%
Exchange rate differences due to translation of financial statements in foreign currencies	(204,632)	(253,744)	49,112	(19.35%)
Unrealized gains (losses) on securities classified as fair value through other comprehensive income-net	(2,196,060)	(2,221,745)	25,685	(1.16%)
Allowance for impairment of securities classified as fair value through other comprehensive income	51,931	128,230	(76,299)	(59.50%)
Loss)/Gain on remeasurement of defined benefit plans-net	(505,787)	(2,134,699)	1,628,912	(76.31%)
Repurchased share capital (treasury shares)	(4,349,007)	(3,614,321)	(734,686)	20.33%
Stock options	313,404	54,769	258,635	472.23%
Compensation reserve for bonus shares	452,031	287,482	164,549	57.24%
Impact of Non-Controlling Transactions	1,758,580	1,758,580	0	0.00%
Retain earning				
Its use has been determined	3,022,685	3,022,685	0	0.00%
Its use has not been determined	215,070,141	210,688,737	4,381,404	2.08%
Total Retained Earnings	218,092,826	213,711,422	4,381,404	2.05%
Total equity attributable to the parent entity	317,093,838	311,363,556	5,730,282	1.84%
Non-controlling interests	6,095,209	5,108,586	986,623	19.31%
TOTAL EQUITIES	323,189,047	**316,472,142**	**6,716,905**	**2.12%**

Capital Stock

In 2024, share capital reached IDR7.58 trillion, remaining unchanged compared to 2023, as there were no corporate actions related to the issuance of new shares throughout 2024.

Unrealized Gains (Losses) on Securities Classified as Fair Value Through Other Comprehensive Income-Net

In 2024, the unrealized gains (losses) on securities classified as fair value through other comprehensive income - net were recorded at minus IDR2,20 trillion, which remained relatively stable, with a 0,16% yoy increase compared to minus IDR2.22 trillion in 2023. This aligns with the macroeconomic conditions, particularly the interest rate environment, which remained relatively stable both globally and domestically throughout the year.

Repurchased share capital (treasury shares)

In 2024, treasury shares amounted to IDR4.35 trillion, reflecting a 20.33% YoY increase compared to IDR3.61 trillion in 2023. This increase was in line with the share buyback activities conducted by the company in 2024.

Non-Controlling Interests

In 2024, non-controlling interests reached IDR6.09 trillion, marking a 19.31% increase compared to IDR5.11 trillion in 2023. This increase was driven by the 22.29% YoY increase in the profit contribution from Subsidiaries, which rose by IDR1.63 trillion. As a result, the profit contribution from subsidiaries to consolidated profit increased to 14.73%, reflecting a 2.64% YoY improvement compared to 12.09% in December 2023.

Consolidated Statement of Profit or Loss and Other Comperhensive Income

Table of Consolidated Statement of Profit and Loss and Other Comprehensive Income

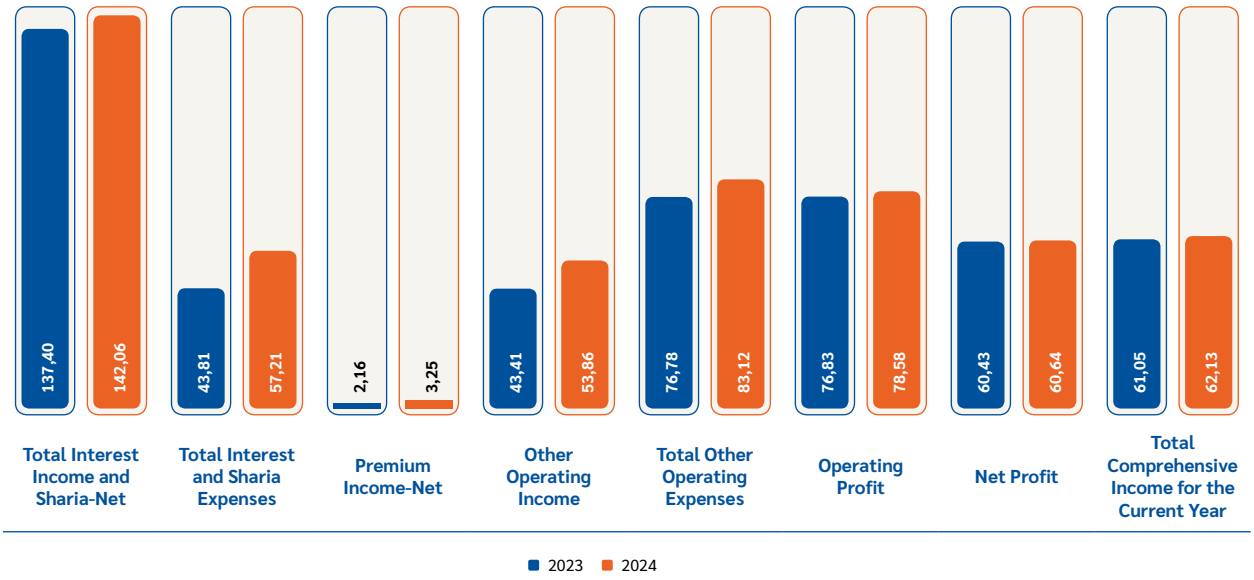
(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Interest Income and Sharia				
Interest income	185,272,091	168,270,921	17,001,170	10.10%
Sharia income	13,994,161	12,943,607	1,050,554	8.12%
Total Interest and Sharia Income	199,266,252	181,214,528	18,051,724	9,96%
Interest and Sharia Expenses				
Interest expense	(56,202,797)	(42,658,864)	(13,543,933)	31.75%
Syariah expense	(1,006,265)	(1,153,643)	147,378	(12.78%)
Total Interest and Sharia Expenses	(57,209,062)	(43,812,507)	(13,396,555)	30.58%
Interest Income and Sharia-net	142,057,190	137,402,021	4,655,169	3.39%
Premium income	8,760,610	9,078,853	(318,243)	(3.51%)
Claim expense	(5,510,130)	(6,917,461)	1,407,331	(20.34%)
Premium income-Net	3,250,480	2,161,392	1,089,088	50.39%
Gold Sales Revenue	18,192,082	7,982,888	10,209,194	127.89%
Cost of Goods Sold Gold	(17,488,885)	(7,663,244)	(9,825,641)	128.22%
Gold Sales Revenue -Net	703,197	319,644	383,553	119.99%
Other Operating Income				
Provisions and other commissions	20,475,078	18,519,379	1,955,699	10.56%
Receipt of assets that have been written off	25,363,951	16,833,578	8,530,373	50.67%
Gain from sale of securities-net	2,209,474	1,898,653	310,821	16.37%
Foreign exchange transaction gain-net	1,187,862	402,526	785,336	195.10%
Unrealized gains from changes in the fair value of securities	0	214,435	(214,435)	(100.00%)
Others	4,621,375	5,538,680	(917,305)	(16.56%)
Total Other Operating Income	53,857,740	43,407,251	10,450,489	24.08%
Allowance for impairment losses on financial assets-net	(41,757,637)	(29,523,426)	(12,234,211)	41.44%
Reversal (charge) of estimated loss allowance on commitments and contingencies-net	3,596,482	341,994	3,254,488	951.62%
Allowance for impairment losses on non-financial assets-net	(13,008)	(497,848)	484,840	(97.39%)
Other Operating Expenses				
Labor and benefits	(39,183,567)	(37,850,275)	(1,333,292)	3.52%
Unrealized losses on changes in the fair value of securities	(202,928)	-	(1,168,211)	4.10%

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
General and administrative	(20,652,420)	(28,484,209)	(202,928)	(100,00%)
Others	(14,077,511)	(10,447,807)	(3,629,704)	34.74%
Total Other Operating Expenses	(83,116,426)	(76,782,291)	6,334,136	8.25%
OPERATING PROFIT	**78,578,018**	**76,828,737**	**1,749,281**	**2.28%**
NON-OPERATING INCOME (EXPENSES) - NET	(978,908)	(399,025)	(579,883)	145.32%
PROFIT BEFORE TAX EXPENSE	**77,599,110**	**76,429,712**	**1,169,398**	**1.53%**
TAX EXPENSE	**(16,955,302)**	**(16,004,664)**	**(950,638)**	**5.94%**
NET PROFIT	**60,643,808**	**60,425,048**	**218,760**	**0.36%**
Accounts that will not be reclassified to profit or loss				
Remeasurement of defined benefit plans	2,001,031	(1,787,840)	3,788,871	(211.92%)
Income tax related to accounts that will not be reclassified to profit or loss	(376,095)	348,975	(725,070)	(207.77%)
Fixed asset revaluation surplus	9,670	(82,365)	92,035	(111.74%)
Accounts to be reclassified to profit and loss				
Exchange rate differences due to translation of financial statements in foreign currencies	49,112	(125,790)	174,902	(139.04%)
Unrealized gains (losses) on securities classified as fair value through other comprehensive income	(145,799)	1,782,067	(1,927,866)	(108.18%)
Allowance for impairment of securities classified as fair value through other comprehensive income	(86,410)	(9,105)	(77,305)	849.04%
Income tax related to accounts that will be reclassified to profit or loss	36,285	502,669	(466,384)	(92.78%)
Other Comprehensive Income for the Year-After Tax	**1,487,794**	**628,611**	**859,183**	**136.68%**
TOTAL COMPREHENSIVE INCOME FOR THE CURRENT YEAR	**62,131,602**	**61,053,659**	**1,077,943**	**1.77%**
PROFIT FOR THE YEAR ATTRIBUTABLE TO:				
Owner of parent entity	60,154,887	60,099,863	55,024	0.09%
Non-controlling interests	488,921	325,185	163,736	50.35%
TOTAL	**60,643,808**	**60,425,048**	**218,760**	**0.36%**
TOTAL COMPREHENSIVE INCOME FOR THE CURRENT YEAR ATTRIBUTABLE TO:				
Owner of parent entity	61,788,171	60,708,390	1,079,781	1.78%
Non-controlling interests	343,431	345,269	(1,838)	(0.53%)
TOTAL	**62,131,602**	**61,053,659**	**1,077,943**	**1.77%**
CURRENT YEAR EARNINGS PER BASIC SHARE ATTRIBUTABLE TO OWNERS OF THE PARENT ENTITY (in full Rupiah)				
Base	399	398	-	0.00%
Diluted	399	398	-	0.00%

Graph of Consolidated Statement of Profit and Loss and Other Comprehensive Income

(in trillion Rupiah)



Interest Income and Sharia

In 2024, interest and sharia income reached IDR199.27 trillion, reflecting an 9,96% YoY increase, or an increase of IDRIDR18,05 trillion compared to IDR181,21 trillion in 2023. The majority of the interest income came from loans and financing receivables (including sharia), which accounted for 87.41% of the total interest income.

The company's interest income from loans was recorded at IDR174.81 trillion, reflecting a 9.61% YoY increase. Among the various business segments, the ultra-micro and micro sectors, which include BRI, Pegadaian, and PNM, contributed 64.01% to the total. Specifically, BRI's micro segment grew by IDR275 billion, Pegadaian experienced a growth of IDR3.76 trillion, and PNM grew by IDR1.15 trillion, highlighting strong performance across these business units.

Interest and Sharia Expenses

In 2024, interest and sharia expenses reached IDR57.21 trillion, showing a 30.58% YoY increase compared to IDR43.81 trillion in 2023. Despite this increase, the company managed to stabilize its cost of funds ratio throughout 2024, maintaining it at 3.6%, and achieved an exit cost of fund of 3.48% in December 2024. This demonstrates the company's ability to manage liquidity needs and growth requirements while maintaining liquidity ratios, specifically the Loan-to-Deposit Ratio (LDR), at a level below 90%.

Interest and Sharia Income-Net

In 2024, net interest and sharia income reached IDR142.06 trillion, representing a 3,39% YoY increase compared to IDR137,40 trillion in 2023. This increase was driven by the company's ability to enhance interest income, which rose 11.32% YoY through solid growth in productive assets, especially loans. This growth helped offset the impact of the 30.58% increase in interest expenses, allowing the company to still record optimal net growth.

Table of Net Interest and Sharia Income

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Interest Income and Sharia	199,266,252	181,214,528	18,051,724	9.96%
Interest and Sharia Expenses	(57,209,062)	(43,812,507)	(13,396,555)	30.58%
Interest Income and Sharia-Net	**142,057,190**	**137,402,021**	**4,655,169**	**3.39%**

Premium Income-Net

Net premium income in 2024 reached IDR3.25 trillion, an increase of 50.39% yoy compared to 2023 which reached IDR2,16 trillion. This increase was contributed by the performance of the Company's Subsidiaries engaged in insurance, namely BRI Life and BRI Insurance, which recorded growth of IDR916 billion and IDR212 billion, respectively.

Premium Income-Net

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Premium income	8,760,610	9,078,853	(318,243)	(3.51%)
Claim expense	(5,510,130)	(6,917,461)	1,407,331	(20.34%)
Premium Income-net	**3,250,480**	**2,161,392**	**1,089,088**	**50.39%**

Other Operating Income

Other operating income in 2024 reached IDR53.86 trillion, or increased by 24.08% yoy compared to 2023 which reached IDR43.41 trillion. This increase was contributed by:

- Recovery income rose 50.67% yoy or IDR8.53 trillion, contributed by an increase in recovery at BRI Parent of IDR7.90 trillion and subsidiaries contributing IDR630 billion.
- In terms of segmentation, the micro segment contributed the largest increase recorded, recovery income for this segment grew 57.00% yoy or increased by IDR4.98 trillion, equivalent to a contribution of 58.38% of the Company's total consolidated recovery growth.

Table of Other Operating Income

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Provisions and other commissions	20,475,078	18,519,379	1,955,699	10.56%
Receipt of assets that have been written off	25,363,951	16,833,578	8,530,373	50.67%
Gain from sale of securities-net	2,209,474	1,898,653	310,821	16.37%
Foreign exchange transaction gain-net	1,187,862	402,526	785,336	195.10%
Unrealized gains from changes in the fair value of securities	-	214,435	(214,435)	(100.00%)
Others	4,621,375	5,538,680	(917,305)	(16.56%)
Total Other Operating Income	**83,857,740**	**43,407,251**	**10,450,489**	**24.08%**

Provision for Allowance for Impairment Losses on Financial Assets – Net

The provision for impairment losses on financial assets (CKPN)-net in 2024 reached IDR41.76 trillion or was recorded to have increased by 41.45% yoy or IDR12.24 trillion compared to 2023 which reached IDR29.52 trillion. The largest composition of this burden was allocated to productive assets of loan provided and financing of IDR43.03 trillion where this burden was recorded to have increased by 49.66% yoy IDR14.28 trillion, this increase is in line with the Company's efforts to accelerate the settlement of problematic loans. The company's intention is shown by maintaining the ratio related to loan quality at an adequate level with NPL Coverage of 215%, LaR Coverage of 55.94% and LLR at the level of 5.5%-6% far above the pre-pandemic level of 3%-4%. In the future, it is projected that this provision cost will continue to show improvement in line with the process of improving asset quality that occurs.

Reversal of (Provision For) Allowance for Estimated Losses On Commitments and Contingencies - Net

The reversal (burden) of estimated provision for losses on commitments and contingencies-net in 2024 recorded a reversal of IDR3.60 trillion. This movement is in line with changes in the amount of cash loan reserves for several corporate debtors. so that it also affects the amount of reserves for contingent commitment assets owned such as bank guarantees and letters of loan.

Provision for Allowance for Impairment Losses Non-Financial Assets - Net

The provision for impairment losses on non-financial assets in 2024 reached IDR10.19 billion, a significant decrease of 97.95% yoy compared to 2023 which reached IDR497.85 billion. This decrease was contributed by the completion of the formation of reserves for other receivables owned by the Company's Subsidiary to a third party in 2023.

Other Operating Expenses

Other operating expenses (opex) in 2024 reached IDR83.12 trillion, an increase of 8.25% yoy compared to 2023 which reached IDR76.78 trillion. Although it was recorded as growing higher than the previous year, in terms of efficiency ratio, there was an improvement with the Cost to Income Ratio in 2024 recorded at 41.59%, 31 bps lower than 2023 at 41.89%. This shows the Company's success in allocating the growth of this operating expense to the right business activities so as to create efficient and consistent performance supported by the use of digitalization in business operational processes.

Table of Other Operating Expenses

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Labor and benefits	(39,183,567)	(37,850,275)	(1,333,292)	3.52%
General and administration	(29,652,420)	(28,484,209)	(1,168,211)	4.10%
Others	(14,280,439)	(10,447,807)	(3,832,634)	36.68%
Total other operating expenses	(83,116,426)	**(76,782,291)**	**(6,334,138)**	**8.25%**

Operating Profit

Amidst the challenges that are not easy both from the global and domestic macroeconomic side and in the midst of the ongoing asset quality improvement process, the Company was able to create an operational profit of IDR78.58 trillion in 2024, driven by solid upperline performance shown by positive growth on the NII side. sustained increase on the non-interest operating income side and the Company's ability to be efficient in operating expenses.

Table of Operating Profit

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Net interest and sharia income	142,057,190	137,402,021	4,655,169	3.39%
Net premium income	3,250,480	2,161,392	1,089,088	50.39%
Total other operating income	53,857,740	43,407,251	10,450,489	24.08%
Allowance for impairment losses on financial assets-net	(41,757,637)	(29,523,426)	(12,234,211)	41.44%

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Reversal (charge) of estimated loss allowance on commitments and contingencies-net	3,596,482	341,994	3,254,488	951.62%
Allowance for impairment losses on non-financial assets-net	13,008	(497,848)	484,840	(97.39%)
Total other operating expenses	83,116,426	(76,782,291)	6,334,136	8.25%
Operating profit	78,578,018	**76,828,737**	**1,749,281**	**2.28%**

Non-Operational Income and (Expenses)-Net

Non-operational income and (expenses)-net are items outside the Company's operational performance with values that are not too material and are not sustainable income. Non-operational income and (expenses)-net in 2023 recorded expenses of IDR978.91 billion or 0.05% of the Company's assets.

Table of Non-Operational Income and (Expenses)-Net

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Profit (loss) on sale of fixed assets	87,922	125,187	(37,265)	(29.77%)
Rental income	-	458	(458)	(100.00%)
Non PUMK Social and Environmental Responsibility	(343,079)	(341,998)	(1,081)	0.32%
Corporate Social Responsibility	(41,729)	(28,914)	(12,815)	44.32%
Donation	(888)	(363)	(525)	144.63%
Others - net	(681,134)	(153,395)	(527,739)	344.04%
Total	(978,908)	**(399,025)**	**(579,883)**	**145.32%**

Profit Before Tax Expense

Profit before tax of IDR77.60 trillion came from the company's success in maintaining operational profit recorded at IDR78.58 trillion.

Table of Profit Before Tax Expense

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Operating profit	78,578,018	76,828,737	1,749,281	2.28%
Non-operational income (expenses) - net	(978,908)	(399,025)	(579,883)	145.32%
Profit before tax expense	77,599,110	**76,429,712**	**1,169,398**	**1.53%**

Tax Expense

The 2024 tax burden reached IDR16.95 trillion, an increase of 5.94% yoy compared to 2023 which reached IDR16.00 trillion. This relatively flat increase is in line with the Company's pre-tax profit growth which grew 1.53% yoy or increased by IDR1.17 trillion. The tax rate was recorded at 21.85% or still relatively the same as 2023 at 20.94%.

Net Profit

Amidst the challenges that are not easy both from the global and domestic macroeconomic side and in the midst of the ongoing asset quality improvement process, the Company was able to create a net profit of IDR60.64 trillion in 2024, an increase of IDR218.76 billion compared to IDR60.43 trillion in 2023. Driven by solid upperline performance shown by positive growth on the NII side, sustained increase on the non-interest operating income side and the Company's ability to be efficient in operating expenses.

Table of Net Profit

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Profit Before Tax Expense	77,599,110	76,429,712	1,169,398	1.53%
Tax expense	(16,955,302)	(16,004,664)	(950,638)	5.94%
Net profit	60,643,808	**60,425,048**	**218,760**	**0.36%**

Profit for the year attributable to owners of the parent entity in 2024 reached IDR60.15 trillion, recorded an increase of 0.09% yoy compared to 2023 which reached IDR60.01 trillion Likewise, Profit for the year attributable to non-controlling interests in 2024 reached IDR488.92 billion, an increase of 50.35% yoy compared to 2023 which reached IDR325.18 billion.

Table of Current Year Attributable Profit

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Owner of parent entity	60,154,887	60,099,863	55,024	0.09%
Non-controlling interests	488,921	325,185	163,736	50.35%
TOTAL	60,643,808	**60,425,048**	**218,760**	**0.36%**

Other Comprehensive Income

Other comprehensive income for the current year 2024 reached IDR1,49 trillion, an increase of 136,68% compared to 2023 which reached IDR628.61 billion. The increase was mainly driven by allowance for impairment of securities classified as fair value through other comprehensive income.

Table of Other Comprehensive Income

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Accounts that will not be reclassified to profit or loss				
Remeasurement of defined benefit plans	2,001,031	(1,787,840)	3,788,871	(211.92%)
Income tax related to accounts that will not be reclassified to profit or loss	(376,095)	348,975	(725,070)	(207.77%)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Fixed asset revaluation surplus	9,670	(82,365)	92,035	(111.74%)
Accounts to be reclassified to profit and loss				
Exchange rate differences due to translation of financial statements in foreign currencies	49,112	(125,790)	61,691	(490.43%)
Unrealized gains (losses) on securities classified as fair value through other comprehensive income	(145,799)	1,782,067	(1,927,866)	(108.18%)
Allowance for impairment of securities classified as fair value through other comprehensive income	(86,410)	(9,105)	(77,305)	849.04%
Income tax related to accounts to be reclassified to profit or loss	36,285	502,669	(466,384)	(92.78%)
Other Comprehensive Income for the Year-After Tax	**1,487,794**	**628,611**	**859,183**	**136.68%**

Comprehensive Income for the Current Year

Comprehensive income for the current year 2024 reached IDR62.13 trillion, an increase of 1.77% yoy compared to 2023 which reached IDR61.05 trillion. The increase was mainly due to Other comprehensive income for the current year-after-tax which increased by 136.68% yoy or an increase of IDR859 billion and net profit of IDR60.64 trillion or an increase of 0.36% yoy compared to 2023 of IDR60.43 trillion.

Table of Comprehensive Income for the Current Year

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Net profit	60,643,808	60,425,048	218,760	0.36%
Other comprehensive income for the year-after tax	1,487,794	628,611	859,183	136.68%
Total Comprehensive Income for the Current Year	62,131,602	**61,053,659**	**1,077,943**	**1.77%**

Comprehensive income for the year attributable to owners of the parent entity in 2024 reached IDR62.13 trillion, an increase of 1.77% yoy compared to IDR61.05 trillion in 2023. Likewise, comprehensive income for the year attributable to non-controlling interests in 2024 reached IDR343.43 billion, a decrease of 0.53% compared to IDR345.27 billion in 2023.

Table of Comprehensive Income for the Year Attributable

(In Million Rupiah)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Owner of parent entity	61,788,171	60,708,390	1,079,781	1.78%
Non-controlling interests	343,431	345,269	(1,838)	(0.53%)
Total	62,131,602	**61,053,659**	**1,077,943**	**1.77%**

Earnings Per Share For the Year

Earnings per share for the year in 2024 reached IDR399, an increase of 0.25% yoy compared to 2023 which reached IDR398. This increase is in line with the Company's good performance.

Table of Earnings Per Share

(In Million penuh)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Base	399	398	1	0.25%
Diluted	399	398	1	0.25%

Statement of Consolidated Cash Flows

Table of Statement of Consolidated Cash Flows

(In Million Rupiah)

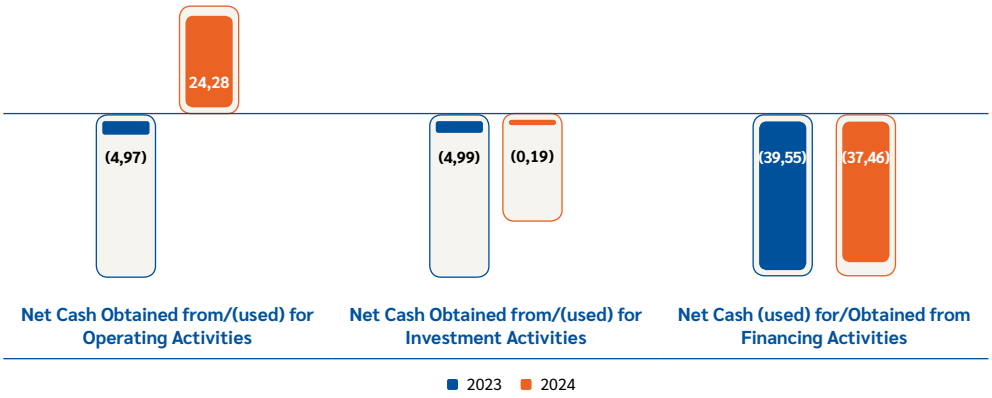
Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
CASH FLOW FROM OPERATING ACTIVITIES				
Income received				
Interest and investment receipts	191,363,148	171,287,312	20,075,836	11.72%
Sharia income	13,891,084	12,922,019	969,065	7.50%
Premium income	8,760,610	8,996,516	(235,906)	(2.62%)
Gold sales revenue	18,192,082	7,982,888	10,209,194	127.89%
Paid expenses				
Interest expense	(56,282,443)	(42,461,798)	(13,820,645)	32.55%
Syariah expense	(993,686)	(1,161,971)	168,285	(14.48%)
Claim expense	(5,547,858)	(6,549,595)	1,001,737	(15.29%)
Expenses for the cost of goods sold for gold	(17,488,885)	(7,663,244)	(9,825,641)	128.22%
Receipt of assets that have been written off	25,363,951	16,833,578	8,530,373	50.67%
Other operating income	27,775,215	27,049,409	725,806	2.68%
Other operating expenses	(84,973,178)	(75,776,851)	(9,196,327)	12.14%
Non-operational income (expenses) - net	(1,108,735)	(568,000)	(540,735)	95.20%
Payment of corporate income tax	(13,742,335)	(14,279,292)	536,957	(3.76%)
Cash flows before changes in operating assets and liabilities	105,208,970	96,610,971	8,597,999	8.90%
Changes in operating assets and liabilities:				
Decrease (increase) in operating assets:				
Placement in Indonesian banks and other financial institutions	1,273,810	(505,646)	1,779,456	(351.92%)

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Securities measured at fair value through profit or loss	(976,011)	(1,277,298)	301,287	(23.59%)
Export bills and other bills	13,473,275	(15,015,682)	28,488,957	(189.73%)
Securities purchased with a promise to resell	16,749,541	17,419,447	(669,906)	(3.85%)
Loans given	(127,686,861)	(151,950,901)	24,264,040	(15.97%)
Sharia loans	(4,133,183)	(8,019,499)	3,886,316	(48.46%)
Financing receivables	1,479,857	(1,213,941)	2,693,798	(221.91%)
Other assets	1,562,240	(15,982,596)	17,544,836	(109.77%)
Increase (decrease) in operating liabilities:				
Immediate liabilities	6,169,854	5,741,228	428,626	7.47%
Savings:				
Giro	28,429,968	(3,631,218)	32,061,186	(882.93%)
Saving	16,481,397	5,297,630	11,183,767	211.11%
Time deposit	(37,790,022)	48,778,336	(86,568,358)	(177.47%)
Deposits from other banks and other financial institutions	2,721,163	2,623,772	97,391	3.71%
Securities sold with an agreement to repurchase	5,964,259	9,081,866	(3,117,607)	(34.33%)
Other liabilities	(4,645,149)	7,072,077	(11,717,226)	(165.68%)
Net cash obtained from/(used) for operating activities	24,283,108	**(4,971,454)**	**29,254,562**	**(588.45%)**
CASH FLOW FROM INVESTMENT ACTIVITIES				
Proceeds from sale of fixed assets	129,827	168,975	(39,148)	(23.17%)
Share participation	(4,912)	36,137	(41,049)	(113.59%)
Receipt of dividends	137,035	75,572	61,463	81.33%
Acquisition of fixed assets	(10,334,588)	(8,177,296)	(2,157,292)	26.38%
Decrease/(increase) in securities classified as fair value through other comprehensive income and amortized cost	9,884,449	2,907,520	6,976,929	239.96%
Net cash obtained from/(used) for investment activities	(188,189)	**(4,989,092)**	**4,800,903**	**(96.23%)**
CASH FLOW FROM FINANCING ACTIVITIES				
Receipt (payment) of loans received	42,489,276	31,573,410	10,915,866	34.57%
Loan Repayments Received	(13.300,712)	(12,212,871)	(1,087,841)	8,91%
Shares bought back	(875,758)	(1,382,284)	506,526	(36.64%)
Distribution of profits for dividends	(48,102,283)	(43,494,766)	(4,607,517)	10.59%
Subordinated loan receipt	-	494,142	(494,142)	(100.00%)
Subordinated loan payments	-	(500,000)	500,000	(100.00%)
Proceeds from securities issued	10,905,923	14,112,994	(3,207,071)	(22.72%)
Payment for maturing securities	(28,578,477)	(28,141,850)	(436,627)	1.55%

Description	2024	2023	Growth	
			(IDR)	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Net cash (used) for/obtained from financing activities	**(37,462,031)**	**(39,551,225)**	**2,089,194**	**(5.28%)**
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	**(13,367,112)**	**(49,511,771)**	**36,144,659**	**(73.00%)**
THE EFFECT OF CHANGES IN FOREIGN EXCHANGE RATES	**17,758**	**(2,663)**	**20,421**	**(766.84%)**
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	**218,677,734**	**268,192,168**	**(49,514,434)**	**(18.46%)**
CASH AND CASH EQUIVALENTS AT YEAR END	**205,328,380**	**218,677,734**	**(13,349,354)**	**(6.10%)**
Cash and cash equivalents at year-end consist of:				
Cash	**29,783,642**	31,603,784	(1,820,142)	(5.76%)
Giro at Bank Indonesia	**88,878,969**	101,909,121	(13,030,152)	(12.79%)
Giro at other banks	**25,582,825**	22,331,919	3,250,906	14.56%
Placement with Bank Indonesia and other financial institutions - maturity period of three months or less from the date of acquisition	**56,601,825**	62,678,940	(6,077,115)	(9.70%)
Bank Indonesia Certificate-maturity period	**4,481,119**	153,970	4,327,149	2.810.38%
Three months or less from the date of acquisition	**205,328,380**	**218,677,734**	**(13,349,354)**	**(6.10%)**

Consolidated Cash Flow Statement Graph

(in trillion Rupiah)



Cash Flow from Operating Activities

Cash flows from operating activities reflect the sources and uses of cash from the company's core operational activities. By the end of 2024, net cash used for operating activities reached IDR24.28 trillion, an increase of IDR29.25 trillion compared to 2023, which recorded cash outflows of IDR4.97 trillion for operating activities. This increase was driven by the company's operational revenue, which amounted to IDR105.21 trillion in 2024, an increase of IDR8.60 trillion compared to IDR96.61 trillion in 2023. The company's ability to balance credit growth with liability acquisition also contributed to this trend. In 2024, net cash used for credit financing amounted to IDR127.69 trillion, a decrease from IDR151.95 trillion in 2023. Meanwhile, liability growth was driven by an increase in demand deposits and savings, which were recorded at IDR28.43 trillion and IDR16.48 trillion, respectively.

Cash Flow from Investment Activities

Cash flows from investing activities reflect the sources and uses of cash related to the company's investment activities. By the end of 2024, net cash used for investment activities was recorded at IDR188 billion, marking a decrease of IDR4.99 trillion compared to 2023, which recorded net cash inflows from investment activities of IDR4.99 trillion. This movement in investment cash flows was directed towards supporting the company's core business activities, particularly in credit and financing. The largest source of optimization came from securities, while liquidity ratios remained strong and well above regulatory requirements.

Cash Flow from Financing Activities

Cash flows from financing activities reflect the sources and uses of cash related to funding activities, including liquidity of liabilities and capital. By the end of 2024, net cash used for financing activities reached IDR37.46 trillion, a decrease of 5.28% year-over-year compared to IDR39.55 trillion in 2023. This movement was influenced by several factors, including profit distribution for dividends, which amounted to IDR48.10 trillion—an increase of IDR4.61 trillion compared to 2023. This aligns with BRI's commitment to creating added value and delivering tangible benefits to shareholders, including both minority shareholders and the Republic of Indonesia as the majority shareholder.

Interest Rate

Interest Rate

The following is information on counter rate interest rates for BRI deposit, savings, and current account products as of December 31, 2024.

Table of Deposit Counter Rate as of December 31, 2024

Savings Products	Interest rate (IDR)	Interest rate (USD)
Current account	0.00%-2.00%	0.05%-0.15%
Saving	0.00%-2.50%	0.08%-0.25%
Deposit	3.00%-3.50%	1.00%-2.00%

Loan Interest Rate

In general, the Basic Interest Rate of Loan is calculated based on three components, namely the Cost of Funds for Loan arising from customer fund collection activities, operational costs incurred for fund collection and credit distribution activities, and the profit margin component from credit distribution.

The calculation of SBDK does not take into account the risk premium component of the debtor, the amount of which depends on the assessment of the risk of each debtor. Therefore, the amount of credit interest charged to the debtor is not necessarily the same as the SBDK.

The calculation of SBDK applies to types of corporate credit, medium credit, small credit, micro credit, and consumer credit (KPR and Non-KPR). Non-KPR consumer credit does not includve the distribution of funds through Credit Cards and Unsecured Loan. However, Bank Indonesia submits the classification of the credit according to the bank's internal criteria.

Quantitative Disclosure Table of Prime Loan Interest Rate

Data Period December 31, 2024	Prime Lending Rate						
	By Type of Loan						
	Non-SME Loans		SME Loans			Housing/ Apartment Loan (Mortgage)	Non-Housing/ Apartment Loan (Non-Mortgage)
	Corporate	Retail	Medium	Small	Micro		
Principal Price of Funds for Loan	3.80%	N/A	3.80%	3.80%	3.80%	3.80%	3.80%
Overhead Costs	1.70%	N/A	3.21%	4.48%	8.71%	3.30%	3.10%

Data Period December 31, 2024	Prime Lending Rate						
	By Type of Loan						
	Non-SME Loans		SME Loans			Housing/ Apartment Loan (Mortgage)	Non-Housing/ Apartment Loan (Non-Mortgage)
	Corporate	Retail	Medium	Small	Micro		
Profit Margin	3.00%	N/A	3.54%	2.12%	1.49%	2.91%	2.40%
Basic Loan Interest Rate (1+2+3)	**8.50%**	**N/A**	**10.55%**	**10.40%**	**14.00%**	**10.00%**	**9.30%**

Note: Effective January 1, 2025

Qualitative Disclosure Table of Basic Loan Interest Rates

Category	Loan Category Definition	Indicators/Criteria of Loan Category
Corporation	Working capital credit and investment credit for non-MSMEs and non-retail	Total credit limit > IDR500 billion
Retail	N/A	N/A

Note

1. SBDK refers to OJK Regulation Number 13 of 2024 dated August 12, 2024 concerning Transparency and Publication of Basic Loan Interest Rates for Conventional Commercial Banks.
2. SBDK is determined by the Bank based on various factors, including the reference interest rate set by the competent authority, cost of funds for credit, overhead costs, profit margins, and developments in economic conditions.
3. SBDK is used as a reference in determining the credit interest rate that will be charged to customers. SBDK does not take into account the estimated component.
4. Risk premium, the amount of which depends on the Bank's assessment of the risk for each debtor or group of debtors. Thus, the amount of Loan Interest Rate charged to customers may differ from the calculation of SBDK.
5. SBDK excludes credit distribution with special interest rates, promo interest rates, fixed rates for a certain period of time, interest rates for employees for welfare purposes, and the like.
6. Information on SBDK that applies at any time can be seen in the publication on the Bank's website and/or each Bank Office.

Ability to Pay Debt and Receivable Collectibility

Ability to Pay Debt

The ability to pay debts is reflected in the Bank's liquidity and solvency. In relation to bonds issued, the ability to pay debts is reflected in the smooth payment of interest and bond ratings.

Protection of Loan or Rights

The Bank has a policy regarding the fulfillment of creditor rights, which serves as a guideline for borrowing from creditors. The objective of this policy is to ensure that creditors' rights are met and to maintain their trust in the Bank. This policy includes considerations in making agreements and follow-up actions in fulfilling the obligations of the Public Company to creditors. The fundamental rights of creditors include, among others, receiving principal repayment and interest payments as agreed, obtaining the right to late payment penalties for principal and interest, as well as requesting explanations, information, and documents, and examining the Bank's financial records.

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 2024 was 89.33% (Bank Only), an increase compared to the LDR in 2023 which was 84.73% (Bank Only), indicating that banking liquidity conditions are tightening amidst slowing economic growth in Indonesia and stagnation in global economic growth. This is reflected in the decline in money supply (M2) as a proxy for economic activity. In addition, the trend of increasing liquidity in the banking industry is also influenced by BI's monetary operations.

In accordance with Bank Indonesia Regulation Number 24/16/PBI/2022 concerning the Fourth Amendment to Bank Indonesia Regulation Number 20/4/PBI/2018 concerning the Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, Banking must maintain a RIM ratio of 84% to 94%. In calculating the RIM, securities issued and administered by the Indonesian Central Securities Depository (KSEI) and not owned by the bank for at least 2 (two) months prior to the reporting date and corporate bonds owned are taken into account. BRI's RIM ratio in 2024 was 91.97% (Bank Only), an increase compared to 2023 which was 91.36% (Bank Only). The increase in BRI's RIM ratio in 2024 was influenced by an increase in higher assets while there was a decrease in DPK.

In order to improve 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 days in a crisis condition. In 2024, BRI's LCR was maintained at 159.32% (Bank Only), with the achievement of this LCR, BRI managed to maintain a liquidity adequacy ratio far above the minimum limit of 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 2024, BRI's CAR was recorded at 24,41% (Bank Only) and 26.63% (consolidation). The CAR ratio is still above BRI's minimum capital requirement according to the BRI Risk Profile which refers to the risk profile scorecard assessment, namely 9.63% (Bank Only) and 9.64% (consolidation). With a still high capital adequacy ratio, BRI is able to anticipate all major risks that occur in bank management, both market risk, loan risk and operational risk.

Meanwhile, to maintain long-term liquidity resilience, BRI measures the Net Stable Funding Ratio (NSFR), which compares available stable funding to required stable funding. In 2024, BRI's NSFR stood at 127.77%, indicating that the bank successfully maintained long-term stable funding adequacy above 100%.

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 eligibility of the securities. The quality of securities is largely determined by the ability of the issuing company to pay its securities when they mature and its ability to pay interest or coupons during the term of the securities issuance.

Table of Debt Repayment Capacity of Securities Issued

(In Million Rupiah)

Description	Ranking	
	2024	2023
BRI Continuous Bonds II Phase I Year 2016 Series E	idAAA by Pefindo	idAAA by Pefindo
BRI Continuous Bonds II Phase II Year 2017 Series D	idAAA by Pefindo	idAAA by Pefindo
BRI Continuous Bonds II Phase III Year 2017 Series C	idAAA by Pefindo	idAAA by Pefindo
BRI Continuous Bonds II Phase IV Year 2018 Series B	idAAA by Pefindo	idAAA by Pefindo
BRI Sustainable Bonds III Phase I Year 2019 Series C	idAAA by Pefindo	idAAA by Pefindo
Sustainable Environmental Bonds I Bank BRI Phase I Year 2022 Series B	idAAA by Pefindo	idAAA by Pefindo
Sustainable Environmental Bonds I Bank BRI Phase I Year 2022 Series C	idAAA by Pefindo	idAAA by Pefindo
BRI Subordinated Bond IV 2023	iidAA by Pefindo	iidAA by Pefindo
Sustainable Environmental Bonds I Bank BRI Phase II Year 2023 Series A	idAAA by Pefindo	idAAA by Pefindo
Sustainable Environmental Bonds I Bank BRI Phase II Year 2023 Series B	idAAA by Pefindo	idAAA by Pefindo
Sustainable Environmental Bonds I Bank BRI Phase II Year 2023 Series C	idAAA by Pefindo	idAAA by Pefindo

Description	Ranking	
	2024	2023
Unsecured Notes due 2024	BBB- by Fitch and Baa2 by Moody's	BBB- by Fitch and Baa2 by Moody's
Sustainable Environmental Bonds I Bank BRI Phase III Year 2024 Series A	idAAA by Pefindo	-
Sustainable Environmental Bonds I Bank BRI Phase III Year 2024 Series B	idAAA by Pefindo	-
Sustainable Environmental Bonds I Bank BRI Phase III Year 2024 Series C	idAAA by Pefindo	-

Table of Rank Meaning

Rating Agency	Rating	Meaning of Rating
Pefindo	idAAA	Bonds with an idAAA rating have the highest rating given by Pefindo. The obligor's ability to meet long-term financial commitments on the debt securities, relative to other Indonesian obligors, is superior.
	idAA	An idAA rated debt differs from the highest rated debt only to a small extent. The obligor's ability to meet its long-term financial commitments on the debt, relative to other Indonesian obligors, is very strong.
Fitch	BBB-	A BBB rating indicates that the current expectation of default risk is low. The capacity to repay 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 considered medium and subject to moderate credit risk and as such may have certain speculative characteristics.

Receivable Collectibility

Loan collectibility can be measured by the asset quality ratio or Non-Performing Loan (NPL). BRI is still able to maintain loan quality very well, this can be seen in the non-performing loan (NPL) ratio in 2024 of 2,94% (Bank Only) and 2.78 (consolidation).

BRI's NPL ratio is still far below the maximum regulatory provision of 5% (net NPL) (PBI Number 3/25/2001). BRI will continue to improve the effectiveness of loan risk management to maintain and improve asset quality.

Table of Loan Collectibility

(Consolidated, in IDR millions)

Description	2024	2023
Loan	**1,354,640,780**	**1,266,429,247**
Performing	1,251,678,340	1,167,044,003
Special Mention	65,260,936	62,062,544
Substandard	4,958,276	5,037,764
Doubtful	9,215,245	7,828,325
Non-performing	23,527,982	24,456,610
NPL	**37,701,504**	**37,322,700**
NPL (%)	**2.78%**	**2.95%**

The recovery strategy that BRI will implement in 2025 to improve NPLs is as follows:

Strategy 2025

Man Power Plan

- Adjustment of organizational structure to improve the effectiveness of portfolio management.
- Addition and placement of workforce as needed and development of specialization in certain segments based on potential and credit risk.

Partnership and Collaboration with External Parties

- Collaboration with various parties to accelerate the recovery process through external parties
- Collaboration with marketing agencies and digital platforms to expand the marketing reach of assets

Policy and Service Innovation

- Implementation of NPL management system based on third party services
- Evaluation and refinement of internal policies in line with industry best practices

Strengthening Technology and Supporting Tools

- Utilization of digital platforms for monitoring loan settlement
- Development of integrated information systems

Performance Acceleration

- Rewards for employees who exceed performance targets
- Providing development programs to improve employee competency in managing NPL

Other Financial Ratios

Rentability and Profitability Ratio

In the banking industry, the profitability ratio is generally measured using the return on assets (ROA), return on equity (ROE) and net interest margin (NIM). BRI was able to record positive profitability performance during 2024.

Table of Profitability and Profitability Ratios (in %)

Description	Bank Only		Consolidated	
	2024	2023	2024	2023
ROA (before tax)	3.76	3.93	3.92	4.18
ROE (Tier-1)	22.91	22.94	21.14	22.01
ROE Balance Sheet	18.40	18.25	19.01	19.80
NIM	6.47	6.98	7.74	8.15

Note:

- There was a change in the calculating method of financial ratios, previously using quarterly ratas to monthly ratas in order to comply with OJK regulation. The 2023 financial ratio had been adjusted to use monthly ratas.
- In 2024, BRI reclassified fee-based income from Supply Chain Financing (SCF) to Net Interest Income (Non-Loan) of IDR2.4 trillion in 2024 and IDR2.2 trillion in 2023. The calculation of the NIM ratio in both years had been adjusted based on the SCF reclassification.

Return On Assets (ROA)

ROA (After Tax) at the end of 2024 was recorded at 3.92%, still relatively at the 4% level compared to 4.18% in 2023. Amid challenging global and domestic macroeconomic conditions, as well as ongoing asset quality improvement efforts, the company managed to generate a net profit of IDR60.64 trillion in 2024, an increase of IDR218.76 billion compared to IDR60.43 trillion in 2023. This growth was driven by solid upper-line performance, as indicated by positive growth in NII, sustained increases in non-interest operating income, and the company's ability to optimize operating expenses.

Return On Equity (ROE)

ROE at the end of 2024 was recorded at 19.01%, still relatively within the 19.01% range compared to 19.80% in 2023. Amid challenging global and domestic macroeconomic conditions, as well as ongoing asset quality improvement efforts, the company managed to generate a net profit of IDR60.64 trillion in 2024, an increase of IDR218.76 billion compared to IDR60.43 trillion in 2023. This growth was driven by solid upper-line performance, as indicated by positive growth in NII, sustained increases in non-interest operating income, and the company's ability to optimize operating expenses.

Net Interest Margin (NIM)

At the end of 2024, the company successfully maintained a stable Net Interest Margin (NIM) at 7.74%. This was primarily driven by the optimization of net interest and sharia income, which reached IDR142.06 trillion in 2024, reflecting a 5.08% year-on-year (yoy) increase compared to IDR135.2 trillion in 2023. This growth was supported by the company's ability to increase interest income by 11.32% yoy through strong growth in productive assets, particularly loans, which helped offset the 30.58% rise in interest expenses, allowing the company to maintain optimal net growth.

Efficiency Ratio

Operational Cost Ratio to Operating Income (BOPO) and Cost to Income Ratio (CIR)

The Company's efficiency ratio can be seen from BRI's BOPO of 67.64% (Bank Only) and 71.94% (consolidation) and CIR of 36.97% (Bank Only) and 41.59% (consolidation). Both efficiency ratios show better development than the previous period. This is driven by the Company's success in maintaining the growth of operating expenses, which is inseparable from the Company's optimization in the use of digitalization, such as efficiency in the micro segment which is increasingly efficient with the optimization of the use of BRISPOT.

Table of Efficiency Ratio

(Bank Only, In %)

Description	Bank Only		Consolidated	
	2024	2023	2024	2023
BOPO	67.64	64.35	71.94	68.21
CIR	37.22	37.74	41.59	41.89

Compliance Ratio

Percentage of Violation and Exceeding of Legal Lending Limit (LLL)

In 2024, BRI has no debtors, either related or unrelated parties, who do not meet or exceed the Maximum Loan Limit.

Net Foreign Exchange Position Ratio

Net Open Position (NOP) is the sum of the absolute value of the net difference between assets and liabilities and the net difference between receivables and commitment and contingency liabilities in administrative accounts for each foreign currency, all of which are stated in Rupiah against capital.

In 2024, the Net Open Position (NOP) ratio was recorded at 2.11%, an increase compared to 0.64% in 2023. Despite the rise, this NOP figure remains well below the maximum limit set by Bank Indonesia, which is capped at 20% of capital, in accordance with Bank Indonesia Regulation No. 17/5/PBI/2015 dated May 29, 2015, regarding the Fourth Amendment to PBI No. 5/13/PBI/2003 on the Net Open Position of Commercial Banks.

Productive Assets Quality Analysis

The quality of the Company's productive assets is in very good condition. For productive assets outside of recorded loan, only securities are in bad collectibility. Meanwhile, productive assets classified as loan provided have very well-maintained quality, as seen in the non-performing loan (NPL) ratio in 2024 of 3.12 % (Bank Only) and 2.78% (consolidation). BRI's NPL ratio is still far below the maximum regulatory provision of 5% (net NPL) (PBI No.3/25/2001). BRI will continue to improve the effectiveness of loan risk management to maintain and improve asset quality.

Table of Productive Assets Quality

No	Description	Individual					
		December 31, 2024					
		Current	Special Mention	Sub Standard	Doubtful	Loss	
I	RELATED PARTIES						
1	Placements with other banks						
	a. Rupiah	400,000	-	-	-	-	
	b. Foreign currencies	-	-	-	-	-	
2	Spot and derivative/forward receivables						
	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	Acceptance receivable	-	-	-	-	-	

(In Million Rupiah

		Individual					
		December 31, 2023					
	Total	Current	Special Mention	Sub Standard	Doubtful	Loss	Total
	400,000	450,000	-	-	-	-	450,000
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-

No	Description	Individual					
		December 31, 2024					
		Current	Special Mention	Sub Standard	Doubtful	Loss	
7	Loans						
	a. Micro, Small and Medium loans (UMKM)						
	i. Rupiah	-	-	-	-	-	
	ii. Foreign currencies	-	-	-	-	-	
	b Non UMKM						
	i. Rupiah	2,088,684	-	-	-	-	
	ii. Foreign currencies	-	-	-	-	-	
	c Restructured loans						
	i. Rupiah	-	-	-	-	-	
	ii. Foreign currencies	-	-	-	-	-	
8	Investments in shares	-	-	-	-	-	
9	Other receivable	-	-	-	-	-	
10	Commitments and contingencies						
	a. Rupiah	-	-	-	-	-	
	b. Foreign currencies	-	-	-	-	-	
II	THIRD PARTIES						
1	Placements with other banks						
	a. Rupiah	3,402,336	-	-	-	-	
	b. Foreign currencies	42,855,260	-	-	-	-	
2	Spot and derivative receivables						
	a. Rupiah	681,859	-	-	-	-	
	b. Foreign currencies	391,643	-	-	-	-	
3	Securities						
	a. Rupiah	195,828,483	24,637	3,067	-	11,021	
	b. Foreign currencies	115,081,083	-	-	-	-	
4	Securities sold with agreement to repurchase (Repo)						
	a. Rupiah	20,544,012	-	-	-	-	
	b. Foreign currencies	5,152,002	-	-	-	-	

		Individual					
		December 31, 2023					
	Total	Current	Special Mention	Sub Standard	Doubtful	Loss	Total
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	2,088,684	201,996	-	-	-	-	201,996
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	3,402,335	2,486,626	-	-	-	-	2,486,626
	42,855,260	34,143,977	-	-	-	-	34,143,977
	681,859	794,380	-	-	-	-	794,380
	391,643	111,193	-	-	-	-	111,193
	195,867,208	213,770,330	-	-	-	-	213,770,330
	115,081,083	125,297,032	-	-	-	-	125,297,032
	20,544,012	5,931,829	-	-	-	-	5,931,829
	5,152,002	14,372,129	-	-	-	-	14,372,129

No	Description	Individual					
		December 31, 2024					
		Current	Special Mention	Sub Standard	Doubtful	Loss	
5	Securities purchased with agreement to resell (Reverse Repo)						
	a. Rupiah	15,839,261	-	-	-	-	
	b. Foreign currencies	808,621	-	-	-	-	
6	Acceptances receivables	10,105,373	-	-	-	-	
7	Loans						
	a. Micro, Small and Medium loans (UMKM)						
	i. Rupiah	608,717,860	40,787,775	3,880,495	6,229,888	13,745,870	
	ii. Foreign currencies	586,768	644	-	-	-	
	b. Non UMKM						
	i. Rupiah	378,477,447	12,331,906	767,883	2,451,374	6,008,952	
	ii. Foreign currencies	133,977,809	3,196,467	82,763	241,243	2,273,405	
	c. Restructured loans						
	i. Rupiah	35,412,829	26,023,428	2,170,052	4,344,073	7,840,820	
	ii. Foreign currencies	4,641,796	2,873,983	80,164	135,588	999,926	
8	Investments in shares	50,241,445	-	-	-	-	
9	Other receivable	-	-	-	-	-	
10	Commitments and contingencies						
	a. Rupiah	116,221,695	819,769	29,921	39,274	66,279	
	b. Foreign currencies	84,724,057	81,780	1,015	1,590	14,721	
III	OTHER INFORMATIONS						
1	Value of bank's assets pledge as collateral:						
	a. To Bank Indonesia	-	-	-	-	-	
	b. To others	-	-	-	-	-	
2	Repossessed Assets	-	-	-	-	-	

		Individual					
		December 31, 2023					
	Total	Current	Special Mention	Sub Standard	Doubtful	Loss	Total
	15,839,261	33,350,175	-	-	-	-	33,350,175
	808,621	-	-	-	-	-	-
	10,105,373	10,217,408	-	-	-	-	10,217,408
	673,361,888	607,935,438	39,407,524	3,918,634	6,078,185	13,108,689	670,448,470
	587,412	545,186	-	-	-	3,464	548,650
	400,037,562	344,928,282	13,540,756	649,914	1,308,688	7,573,504	368,001,144
	139,771,687	100,903,883	2,846,303	98,396	206,290	2,827,374	106,882,246
	75,791,202	47,145,841	27,999,127	2,633,548	4,388,655	9,689,390	91,856,561
	8,731,457	4,996,856	2,702,413	-	131,408	2,820,897	10,651,574
	50,241,445	49,254,757	-	-	-	-	49,254,757
	-	-	-	-	-	-	-
	117,176,939	115,900,897	1,250,166	51,005	30,246	57,440	117,289,754
	84,823,163	88,444,604	43,719	769	322	3,392	88,492,806
	53,246	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	56,502

Strategy for Improving Fee Based Income

During 2024, BRI was able to record fee-based income and other income (Bank Only) of IDR53.5 trillion or growth of 32.09% yoy. This income came from fee-based income of IDR20.4 trillion or growing 12.92% yoy. Other operating income amounting to IDR8.90 trillion or increasing 44.91% yoy. Recovery income from productive assets that had been written off amounting to IDR24.17 trillion or growing 48.53% yoy. In 2024, the largest increase in BRI's fee-based income was obtained from non-e-channel transaction services, insurance product services, international business services, e-channel and e-banking transaction services, and investment services. BRI will continue to increase fee-based income by focusing on increasing e-channel and e-banking transactions in each segment, from the ultra-micro segment to wholesale by providing various services and services according to the characteristics of the segments supported by digital initiatives owned to facilitate each customer in making transactions such as BRImo, digital saving, QLola and branchless banking/BRILink agency business. In addition, increasing fee-based income was also done through cross-selling by collaborating with Subsidiaries.

Bank Capital Structure

Management Policy for Capital Structure and Fundamental Selection of Management Policy In Capital Structure

The management of capital structure aims to ensure that BRI consistently maintains adequate capital to cover inherent risks in managing its business while optimizing value for shareholders.

BRI has established the ALCO Committee as a supporting body for the Board of Directors to periodically review BRI's capital structure. The ALCO Committee is also responsible for determining strategies and policies for managing BRI's assets and liabilities to achieve optimal results while considering potential risks, optimum yield generation, and cost efficiency. Additionally, BRI has the KCI Committee as a supporting body to review corporate actions and activities related to the management of subsidiaries, ensuring optimal capital management for BRI.

In accordance with the Financial Services Authority Regulation (POJK) No. 11/POJK.03/2016 dated January 29, 2016, regarding the Minimum Capital Requirement for Commercial Banks, as amended by POJK No. 34/POJK.03/2016, banks are required to maintain a minimum capital in line with their risk profile and establish additional capital buffers, as follows:

1. Capital Conservation Buffer of 2.50% of Risk-Weighted Assets (RWA)
2. Countercyclical Buffer of 0.00% of RWA
3. Capital Surcharge for Systemic Banks of 2.50% of RWA

With a minimum CAR requirement of 9.64% (consolidated) based on its risk profile, BRI's 2024 CAR of 24.41% (bank only) and 26.63% (consolidated) remains well above the minimum regulatory requirement.

As of December 2024, BRI's capital structure consists of a Core Capital (Tier-1) of IDR241.04 trillion (bank only) and IDR291.32 trillion (consolidated), as well as a Supplementary Capital (Tier-2) of IDR11.73 trillion (bank only) and IDR12.66 trillion (consolidated). The Tier-1 Capital Adequacy Ratio (CAR) stands at 23.28% (bank only) and 25.52% (consolidated). BRI's Tier-1 Capital is equivalent to its Common Equity Tier-1 (CET-1), as BRI does not have Additional Tier-1 Capital.

Therefore, BRI's Tier-1 Capital Ratio is well above the minimum requirement of 6% and the minimum Common Equity Tier-1 (CET-1) requirement of 4.5% set by the regulator.

Capital Structure Details

A detailed description of the capital structure is presented as follows.

Table of Capital Structure

(consolidated, in IDR millions)

Description	2024	2023
Core (Tier 1)	291,317,196	283,949,415
Common Equity (CET 1)	291,317,196	283,949,415
Supplementary Capital (Tier 2)	12,658,290	12,499,593
Total Capital Available	303,975,486	**296,449,008**

Description	2024	2023
RWA for Loan after calculating spesific risks	981,702,825	961,506,352
RWA for Market Risk	33,799,657	5,214,599
RWA for Operational Risk	125,883,982	120,236,798
Total RWA	1,141,386,464	**1,086,957,749**
CAR Ratio	26.63%	27.27%
CET 1 Ratio	25.52%	26.12%
Tier 1 Ratio	25.52%	26.12%
Tier 2 Ratio	1.11%	1.15%
Minimum CAR based on Risk Profile	9.64%	9.48%

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**
   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 65,95% or at a Low to Moderate risk profile; the composition of non-corporate loans (Micro, Consumer, Small, Medium) of total loan is 79,09% with a Moderate to High risk profile; Loan composition to the 25 largest non-bank debtors (groups) excluding related parties to total credit at 15,43%.
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 10.89% and maintained at a Low to Moderate risk level. The amount of non-performing loans to total loans (NPL) is 2.94% and is at a Moderate risk level. The adequacy of reserves is reflected in the LaR coverage and NPL coverage ratios. The LaR coverage was 53.75%, above the minimum appetite of 45%, while the NPL coverage was 199.43%.
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 Loan Policy 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 business 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:
      1). Understand and comply with the implementation guidelines for each business sector as well as other credit regulations in the field, including changes.
      2). 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 (business 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 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 (business 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 Business 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:
   1). 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.
   2). 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.
   3). Investment Universe (Bond Universe and Equity Universe) is a list of securities that have received approval from the Risk Management Committee (Mortgage) 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 (Mortgage) approval which can be used for placing time deposits. Time deposit placement limits at Counterparty Banks are determined by the Risk Management Committee (Mortgage) 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.

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 business 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:
      1). Development and quality of the overall credit portfolio
      2). Corrective steps if the implementation of credit disbursement deviates from the established credit plan.
      3). 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:
      1). Preparation of KPB.
      2). Preparation of precredit plans contained in the RBB.
      3). Implementation of corrective steps based on evaluation results and suggestions submitted by the Credit Policy Committee (KKP).
      4). 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 Business Unit and Loan**
   Officers Credit Business 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 Business Units abroad. Loan officers consist of credit line workers and credit support workers.

For Financing Companies, based on company accountability, the Risk Management Business 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 Business 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.

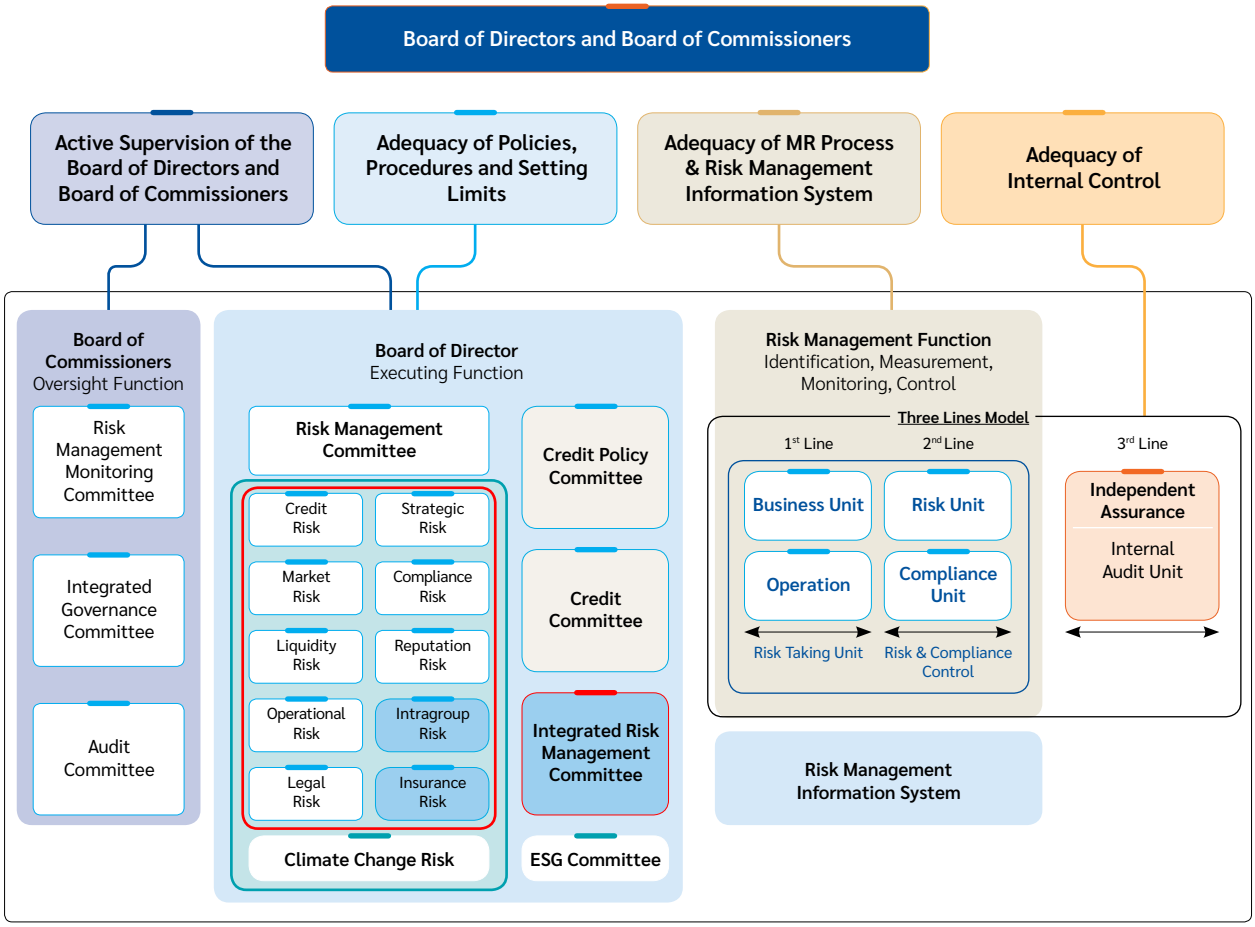
For Venture Companies, the formation of an Organizational Structure takes into account the complexity of business processes and daily operations. In connection with this, the Venture Company established a Risk Management Business Unit which is under the supervision of the Portfolio & Finance Director. The business 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 Unit (SKMR) which is independent of operational 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 business 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 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 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 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 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 Business 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 Unit of BRI Ventures, there is a Internal Audit Unit of BRI Ventures which functions as internal control and third line of defense in implementing company risk management. Internal Audit Unit of BRI Ventures contributes to providing support for internal control and fraud indication. Internal Audit 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 Unit team offsite. If necessary, the BRI Internal Audit 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 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. Loan 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)

1) BRI Individually

(in IDR million)

		Gross Carriying Value		CKPN	CKPN		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
1	Loans	125,487,276	1,090,359,959	71,161,833	54,162,341	16,999,492	1,144,685,402
2	Securities	-	281,451,212	45,656	-	45,656	281,405,556
3	Administrative Account Transactions	4,352,528	197,647,575	2,550,387	1,344,794	1,205,593	199,449,716
4	**Total**	129,839,804	1,569,458,746	73,757,876	55,507,135	18,250,741	1,625,540,674

(2) BRI Consolidated with Subsidiaries

(in IDR million)

		Gross Carriying Value		CKPN	CKPN		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
1	Loans	128,469,333	1,234,815,120	81,063,511	59,961,770	21,101,741	1,282,220,941
2	Securities	-	288,554,868	58,823	-	58,823	288,496,045
3	Administrative Account Transactions	4,352,872	197,770,860	2,551,050	1,344,807	1,206,243	199,572,682
4	**Total**	132,822,205	1,721,140,848	83,673,384	61,306,577	22,366,807	1,770,289,669

Additional Disclosures

Past-due receivables refer to claims against debtors who have defaulted or any receivables that have been overdue for more than 90 (ninety) days, whether for principal payments and/or interest payments.

III. Disclosure of Mutations In Credits and Mate Securities (CR2)

1) BRI Individually

(in IDR million)

		a
1	Loans and Securities that have matured in the last reporting period	136,847,602
2	Loans and Securities that have matured in the last reporting period	41,660,311
3	Loans and Securities that return to bills that have not yet matured	15,598,364
4	Write-off value	22,011,020
5	Another change	-15,411,253
6	**Loan and Securities that have matured at the end of the reporting period (1+2-3-4+5)**	125,487,276

(2) BRI Consolidated with Subsidiaries

(in IDR million)

		a
1	Loans and Securities that have matured in the last reporting period	139,347,528
2	Loans and Securities that have matured in the last reporting period	43,310,808
3	Loans and Securities that return to bills that have not yet matured	22,644,732
4	Write-off value	22,486,497
5	Another change	(9,057,775)
6	**Loan and Securities that have matured at the end of the reporting period (1+2-3-4+5)**	128,465,333

IV. Additional Disclosures Regarding the Quality of Credit on Assets (CRB)

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, ASSUMPTIONS, AND TECHNIQUES USED IN ESTIMATION OF VALUE IMPAIRMENT

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.

Quantitative

1) Disclosure of Net Claims by Region

1) BRI Individually

(in IDR million)

No	Portfolio Category	December 31, 2024									
		Net Bills By Region									
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Indonesia Timur	Jawa Barat	Jawa Tengah & DIY	Jawa Timur	Sumatera	Other	
a	b	c	d	e	f	g	h	i	j	k	
1	Claims against Government	359,596,614	-	-	-	-	-	-	-	5,976,532	
2	Claims against Public Sector Entities	105,508,957	18,967	8,911	1,121	413,180	53,861	623,845	95,041	1,925,649	
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	
4	Claims against Banks	75,219,980	19,713	-	-	3,003	-	11,170	-	204,667	
5	Claims on Covered Bonds	-	-	-	-	-	-	-	-	-	
6	Claims to Securities Companies and Other Financial Services Institutions	4,384,708	-	102	-	16,449	-	14	-	9,936	
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	6,546,863	-	-	-	-	-	-	-	-	
8	Residential Property Secured Loans	13,328,406	24,296,110	9,457,243	4,663,371	18,918,012	19,908,001	21,448,004	28,055,607	322,320	
9	Commercial Property Secured Loans	5,283,651	5,710,039	2,513,863	1,697,039	6,281,702	3,061,311	6,438,363	8,795,541	18,632	
10	Loan for Land Acquisition, Land Processing and Construction	4,023,501	423,218	84,108	166,903	520,343	210,906	664,805	1,191,659	-	
11	Employee or Pensioner Loan	9,546,635	36,961,253	11,687,475	11,771,509	19,023,291	10,749,161	12,604,073	26,538,550	943	
12	Claims to Micro Businesses, Small Businesses and Small Portfolios	82,415,337	82,681,127	31,917,738	12,629,579	61,242,061	74,909,268	70,443,459	97,111,812	39,603,028	
13	Bills on Corporations	144,473,718	14,616,741	3,389,286	1,599,228	14,173,023	6,853,097	13,404,786	14,258,667	27,213,693	
14	Claims That Have Been Due Date	14,326,811	10,296,141	4,086,178	1,755,929	13,586,134	9,990,854	8,589,568	9,108,966	1,808,176	
15	Other Assets	42,864,463	9,932,017	4,509,046	3,495,394	7,645,609	7,788,429	6,332,523	11,280,768	2,319,402	
	TOTAL	867,519,643	184,955,327	67,653,950	37,780,073	141,822,806	133,524,888	140,560,609	196,436,611	79,402,979	

		December 31, 2023									
		Net Bills By Region									
	Total	Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Indonesia Timur	Jawa Barat	Jawa Tengah & DIY	Jawa Timur	Sumatera	Other	Total
	l	m	n	o	p	q	r	s	t	u	v
	365,573,146	406,510,805	-	-	-	-	-	-	-	1,207,001	407,717,806
	108,649,531	89,613,901	749,987	-	-	6,631,633	1,882	666,841	1,763,030	-	99,427,274
	-	-	-	-	-	-	-	-	-	-	-
	75,458,533	63,815,228	2,805	-	-	5,076	2,906	2,283	-	-	63,828,298
	-	-	-	-	-	-	-	-	-	-	-
	4,411,209	2,682,595	-	-	-	-	-	-	-	-	2,682,595
	6,546,863	5,560,175	-	-	-	-	-	-	-	-	5,560,175
	140,397,074	12,238,116	21,327,795	8,235,359	4,120,161	15,235,886	18,957,698	19,385,793	24,097,718	-	123,598,526
	39,800,141	3,776,565	5,147,960	2,060,976	1,336,583	5,837,216	2,622,677	5,455,095	7,708,663	-	33,945,735
	7,285,443	1,900,894	3,748,578	703,073	68,677	152,725	2,294,804	279,555	608,508	-	9,756,815
	138,882,889	9,559,254	36,995,284	12,100,139	10,780,419	18,682,474	10,818,992	12,531,402	25,391,590	-	136,859,554
	552,953,409	103,055,001	54,962,483	75,417,509	32,565,302	13,589,473	82,304,455	86,339,094	68,684,162	7,853,317	524,770,796
	239,982,238	136,814,743	14,369,731	2,706,404	2,682,446	12,285,277	7,264,781	12,409,380	15,640,558	15,408,510	219,581,829
	73,548,756	12,837,462	12,781,888	6,160,041	2,119,814	16,458,776	10,811,566	10,364,498	10,559,118	325,037	82,418,200
	96,167,651	49,190,485	9,325,491	4,673,910	2,970,423	7,726,633	9,068,768	7,098,440	11,028,537	2,442,739	103,525,425
	1,849,656,885	**897,555,223**	**159,412,002**	**112,057,410**	**56,643,825**	**96,605,169**	**144,148,530**	**154,532,381**	**165,481,884**	**27,236,604**	**1,813,673,028**

(2) BRI Consolidated with Subsidiaries

(in IDR million)

No	Portfolio Category	December 31, 2024									
		Net Bills By Region									
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Indonesia Timur	Jawa Barat	Jawa Tengah & DIY	Jawa Timur	Sumatera	Other	
a	b	c	d	e	f	g	h	i	j	k	
1	Claims against Government	365,136,429	-	-	-	-	-	-	-	5,976,532	
2	Claims against Public Sector Entities	105,622,866	18,967	8,911	1,121	413,180	53,861	623,845	95,041	1,925,649	
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	
4	Claims against Banks	80,916,509	115,334	24,821	-	28,329	30,687	49,045	55,051	205,624	
5	Claims on Covered Bonds	-	-	-	-	-	-	-	-	-	
6	Claims to Securities Companies and Other Financial Services Institutions	4,384,708	-	102	-	16,449	-	14	-	475,047	
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	8,238,877	6,756	1,754	-	1,790	2,168	2,676	3,890	67	
8	Residential Property Secured Loans	13,427,735	24,303,851	9,457,243	4,663,371	18,923,520	19,916,521	21,472,688	28,185,376	322,320	
9	Commercial Property Secured Loans	5,292,032	5,716,216	2,513,863	1,697,039	6,281,702	3,061,311	6,445,879	8,852,027	18,632	
10	Loan for Land Acquisition, Land Processing and Construction	4,327,245	423,218	84,108	166,903	520,343	210,906	672,264	1,201,659	-	
11	Employee or Pensioner Loan	9,546,751	36,961,253	11,687,475	11,771,509	19,023,291	10,749,161	12,604,073	26,540,147	943	
12	Claims to Micro Businesses, Small Businesses and Small Portfolios	101,980,403	112,668,554	41,020,346	12,889,185	77,672,728	88,846,486	88,707,862	126,013,344	41,665,898	
13	Bills on Corporations	148,914,891	14,902,775	3,455,466	1,599,228	14,247,161	6,999,048	13,564,593	14,566,797	27,216,064	
14	Claims That Have Been Due Date	15,390,299	10,525,174	4,139,403	1,756,041	13,642,616	10,068,847	8,697,170	9,374,942	1,810,361	
15	Other Assets	53,783,206	15,145,420	5,862,353	3,495,394	9,026,440	9,461,524	8,397,510	14,282,233	3,001,430	
	TOTAL	916,961,951	220,787,519	78,255,847	38,039,791	159,797,549	149,400,520	161,237,619	229,170,506	82,618,566	

		December 31, 2023									
		Net Bills By Region									
	Total	Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Indonesia Timur	Jawa Barat	Jawa Tengah & DIY	Jawa Timur	Sumatera	Other	Total
	l	m	n	o	p	q	r	s	t	u	v
	371,112,961	410,961,590	0	0	0	0	0	0	0	1,240,456	412,202,046
	108,763,440	90,208,788	749,987	0	0	6,631,633	1,882	666,841	1,763,030	3,380	100,025,541
	-	0	0	0	0	0	0	0	0	0	0
	81,425,399	67,566,541	65,394	16,247	0	21,653	22,992	27,074	36,034	626	67,756,562
	-	0	0	0	0	0	0	0	0	0	0
	4,876,320	2,682,595	0	0	0	0	0	0	0	579,289	3,261,884
	8,257,979	7,513,064	5,039	1,308	0	1,335	1,617	1,996	2,901	50	7,527,310
	140,672,625	12,371,192	21,339,449	8,235,359	4,120,161	15,240,599	18,963,002	19,403,953	24,237,698	0	123,911,411
	39,878,701	4,098,047	5,149,249	2,060,976	1,336,583	5,837,640	2,622,677	5,462,613	7,756,967	0	34,324,753
	7,606,646	1,900,894	3,757,579	703,073	68,677	152,725	2,294,804	279,555	608,508	0	9,765,816
	138,884,602	10,245,686	36,996,975	12,100,139	10,780,419	18,682,989	10,819,462	12,532,515	25,502,737	0	137,660,921
	691,464,806	117,627,492	82,538,434	80,695,689	32,565,302	30,570,942	94,470,835	102,379,199	93,359,473	8,060,254	642,267,619
	245,466,023	140,267,309	14,569,394	2,756,655	2,682,446	12,340,446	7,383,467	12,491,701	15,865,202	15,623,809	223,980,430
	75,404,854	14,972,194	13,100,146	6,234,048	2,119,814	16,545,302	10,907,898	10,510,452	10,942,171	332,406	85,664,433
	122,455,510	59,533,442	14,065,397	5,904,306	2,970,423	8,982,068	10,589,908	8,976,299	13,757,421	3,028,636	127,807,899
	2,036,269,867	**939,948,835**	**192,337,042**	**118,707,799**	**56,643,825**	**115,007,331**	**158,078,545**	**172,732,199**	**193,832,142**	**28,868,906**	**1,976,156,624**

2) Disclosure of Net Bills By Economic Sector

1) BRI Individually

(in IDR million)

No	Economic Sector	Claims against Government	Claims against Public Sector Entities	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	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	
a	b	c	d	e	f	g	h	i	
Position: December 31, 2024									
1	Agriculture, Forestry and Fisheries	-	6,938,020	-	-	-	-	-	
2	Mining and excavation	-	5,520,474	-	-	-	-	-	
3	Processing industry	-	8,602,007	-	-	-	-	-	
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	-	27,242,022	-	-	-	-	-	
5	Water Management, Waste Water Management, Waste Management and Recycling and Remediation Activities	-	-	-	-	-	-	-	
6	Construction	-	15,012,225	-	-	-	-	-	
7	"Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance"	-	19,436,659	-	-	-	-	-	
8	Transportation and Warehousing	-	7,908,364	-	-	-	-	-	
9	Provision of accommodation and provision of food and drink	-	67,969	-	-	-	-	-	
10	Information and Communication	-	1,485,373	-	-	-	-	-	
11	Financial and Insurance Activities	-	9,701,795	-	75,458,532	-	4,411,210	6,546,863	
12	Real Estate	-	60,135	-	-	-	-	-	
13	Professional, Scientific and Technical Activities	-	-	-	-	-	-	-	
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	-	-	-	-	-	-	-	
15	"Government Administration, Defense and Mandatory Social Security"	365,573,146	-	-	-	-	-	-	

	Residential Property Secured Loans	Commercial Property Secured Loans	Loan for Land Acquisition, Processing and Construction	Employee or Pensioner Loan	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations"	Claims That Have Been Due Date	Other Assets
	j	k	l	m	n	o	p	q
	15,508,256	3,293,699	131,800	75,410	138,099,822	23,230,807	9,648,170	-
	1,070,442	371,901	6,251	2,096	17,946,103	13,017,954	240,134	-
	9,571,378	4,665,857	1,548,850	20,573	65,190,581	24,967,943	5,078,041	-
	443,074	109,662	993	1,009	7,770,697	7,252,440	227,020	-
	311,209	101,102	-	1,402	428,472	56,555	84,228	-
	5,895,959	1,207,951	4,228,023	1,074	907,371	6,787,964	3,442,002	-
	81,304,788	23,732,070	85,620	185,505	171,797,824	25,159,864	32,546,974	-
	1,971,768	433,703	840	10,882	4,788,134	8,871,216	1,161,683	-
	3,398,641	1,442,873	373	21,828	12,129,745	1,499,019	2,091,776	-
	586,007	146,323	873	374	244,409	678,363	66,704	-
	137,862	121,882	353,823	170	219,615	12,658,651	32,630	-
	897,215	588,753	48,526	10,439	2,078,092	352,149	406,754	-
	329,298	65,672	993	241	123,073	85,006	74,744	-
	1,700,237	435,816	21,166	6,948	2,099,206	1,661,757	543,636	-
	644	3,528	2,006	98	4,481	201,713	827	-

No	Economic Sector	Claims against Government	Claims against Public Sector Entities	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	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	
a	b	c	d	e	f	g	h	i	
16	Education	-	-	-	-	-	-	-	
17	Human Health Activities and Social Activities	-	-	-	-	-	-	-	
18	Arts, Entertainment and Recreation	-	-	-	-	-	-	-	
19	Other Service Activities	-	4,264,057	-	-	-	-	-	
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	-	-	-	-	-	-	-	
23	Non Other Business Fields	-	-	-	-	-	-	-	
24	Other	-	2,410,431	-	-	-	-	-	
	Total	365,573,146	108,649,533	-	75,458,532	-	4,411,210	6,546,863	

(in IDR million)

No	Economic Sector	Claims against Government	Claims against Public Sector Entities	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	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	
a	b	c	d	e	f	g	h	i	
Position: December 31, 2023									
1	Agriculture, Forestry and Fisheries	-	3,178,392	-	-	-	-	-	
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	-	-	-	-	-	

	Residential Property Secured Loans	Commercial Property Secured Loans	Loan for Land Acquisition, Processing and Construction	Employee or Pensioner Loan	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations"	Claims That Have Been Due Date	Other Assets
	j	k	l	m	n	o	p	q
	198,957	186,034	-	791	258,847	254,050	65,964	-
	920,001	667,244	4,608	5,647	855,608	1,356,329	198,076	-
	183,311	41,332	-	772	326,583	622,092	258,663	-
	5,479,149	1,463,194	830,666	4,533,912	45,076,014	30,370,346	9,634,046	-
	216,734	43,235	-	941	303,864	77,791	114,165	-
	-	-	-	-	166	-	-	-
	9,767,666	492,050	-	133,517,376	75,470,712	29,888,288	6,799,090	-
	-	-	-	1,668	495	175	-	-
	504,478	186,260	20,031	483,734	6,833,492	50,931,765	833,430	96,167,651
	140,397,074	39,800,141	7,285,442	138,882,890	552,953,408	239,982,238	73,548,757	96,167,651

	Residential Property Secured Loans	Commercial Property Secured Loans	Loan for Land Acquisition, Processing and Construction	Employee or Pensioner Loan	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	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	-
	384,183	120,465	1,479,759	1,177	10,217,563	10,790,671	221,883	-

No	Economic Sector	Claims against Government	Claims against Public Sector Entities	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	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	
a	b	c	d	e	f	g	h	i	
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	-	-	-	-	-	-	-	

	Residential Property Secured Loans	Commercial Property Secured Loans	Loan for Land Acquisition, Processing and Construction	Employee or Pensioner Loan	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	j	k	l	m	n	o	p	q
	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	-

No	Economic Sector	Claims against Government	Claims against Public Sector Entities	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	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	
a	b	c	d	e	f	g	h	i	
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	5,560,175	
	Total	407,717,806	99,427,272	-	63,828,298	-	2,682,595	5,560,175	

(2) BRI Consolidated with Subsidiaries

(in IDR million)

No	Economic Sector	Claims against Government	Claims against Public Sector Entities	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	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	
a	b	c	d	e	f	g	h	i	
Position: December 31, 2024									
1	Agriculture, Forestry and Fisheries	0	6,938,020	0	0	0	0	0	
2	Mining and excavation	0	5,520,474	0	0	0	0	0	
3	Processing industry	0	8,602,007	0	0	0	0	0	
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	0	27,242,022	0	0	0	0	0	
5	Water Management, Waste Water Management, Waste Management and Recycling and Remediation Activities	0	0	0	0	0	0	0	
6	Construction	0	15,012,225	0	0	0	0	0	
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	0	19,436,659	0	0	0	0	0	
8	Transportation and Warehousing	0	7,908,364	0	0	0	0	0	
9	Provision of accommodation and provision of food and drink	0	67,969	0	0	0	0	0	

	Residential Property Secured Loans	Commercial Property Secured Loans	Loan for Land Acquisition, Processing and Construction	Employee or Pensioner Loan	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	j	k	l	m	n	o	p	q
	-	-	-	-	213	-	-	-
	448,916	72,343	-	133,263,047	65,500,940	17,803,539	7,950,178	-
	-	-	-	1,160	486	213	-	-
	39,048	5,764	-	20,162	2,069,063	44,714,473	45,025	103,525,425
	123,598,528	33,945,736	9,756,816	136,859,553	524,770,796	219,581,829	82,418,200	103,525,425

	Residential Property Secured Loans	Commercial Property Secured Loans	Loan for Land Acquisition, Processing and Construction	Employee or Pensioner Loan	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	j	k	l	m	n	o	p	q
	15,518,855	3,296,276	131,800	75,410	149,591,847	24,402,433	10,160,762	0
	1,070,985	371,901	6,251	2,096	18,034,641	13,076,303	243,212	0
	9,585,766	4,675,332	1,548,850	20,573	66,901,890	25,671,951	5,105,662	0
	445,013	109,662	993	1,009	7,850,733	7,259,153	227,020	0
	311,209	101,102	0	1,402	428,486	56,555	84,669	0
	5,924,401	1,242,356	4,238,023	1,074	1,391,207	6,991,554	3,775,847	316,337
	81,354,193	23,747,166	85,620	185,505	204,368,896	25,397,105	32,651,858	0
	1,971,855	434,411	840	10,882	5,187,430	9,014,293	1,167,949	0
	3,400,487	1,443,773	373	21,828	12,283,668	1,499,019	2,104,091	0

No	Economic Sector	Claims against Government	Claims against Public Sector Entities	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	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	
a	b	c	d	e	f	g	h	i	
10	Information and Communication	0	1,485,373	0	0	0	0	0	
11	Financial and Insurance Activities	216,104	9,701,795	0	80,762,110	0	4,411,210	8,234,670	
12	Real Estate	0	60,135	0	0	0	0	0	
13	Professional, Scientific and Technical Activities	0	0	0	0	0	0	0	
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	0	0	0	0	0	0	0	
15	Government Administration, Defense and Mandatory Social Security	365,573,146	0	0	0	0	0	0	
16	Education	0	0	0	0	0	0	0	
17	Human Health Activities and Social Activities	0	0	0	0	0	0	0	
18	Arts, Entertainment and Recreation	0	0	0	0	0	0	0	
19	Other Service Activities	0	4,264,057	0	0	0	0	0	
20	Household Activities as an Employer; Activities that produce goods and services by households that are used to meet their own needs	0	0	0	0	0	0	0	
21	Activities of International Agencies and Other Extra International Agencies	0	0	0	0	0	0	0	
22	Household	0	0	0	0	0	0	0	
23	Non Other Business Fields	0	0	0	0	0	0	0	
24	Other	5,323,712	2,524,340	0	663,288	0	465,111	23,308	
	Total	371,112,962	108,763,441	-	81,425,398	-	4,876,321	8,257,979	

	Residential Property Secured Loans	Commercial Property Secured Loans	Loan for Land Acquisition, Processing and Construction	Employee or Pensioner Loan	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	j	k	l	m	n	o	p	q
	587,352	146,323	873	374	286,576	688,289	66,665	0
	143,129	127,478	353,823	170	1,446,795	12,796,753	41,716	231,282
	898,656	588,753	48,526	10,439	2,181,910	375,715	411,512	0
	331,563	66,294	993	241	477,361	144,818	77,680	0
	1,701,564	435,816	21,166	6,948	2,615,453	1,744,059	568,198	0
	644	3,528	2,006	98	348,734	201,713	404	0
	198,983	186,034	0	791	363,118	254,050	66,426	0
	924,113	667,328	4,608	5,647	1,060,726	1,358,661	203,382	0
	183,341	41,332	0	772	342,842	622,092	262,220	0
	5,492,863	1,465,184	830,666	4,533,912	46,065,307	30,370,346	9,650,425	0
	217,387	43,235	0	941	304,782	77,791	115,682	0
	0	0	0	0	166	0	0	0
	9,767,666	496,857	0	133,517,376	75,472,409	30,044,534	6,799,090	3,570
	136,104	2,300	0	1,668	959,052	7,542	76,332	0
	506,496	186,260	331,234	485,447	93,500,776	53,411,290	1,544,053	121,904,321
	140,672,625	39,878,701	7,606,645	138,884,603	691,464,805	245,466,023	75,404,855	122,455,510

(in IDR million)

No	Economic Sector	Claims against Government	Claims against Public Sector Entities	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	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	
a	b	c	d	e	f	g	h	i	
Position: December 31, 2023									
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	-	-	-	-	-	-	-	
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	1,949,673	
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	-	-	-	-	-	-	-	

	Residential Property Secured Loans	Commercial Property Secured Loans	Loan for Land Acquisition, Processing and Construction	Employee or Pensioner Loan	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	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	-
	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	-

No	Economic Sector	Claims against Government	Claims against Public Sector Entities	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	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	
a	b	c	d	e	f	g	h	i	
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	2,961,504	4,839,274	-	8,099,879	-	780,862	5,577,636	
	Total	**412,202,046**	**100,025,540**	**-**	**67,756,561**	**-**	**3,261,884**	**7,527,309**	

3) Net Billing Disclosure Is Based on tthe Remaining Term of the Contract

1) BRI Individually

(in IDR million)

No	Portfolio Category	December 31, 2024						
		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	66,776	-	6,097,117	-	359,409,253	365,573,146	
2	Claims against Public Sector Entities	29,135,375	6,784,737	9,008,615	4,367,554	59,353,249	108,649,531	
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-	
4	Claims against Banks	27,578,874	697,217	223,054	7,254	46,952,134	75,458,533	
5	Claims on Covered Bonds	-	-	-	-	-	-	
6	Claims to Securities Companies and Other Financial Services Institutions	1,149,017	2,579,443	681,934	815	-	4,411,209	

	Residential Property Secured Loans	Commercial Property Secured Loans	Loan for Land Acquisition, Processing and Construction	Employee or Pensioner Loan	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	j	k	l	m	n	o	p	q
	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	-
	-	-	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	-
	41,051	980,128	92	23,249	111,909,977	46,676,863	1,243,686	127,619,462
	123,911,411	**34,324,753**	**9,765,816**	**137,660,919**	**642,267,619**	**223,980,430**	**85,664,433**	**127,807,899**

	December 31, 2023					
	Net billing based on remaining contract term					
	<= 1 year	> 1 year - 3 years	> 3 years - 5 years	> 5 years	Non Contractual	Total
	i	j	k	l	m	n
	35,487,606	65,165,251	42,987,809	58,918,211	205,158,929	407,717,806
	29,652,067	6,869,468	1,104,147	1,564,992	60,236,598	99,427,273
	-	-	-	-	-	-
	1,429,277	778,878	725,808	2,730,903	58,163,432	63,828,298
	-	-	-	-	-	-
	1,507,634	1,137,548	36,658	754	-	2,682,594

No	Portfolio Category	December 31, 2024						
		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	
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	6,546,863	6,546,863	
8	Residential Property Secured Loans	79,398,379	27,313,932	22,068,598	11,511,535	104,630	140,397,074	
9	Commercial Property Secured Loans	23,858,983	5,432,243	6,248,149	4,251,618	9,149	39,800,141	
10	Loan for Land Acquisition, Land Processing and Construction	4,687,403	849,472	140,609	29,092	1,578,867	7,285,443	
11	Employee or Pensioner Loan	1,359,166	9,788,474	16,565,622	111,163,495	6,132	138,882,889	
12	Bills on Micro Businesses, Small Businesses and Small Portfolios	94,012,329	219,807,647	117,803,610	58,180,257	63,149,566	552,953,409	
13	Bills on Corporations	81,911,612	33,049,610	24,071,033	55,335,088	45,614,894	239,982,238	
14	Claims That Have Been Due Date	17,001,715	23,198,499	15,061,374	9,203,921	9,083,247	73,548,756	
15	Other Assets	-	-	-	-	96,167,651	96,167,651	
	TOTAL	360,159,630	329,501,275	217,969,715	254,050,629	687,975,636	1,849,656,885	

(2) BRI Consolidated with Subsidiaries

(in IDR million)

No	Portfolio Category	December 31, 2024						
		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	2,498,622	878,873	6,640,094	1,686,120	359,409,253	371,112,962	
2	Claims against Public Sector Entities	29,139,660	6,894,361	9,008,615	4,367,555	59,353,249	108,763,440	
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-	
4	Claims against Banks	33,518,211	724,746	223,054	7,254	46,952,134	81,425,400	
5	Claims on Covered Bonds	-	-	-	-	-	-	
6	Claims to Securities Companies and Other Financial Services Institutions	1,149,017	2,579,443	681,934	815	465,111	4,876,320	
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	23,308	-	-	1,687,807	6,546,863	8,257,978	

	December 31, 2023					
	Net billing based on remaining contract term					
	<= 1 year	> 1 year - 3 years	> 3 years - 5 years	> 5 years	Non Contractual	Total
	i	j	k	l	m	n
	-	-	-	-	5,560,175	5,560,175
	70,462,431	29,556,138	21,229,038	2,243,116	107,802	123,598,526
	18,677,230	6,445,734	5,945,709	2,867,050	10,014	33,945,736
	4,935,918	883,343	1,856,455	859,879	1,221,221	9,756,816
	1,344,904	9,569,896	16,985,334	108,958,298	1,121	136,859,553
	80,451,453	219,951,008	126,902,772	60,933,540	36,532,023	524,770,796
	87,424,992	27,426,827	16,312,520	33,531,902	54,885,588	219,581,829
	21,892,947	25,544,089	16,467,327	10,156,653	8,357,183	82,418,200
	-	-	-	-	103,525,425	103,525,425
	353,266,459	**393,328,181**	**250,553,578**	**282,765,298**	**533,759,512**	**1,813,673,027**

	December 31, 2023					
	Net billing based on remaining contract term					
	<= 1 year	> 1 year - 3 years	> 3 years - 5 years	> 5 years	Non Contractual	Total
	i	j	k	l	m	N
	37,013,795	65,823,151	43,578,731	60,593,985	205,192,383	412,202,046
	29,949,139	6,969,010	1,104,147	1,763,265	60,239,978	100,025,540
	-	-	-	-	-	-
	2,352,449	830,388	733,739	2,730,903	61,109,083	67,756,561
	-	-	-	-	-	-
	1,507,634	1,137,548	36,658	754	579,290	3,261,884
	78	-	-	1,949,673	5,577,558	7,527,309

No	Portfolio Category	December 31, 2024						
		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	
8	Residential Property Secured Loans	79,460,369	27,385,412	22,087,580	11,634,634	104,630	140,672,625	
9	Commercial Property Secured Loans	23,906,632	5,456,716	6,254,279	4,251,925	9,149	39,878,701	
10	Loan for Land Acquisition, Land Processing and Construction	4,698,269	866,864	140,609	322,037	1,578,867	7,606,646	
11	Employee or Pensioner Loan	1,359,240	9,788,946	16,566,562	111,163,721	6,132	138,884,602	
12	Bills on Micro Businesses, Small Businesses and Small Portfolios	202,616,367	243,889,099	123,191,204	58,618,569	63,149,566	691,464,806	
13	Bills on Corporations	84,690,150	34,525,094	24,643,712	55,992,171	45,614,894	245,466,023	
14	Claims That Have Been Due Date	17,768,960	23,391,494	15,233,058	9,928,096	9,083,247	75,404,855	
15	Other Assets	18,179,328	656,604	1,109,284	66,504	102,443,791	122,455,510	
	TOTAL	499,008,135	357,037,653	225,779,985	259,727,208	694,716,887	2,036,269,869	

4) Disclosure of Bills and Reserves by Region

1) BRI Individually

(in IDR million)

No	Description	December 31, 2024					
		Region					
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Indonesia Timur	Jawa Barat	
a	b	c	d	e	f	g	
1	Bill	999,060,235	181,166,139	65,564,555	35,457,654	141,559,795	
2	Decreased Bills	39,050,469	15,410,294	5,995,492	2,588,768	20,600,525	
	a. Not yet due	-	-	-	-	-	
	b. Has Due Date	39,050,469	15,410,294	5,995,492	2,588,768	20,600,525	
3	CKPN - Stage 1	2,648,527	2,795,515	1,022,382	440,738	2,096,335	
4	CKPN - Stage 2	15,947,120	2,225,973	754,672	340,248	3,197,633	
5	CKPN - Stage 3	8,511,451	2,873,759	1,151,673	492,056	3,804,707	
6	Deleted book Claims	5,915,293	6,154,401	1,676,679	1,080,517	7,833,666	

	December 31, 2023					
	Net billing based on remaining contract term					
	<= 1 year	> 1 year - 3 years	> 3 years - 5 years	> 5 years	Non Contractual	Total
	i	j	k	l	m	N
	70,578,398	29,579,952	21,246,331	2,399,593	107,137	123,911,411
	18,740,532	6,449,953	5,953,050	3,171,205	10,014	34,324,753
	4,944,918	883,343	1,856,455	859,879	1,221,221	9,765,816
	1,820,336	9,763,733	17,023,637	109,052,093	1,121	137,660,919
	81,344,500	222,379,779	130,582,942	61,614,235	146,346,163	642,267,619
	88,287,185	28,143,238	17,098,071	33,802,372	56,649,565	223,980,430
	22,398,051	25,937,649	16,617,292	11,432,391	9,279,049	85,664,433
	815,395	7,605	993,712	5,710	125,985,476	127,807,899
	359,752,410	**397,905,350**	**256,824,766**	**289,376,057**	**672,298,040**	**1,976,156,622**

	December 31, 2024				
	Region				
	Jawa Tengah & DIY	Jawa Timur	Sumatera	Other	Total
	h	i	j	k	l
	131,629,323	143,015,339	193,423,341	97,636,312	1,988,512,693
	14,982,542	13,543,982	14,190,382	3,477,347	129,839,801
	-	-	-	-	-
	14,982,542	13,543,982	14,190,382	3,477,347	129,839,801
	2,323,568	2,425,595	3,461,409	1,366,653	18,580,722
	2,093,972	1,793,359	2,254,778	457,313	29,065,067
	2,887,405	3,156,825	2,818,191	746,002	26,442,069
	4,667,481	6,210,537	6,719,142	1,689,142	41,946,858

No	Description	December 31, 2023				
		Region				
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Indonesia Timur	Jawa Barat
a	b	c	d	e	f	g
1	Bill	957,020,452	173,655,823	119,104,996	60,268,286	118,681,061
2	Decreased Bills	30,020,242	19,954,389	8,241,426	3,167,934	33,486,056
	a. Not yet due	-	-	-	-	-
	b. Has Due Date	30,020,242	19,954,389	8,241,426	3,167,934	33,486,056
3	CKPN - Stage 1	2,093,224	3,414,215	1,203,365	595,363	2,817,001
4	CKPN - Stage 2	10,045,625	3,060,761	1,282,105	456,065	12,554,569
5	CKPN - Stage 3	7,382,247	3,555,185	533,764	521,096	4,308,229
6	Deleted book Claims	3,550,190	4,830,500	1,454,740	1,008,777	7,097,888

(2) BRI Consolidated with Subsidiaries

(in IDR million)

No	Description	December 31, 2024				
		Region				
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Indonesia Timur	Jawa Barat
a	b	c	d	e	f	g
1	Bill	1,041,845,833	219,189,292	77,031,003	36,032,543	161,689,544
2	Decreased Bills	43,273,309	18,748,191	6,882,092	2,619,025	21,697,715
	a. Not yet due	3,420,366	2,781,240	722,585	1,087	758,946
	b. Has Due Date	39,852,942	15,966,951	6,159,507	2,617,938	20,938,769
3	CKPN - Stage 1	2,763,091	2,881,845	1,070,068	451,844	2,209,319
4	CKPN - Stage 2	16,973,255	2,298,415	788,494	347,908	3,461,643
5	CKPN - Stage 3	8,709,070	3,122,712	1,279,737	505,352	4,838,608
6	Deleted book Claims	6,189,186	6,283,519	1,722,948	1,100,430	8,037,199

No	Description	December 31, 2023				
		Region				
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Indonesia Timur	Jawa Barat
a	b	c	d	e	f	g
1	Bill	1,002,516,282	181,470,286	125,482,169	85,839,500	138,541,896
2	Decreased Bills	38,717,845	20,253,892	8,386,488	4,336,552	34,366,873
	a. Not yet due	6,253,780	244,897	113,616	542,572	621,661
	b. Has Due Date	32,464,065	20,008,995	8,272,871	3,793,980	33,745,212

	December 31, 2023				
	Region				
	Jawa Tengah & DIY	Jawa Timur	Sumatera	Other	Total
	h	i	j	k	l
	157,337,642	167,099,510	180,051,516	28,805,938	**1,962,025,225**
	17,657,389	15,996,958	17,671,263	619,436	**146,815,093**
	-	-	-	-	-
	17,657,389	15,996,958	17,671,263	619,436	**146,815,093**
	2,944,119	2,719,316	3,841,283	664,521	**20,292,407**
	2,865,633	2,050,348	2,629,077	37,003	**34,981,187**
	3,412,385	3,176,894	4,031,749	267,023	**27,188,572**
	4,318,633	5,025,546	5,804,146	-	**33,090,420**

	December 31, 2024				
	Region				
	Jawa Tengah & DIY	Jawa Timur	Sumatera	Other	Total
	h	i	j	k	l
	149,246,348	**165,779,393**	**229,440,691**	**100,744,610**	**2,180,999,258**
	16,195,885	**14,984,875**	**16,461,182**	**3,545,880**	**144,408,152**
	908,901	**1,134,646**	**1,830,732**	**27,446**	**11,585,950**
	15,286,984	**13,850,229**	**14,630,449**	**3,518,433**	**132,822,202**
	2,414,709	**2,538,444**	**3,611,446**	**4,756,873**	**22,697,638**
	2,212,590	**1,912,109**	**2,563,562**	**613,116**	**31,171,091**
	3,260,897	**3,711,132**	**3,560,169**	**1,147,809**	**30,135,487**
	4,761,730	**6,422,155**	**6,980,137**	**1,864,697**	**43,362,000**

	December 31, 2023				
	Region				
	Jawa Tengah & DIY	Jawa Timur	Sumatera	Other	Total
	h	i	j	k	l
	172,203,504	184,494,742	207,054,295	32,590,895	**2,130,193,568**
	18,294,025	16,851,121	19,629,049	619,436	**161,455,279**
	425,939	611,595	1,461,810	-	**10,275,870**
	17,868,086	16,239,526	18,167,239	619,436	**151,179,409**

No	Description	December 31, 2023					
		Region					
		Jakarta	Kalimantan & Sulawesi	Bali & Nusa Tenggara	Indonesia Timur	Jawa Barat	
a	b	c	d	e	f	g	
3	CKPN - Stage 1	2,856,233	3,589,729	1,318,250	1,275,672	3,409,040	
4	CKPN - Stage 2	12,393,401	3,221,989	1,387,157	509,064	12,985,739	
5	CKPN - Stage 3	7,891,438	3,601,936	561,930	624,311	4,477,154	
6	Deleted book Claims	4,222,631	4,966,643	1,544,059	1,103,991	7,489,129	

5) Disclosure of Claims and Provisions Based on Economic Sector

1) BRI Individually

(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, 2024								
1	Agriculture, Forestry and Fisheries	207,779,817	-	17,945,196	3,875,379	3,048,872	4,475,870	6,054,294
2	Mining and excavation	46,025,862	-	2,631,091	315,323	702,414	1,656,021	105,832
3	Processing industry	140,234,498	-	14,076,815	1,530,057	3,948,782	4,966,379	2,986,485
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	48,597,028	-	281,591	267,347	40,101	14,049	19,798
5	Water Management, Waste Water Management, Waste Management and Recycling and Remediation Activities	1,033,852	-	124,090	21,679	18,731	19,163	31,010
6	Construction	45,337,599	-	6,430,598	455,741	2,257,712	526,529	543,898
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	380,425,787	-	50,033,159	6,838,042	7,330,396	9,613,215	19,213,955
8	Transportation and Warehousing	25,927,500	-	1,871,642	300,036	396,859	291,988	459,535
9	Provision of accommodation and provision of food and drink	22,305,625	-	3,432,627	518,669	791,707	525,482	1,161,622
10	Information and Communication	3,335,700	-	96,159	29,354	11,247	16,735	79,226
11	Financial and Insurance Activities	113,102,360	-	51,633	77,488	6,430	10,849	17,646
12	Real Estate	4,706,230	-	600,238	96,353	102,866	84,803	144,071
13	Professional, Scientific and Technical Activities	751,311	-	111,045	10,529	13,317	19,709	27,316

	December 31, 2023				
	Region				
	Jawa Tengah & DIY	Jawa Timur	Sumatera	Other	Total
	h	i	j	k	l
	3,338,863	3,219,040	4,682,190	664,521	**24,353,536**
	3,093,584	2,370,831	3,246,713	37,003	**39,245,482**
	3,503,617	3,300,509	4,292,706	267,023	**28,520,623**
	4,531,415	5,340,899	6,296,679	-	**35,495,447**

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
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	7,370,697	-	766,281	121,773	113,805	102,552	214,701
15	Government Administration, Defense and Mandatory Social Security	365,794,642	-	885	39,312	58	-	-
16	Education	980,023	-	91,433	21,398	13,874	11,579	16,163
17	Human Health Activities and Social Activities	3,915,979	-	298,424	70,430	43,398	52,319	67,538
18	Arts, Entertainment and Recreation	2,595,575	-	1,191,360	20,925	902,580	29,316	40,884
19	Other Service Activities	114,733,774	-	19,007,170	1,284,868	8,234,935	1,275,235	2,652,905
20	Household Activities as an Employer; Activities that produce goods and services by households that are used to meet their own needs	840,855	-	167,223	13,038	24,622	26,278	46,870
21	Activities of International Agencies and Other Extra International Agencies	166	-	-	3	-	-	1
22	Household	271,557,801	-	10,581,534	1,804,885	1,054,595	2,717,920	1,482,390
23	Non Other Business Fields	2,404	-	58	11	-	35	15
24	Other	181,157,607	-	49,552	868,078	7,766	6,043	6,580,704
	Total	1,988,512,692	-	129,839,804	18,580,719	29,065,068	26,442,069	41,946,858

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	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 and Remediation Activities	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 an Employer; Activities that produce goods and services by households that are used to meet their own needs	1,058,759	-	249,210	15,318	32,521	39,595	1,484

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
21	Activities of International Agencies and Other Extra International Agencies	223	-	-	4	-	0	0
22	Household	239,827,846	-	12,437,481	3,428,389	1,686,736	2,544,446	424,380
23	Non Other Business Fields	1,945	-	0	20	0	0	1
24	Other	174,950,514	-	58,459	601,948	243,549	201,425	31,468,923
	Total	**1,962,025,225**	-	**146,815,093**	**20,292,407**	**34,981,187**	**27,188,572**	**33,090,420**

2) 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, 2024								
1	Agriculture, Forestry and Fisheries	224,206,139	1,186,541	18,164,849	4,007,335	3,896,656	5,011,196	6,280,703
2	Mining and excavation	46,456,825	2,437	2,664,961	365,067	711,965	1,660,660	107,931
3	Processing industry	143,872,982	50,966	14,278,670	1,561,915	4,033,099	5,031,161	3,099,844
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	49,099,982	-	284,686	271,504	42,459	20,595	20,191
5	Water Management, Waste Water Management, Waste Management and Recycling and Remediation Activities	1,041,383	587	125,572	21,901	19,175	19,215	31,686
6	Construction	47,384,883	507,879	6,605,216	468,433	2,498,765	563,910	568,291
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	419,460,033	129,458	50,667,978	7,207,325	7,984,910	12,211,601	19,728,262
8	Transportation and Warehousing	26,689,590	29,412	1,907,695	306,265	405,005	311,856	479,186
9	Provision of accommodation and provision of food and drink	22,653,600	14,137	3,473,144	526,148	803,547	535,953	1,186,108
10	Information and Communication	3,406,795	1,933	97,521	30,405	11,635	17,796	80,798
11	Financial and Insurance Activities	115,250,511	14,247	56,097	79,816	7,971	14,385	25,224
12	Real Estate	4,873,927	8,005	608,171	98,275	104,788	87,027	148,681
13	Professional, Scientific and Technical Activities	1,182,937	11,646	114,268	11,618	14,413	22,529	30,570

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
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	8,077,417	29,547	785,948	132,230	119,955	143,190	243,410
15	Government Administration, Defense and Mandatory Social Security	369,068,495	9,977	4,662	40,980	1,106	5,094	3,598
16	Education	1,092,042	568	92,882	21,962	14,263	12,227	16,549
17	Human Health Activities and Social Activities	4,164,678	7,041	308,417	72,004	44,690	58,916	68,885
18	Arts, Entertainment and Recreation	2,631,287	3,756	1,204,441	21,589	915,663	34,042	41,695
19	Other Service Activities	116,682,468	11,899	19,156,507	1,314,254	8,303,937	1,329,286	2,705,538
20	Household Activities as an Employer; Activities that produce goods and services by households that are used to meet their own needs	851,147	1,556	169,209	13,450	25,034	26,493	47,800
21	Activities of International Agencies and Other Extra International Agencies	168	-	-	3	-	-	1
22	Household	273,672,971	91,472	10,743,489	1,832,947	1,078,480	2,757,680	1,553,728
23	Non Other Business Fields	1,198,700	7,576	6,762	2,077	932	5,098	35,253
24	Other	297,980,297	9,465,308	1,301,061	4,290,133	132,643	255,578	6,858,068
	Total	2,180,999,258	11,585,950	132,822,205	22,697,635	31,171,092	30,135,487	43,362,000

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 and Remediation Activities	1,064,760	1,560	156,175	18,564	22,326	21,127	1,229

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
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
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 an Employer; Activities that produce goods and services by households that are used to meet their own needs	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	-	0	0
22	Household	239,827,846	-	12,437,481	3,428,389	1,686,736	2,544,446	424,380
23	Non 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
	Total	**2,130,193,568**	**10,275,870**	**151,179,409**	**24,353,537**	**39,245,482**	**28,520,623**	**35,495,447**

6) Disclosure of Bills Based on Days Due

1) BRI Individually

(in IDR million)

No	Type of Exposure	December 31, 2024				December 31, 2023			
		Net bill based on days past due				Net bill based on days past due			
		> 90 days - 120 days	> 120 days - 180 days	> 180 days	Total	> 90 days - 120 days	> 120 days - 180 days	> 180 days	Total
a	b	c	d	e	f	g	h	i	j
1	Loans included in Past Due Bills	4,233,911	7,145,451	114,107,914	125,487,276	3,876,487	7,228,262	126,881,641	137,986,390
2	Securities included in Past Due Bills	-	-	-	-	-	-	-	-
	TOTAL	4,233,911	7,145,451	114,107,914	125,487,276	**3,876,487**	**7,228,262**	**126,881,641**	**137,986,390**

2) BRI Consolidated with Subsidiaries

(In Million Rupiah)

No	Type of Exposure	December 31, 2024				December 31, 2023			
		Net bill based on days past due				Net bill based on days past due			
		> 90 days - 120 days	> 120 days - 180 days	> 180 days	Total	> 90 days - 120 days	> 120 days - 180 days	> 180 days	Total
a	b	c	d	e	f	g	h	i	j
1	Loans included in Past Due Bills	4,499,633	7,499,040	116,470,660	128,469,333	4,606,426	7,698,198	130,034,756	142,339,380
2	Securities included in Past Due Bills	-	-	-	-	-	-	-	-
	TOTAL	4,499,633	7,499,040	116,470,660	128,469,333	**4,606,426**	**7,698,198**	**130,034,756**	**142,339,380**

V. Additional Disclosures Regarding the Treatment of Troubled Assets (CRB-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 d efault. 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.

Quantitative

1) Disclosure of Performing and Non-Performing Assets

1) BRI Individually

(in IDR million)

		Performing (L and DPK Quality)		Non Performing (Kualitas KL, D, M)					
				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	281,451,212	45,656	-	-	-	-	-	-
2	Loan	1,180,165,361	44,541,850	35,681,871	26,619,981	-	-	-	-
	a. Corporation	247,633,319	14,935,428	6,606,573	6,606,573	-	-	-	-
	b. Retail	455,332,846	11,826,255	15,054,376	10,372,906	-	-	-	-
	c. Micro	477,199,196	17,780,167	14,020,922	9,640,502	-	-	-	-
3	Administrative Account Transactions	197,647,575	1,205,592	4,352,528	1,344,794	-	-	-	-

2) BRI Consolidated with Subsidiaries

(in IDR million)

		Performing (L and DPK Quality)		Non Performing (Kualitas KL, D, M)					
				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	288,554,868	58,823	-	-	-	-	-	-
2	Loan	1,326,176,782	49,153,970	37,107,670	27,748,919	-	-	-	-
	a. Corporation	249,839,515	14,210,788	6,613,194	6,613,194	-	-	-	-
	b. Retail	458,490,548	11,818,504	15,228,505	10,489,593	-	-	-	-
	c. Micro	617,846,720	23,124,679	15,265,971	10,646,132	-	-	-	-
3	Administrative Account Transactions	197,771,204	1,206,256	4,352,528	1,344,794	-	-	-	-

2) Performing and Non-Performing Restructuring Assets

1) BRI Individually

(in IDR million)

		Performing (L and DPK Quality)		Non Performing (KL, D, M 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	Loan	69,343,678	22,810,065	15,649,270	10,764,994	-	-	69,520,915	21,339,670	15,472,033	12,235,389
	a. Corporation	19,936,663	13,725,185	4,881,718	4,803,071	-	-	19,936,663	13,725,185	4,881,718	4,803,071
	b. Retail	27,902,977	4,219,478	5,166,709	2,626,605	-	-	28,087,602	3,434,243	4,982,084	3,411,840
	c. Micro	21,504,038	4,865,402	5,600,843	3,335,318	-	-	21,496,650	4,180,242	5,608,231	4,020,478
3	Administrative Account Transactions	450,506	122,197	53,713	34,577	-	-	450,490	122,197	53,729	34,577

2) BRI Consolidated with Subsidiaries

(in IDR million)

		Performing (L and DPK Quality)		Non Performing (KL, D, M 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	Loan	75,830,612	26,476,609	16,417,188	11,325,428	-	-	73,307,839	22,702,217	18,939,961	15,099,820
	a. Corporation	19,908,507	13,833,281	4,900,714	4,803,071	-	-	20,378,796	13,833,281	4,900,714	4,803,071
	b. Retail	29,422,769	4,966,859	5,314,060	2,721,188	-	-	29,607,394	4,181,624	5,129,435	3,506,423
	c. Micro	26,029,046	7,676,469	6,202,415	3,801,169	-	-	23,321,648	4,687,312	8,909,813	6,790,326
3	Administrative Account Transactions	452,487	122,208	53,713	34,577	-	-	452,471	122,208	53,729	34,577

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 ERMCollateral 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:

1. 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).
2. Determining the value of collateral must be based on considerations of appraisal, binding, control, security and utilization.
3. Collateral appraisal must be carried out objectively, honestly, responsibly and present a fair value.
4. Collateral reviews are carried out to see the adequacy of collateral compared to the debtor's total obligations, including:
   a. Collateral condition at the time of review
   b. Collateral value

c. Securing collateral (storage, binding and validity of collateral)
d. Other information relevant to assessing collateral adequacy

5. 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)

1) 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	793,823,183	350,862,219	12,438,661	338,423,558	
2	Securities	281,405,556	0	0	0	
3	**Total**	1,075,228,739	350,862,219	12,438,661	338,423,558	
4	Maturity Credit and Securities	67,063,747	4,261,188	9,399	4,251,789	

2) 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	833,990,713	448,230,228	79,199,180	369,031,048	
2	Securities	288,496,045	0	0	0	
3	**Total**	1,122,486,758	448,230,228	79,199,180	369,031,048	
4	Maturity Credit and Securities	68,906,962	4,273,933	21,483	4,252,451	

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)

1) 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	ATMR	Average Risk Weight (e/(c+d))
		a	b	c	d	e	f
1	Claims against Government	365,573,146	-	365,573,146	-	-	0.00%
2	Claims against Public Sector Entities	84,522,650	47,481,198	84,407,287	24,126,881	53,795,217	49.57%
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	0.00%
4	Claims against Banks	71,937,191	3,521,342	71,937,191	3,521,342	38,035,690	50.41%
	Claims to Securities Companies and Other Financial Services Institutions[1)*]	4,197,506	213,703	4,197,506	213,703	1,700,693	38.55%
5	Claims on Covered Bonds	-	-	-	-	-	0.00%
6	Claims on Corporations - General Corporate Exposures[2)]	158,035,252	87,044,761	148,679,760	60,562,208	203,679,123	97.34%
	Receivables from securities companies and other financial services institutions[3)]	-	-	-	-	-	0.00%
	Special Financing Exposure[4)]	20,337,629	2,617,873	18,960,731	1,047,149	21,541,194	107.66%
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	6,546,863	-	6,546,863	-	16,337,158	249.54%
8	Other Capital Instruments Bills on Micro Businesses, Small Businesses, and Retail Portfolios	533,831,739	40,544,046	228,398,034	19,121,670	255,368,179	82.81%
9	Property Backed Loans	174,319,351	14,694,661	150,601,762	5,877,864	88,087,171	56.29%
	Residential Property-Backaged Loans whose Payments Are Not Materially Dependent on Property Cash Flow	136,348,604	10,121,175	110,418,702	4,048,470	59,641,776	49.85%
	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	37,970,747	4,573,486	34,254,078	1,829,394	28,445,395	77.24%
	Commercial Property-Backed Loans Where Payments Depend Materially on the Property's Cash Flows	-	-	-	-	-	0.00%
	Land Acquisition, Land Processing and Construction Loan	6,673,779	1,529,161	6,043,670	611,664	9,569,875	143.76%
	Employee or Pensioner Loan	138,882,557	830	138,882,557	332	69,441,445	50.00%
10	Claims That Have Been Due Date	71,324,935	3,007,734	67,063,747	2,223,821	74,653,495	106.44%
11	Other Assets	96,167,651	-	96,167,651	-	66,484,994	69.13%
12	**Total**	1,732,350,249	200,655,309	1,449,172,742	117,306,636	898,694,233	57.37%

2) 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	ATMR	Average Risk Weight (e/(c+d))
		a	b	c	d	e	f
1	Claims against Government	371,112,961	-	371,112,961	-	0	0.00%
2	Claims against Public Sector Entities	84,636,559	47,481,198	84,521,196	24,126,881	53,819,038	49.54%
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	0	0.00%
4	Claims against Banks	77,904,057	3,521,342	77,570,896	3,521,342	39,235,944	48.38%
	Claims to Securities Companies and Other Financial Services Institutions[1)*]	4,662,617	213,703	4,662,617	213,703	1,793,715	36.78%
5	Claims on Covered Bonds	-	-	-	-	0	0.00%
6	Claims on Corporations - General Corporate Exposures[2)]	163,497,353	88,669,694	153,574,581	60,583,891	208,509,137	97.36%
	Receivables from securities companies and other financial services institutions[3)]	-	-	-	-	-	0.00%
	Special Financing Exposure[4)]	20,337,629	1,047,149	18,960,731	1,047,149	21,541,194	107.66%
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	8,257,979	-	8,257,979	-	20,591,638	249.35%
8	Other Capital Instruments Bills on Micro Businesses, Small Businesses, and Retail Portfolios	672,328,947	40,579,444	245,147,841	19,135,859	291,695,019	83.60%
9	Property Backed Loans	174,663,996	14,718,326	150,946,257	5,887,330	88,367,179	56.34%
	Residential Property-Backaged Loans whose Payments Are Not Materially Dependent on Property Cash Flow	136,618,306	10,135,798	110,688,254	4,054,319	59,856,592	49.91%
	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	38,045,690	4,582,528	34,329,021	1,833,011	28,510,587	77.25%
	Commercial Property-Backed Loans Where Payments Depend Materially on the Property's Cash Flows	-	-	-	-	-	0.00%
	Land Acquisition, Land Processing and Construction Loan	6,990,982	1,539,161	6,360,873	615,664	10,051,680	144.05%
	Employee or Pensioner Loan	138,884,270	830	138,884,270	332	69,442,301	50.00%
10	Claims That Have Been Due Date	73,180,895	3,008,078	68,906,962	2,223,959	75,984,663	105.56%
11	Other Assets	122,455,510	-	122,455,510	-	92,310,951	75.38%
12	**Total**	1,918,913,756	200,778,925	1,536,829,487	117,356,111	973,342,458	58.84%

Additional Disclosures

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)

1) BRI Individually

(in IDR million)

	Portfolio Category	0%	20%	50%	100%	150%	Other	Net Bills After FKK and MRK Tech
1	Claims against Government	365,573,146						365,573,146

	Portfolio Category	20%	50%	100%	150%	Other	Net Bills After FKK and MRK Tech
2	Claims against Public Sector Entities	1,572,891	107,076,640				108,534,168

	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		612,975		73,873,678	227,687	744,193			75,458,533
	Claims to Securities Companies and Other Financial Services Institutions1)		3,237,206		830,011	117,866	226,126			4,411,209

	Portfolio Category	0%[5]	20%	25%	30%	35%	40%	45%	50%	60%	
9	Property Backed Loans										
	Residential Property-Backaged Loans whose Payments Are Not Materially Dependent on Property Cash Flow		22,863,242	7,013,480	24,208,209		23,783,087	0	18,159,975		
	without credit sharing approach [5]										
	using a credit sharing approach (guaranteed) [5]										
	using a credit sharing approach (guaranteed) [5]										
	Residential Property-Backaged 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									5,963,765	
	without credit sharing approach [5]										
	using a credit sharing approach (guaranteed) [5]										

	Portfolio Category	10%	15%	20%	25%	35%	50%	100%	Other	Net Bills After FKK and MRK Tech
5	Claims on Covered Bonds									

	Portfolio Category	20%	50%	65%[5]	75%	80%	85%	100%	130%	150%	Other	Net Bills After FKK and MRK Tech
6	Receivables to General Corporations [2]		1,621,141		148,222		35,546,782	180,649,387		631,928		218,597,460
	Receivables from securities companies and other financial services institutions[3]											
	Special Financing Exposure[4]							15,941,855	5,442,923			21,384,778

	Portfolio Category	100%	150%	250%	400%[5]	Other	Net Bills After FKK and MRK Tech
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	20,000		6,526,863			6,546,863

	Portfolio Category	45%	75%	85%	100%	Other	Net Bills After FKK and MRK Tech
8	Other Capital Instruments Bills on Micro Businesses, Small Businesses, and Retail Portfolios	3,774,045	465,919,574	70,768,314	12,491,476		552,953,409

65%[5]	70%	75%	85%	90%	100%	105%	110%	150%	Other	Net Bills After FKK and MRK Tech
	34,044,099	5,886,891	281,709		4,156,382					146,397,074
		19,652,591	13,793,275		390,511					39,800,142

Portfolio Category	0%[5]	20%	25%	30%	35%	40%	45%	50%	60%	
using a credit sharing approach (guaranteed) [5]										
Commercial Property-Backed Loans Where Payments Depend Materially on the Property's Cash Flows										
Land Acquisition, Land Processing and Construction Loan [5]										

	Portfolio Category	50%	100%	150%	Other	Net Bills After FKK and MRK Tech
10	Claims That Have Been Due	12,775,672	35,233,864	25,539,220		73,548,756

	Portfolio Category	0%	20%	100%	150%	1250%[5]	Other	Net Bills After FKK and MRK Tech
11	Other Assets	29,709,280		66,405,125	53,246			96,167,651

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%	452,270,647	6,299,456	2,519,782	443,449,129
2	40%-70%	390,250,170	58,208,679	30,534,833	413,196,927
3	75%	485,471,781	15,684,297	6,481,051	243,650,254
4	85%	109,923,522	26,166,392	10,466,557	117,793,977
5	90%-100%	251,694,650	90,709,127	65,597,570	307,691,114
6	105%-130%	4,945,282	1,244,103	497,641	5,111,047
7	150%	31,267,334	2,343,255	1,209,202	29,060,067
8	250%	6,526,863			6,526,863
9	400%	0			
10	1250%	0			
11	**Total Net Bills**	1,732,350,249	200,655,309	117,306,636	**1,566,479,377**

2) 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	371,112,961						371,112,961

	Portfolio Category	20%	50%	100%	150%	Other	Net Bills After FKK and MRK Tech
2	Claims against Public Sector Entities	1,683,337	107,080,103				108,763,440

	65%[5]	70%	75%	85%	90%	100%	105%	110%	150%	Other	Net Bills After FKK and MRK Tech
						1,033,302			6,252,141		7,285,443

	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	5,718,503	612,975		74,122,041	227,687	744,193			81,425,399
	Claims to Securities Companies and Other Financial Services Institutions1)	465,111	3,237,206		830,011	117,866	226,126			4,876,320

	Portfolio Category	10%	15%	20%	25%	35%	50%	100%	Other	Net Bills After FKK and MRK Tech
5	Claims on Covered Bonds									

	Portfolio Category	20%	50%	65%[5]	75%	80%	85%	100%	130%	150%	Other	Net Bills After FKK and MRK Tech
6	Receivables to General Corporations [2]	45,939	1,744,225		154,280		35,546,782	185,931,456		658,561		224,081,243
	Receivables from securities companies and other financial services institutions[3]											
	Special Financing Exposure[4]	0						15,941,855	5,442,923			21,384,778

	Portfolio Category	100%	150%	250%	400%[5]	Other	Net Bills After FKK and MRK Tech
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	20,000	23,308	8,214,670			8,257,978

	Portfolio Category	45%	75%	85%	100%	Other	Net Bills After FKK and MRK Tech
8	Other Capital Instruments Bills on Micro Businesses, Small Businesses, and Retail Portfolios	3,774,045	604,430,971	70,768,314	12,491,476		691,464,806

	Portfolio Category	0%[5]	20%	25%	30%	35%	40%	45%	50%	60%	
9	Property Backed Loans										
	Residential Property-Backaged Loans whose Payments Are Not Materially Dependent on Property Cash Flow		22,863,242	7,013,480	24,208,209		23,783,087		18,159,975		
	without credit sharing approach [5]										
	using a credit sharing approach (guaranteed) [5]										
	using a credit sharing approach (guaranteed) [5]									5,963,765	
	Residential Property-Backaged 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										
	without credit sharing approach [5]										
	using a credit sharing approach (guaranteed) [5]										
	using a credit sharing approach (guaranteed) [5]										
	Commercial Property-Backed Loans Where Payments Depend Materially on the Property's Cash Flows										
	Land Acquisition, Land Processing and Construction Loan [5]										

	Portfolio Category	50%	100%	150%	Other	Net Bills After FKK and MRK Tech
10	Claims That Have Been Due Date	13,936,591	35,805,505	25,662,759		71,981,410

	Portfolio Category	0%	20%	100%	150%	1250%[5]	Other	Net Bills After FKK and MRK Tech
11	Other Assets	30,173,601		92,223,827	58,083			122,455,510

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%	464,614,782	6,299,456	2,519,782	455,463,422
2	40%-70%	391,787,712	58,208,679	30,534,833	414,718,536
3	75%	624,183,340	15,720,436	6,495,536	306,472,420

	65%[5]	70%	75%	85%	90%	100%	105%	110%	150%	Other	Net Bills After FKK and MRK Tech
		34,044,099	6,079,636	364,515		4,156,382					119,928,221
			19,668,435	13,855,990		390,511					36,905,366
						1,033,302			6,573,344		6,977,888

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)
4	85%	110,059,874	26,189,316	10,475,726	117,939,349
5	90%-100%	283,345,250	90,763,657	65,619,382	338,796,246
6	105%-130%	4,945,282	1,244,103	497,641	5,111,047
7	150%	31,762,845	2,353,278	1,213,211	29,559,587
8	250%	8,214,670	0	0	8,214,670
9	400%				
10	1250%				
11	**Total Net Bills**	1,918,913,756	200,778,925	200,778,925	**200,778,925**

Market Risk

Disclosure of Market Risk Using Standard Methods (MR1)

1) BRI Individually

(in IDR million)

Risk Type	Standard Approach Capital Expense December 31, 2024	Standard Approach Capital Expense December 31, 2023
GIRR Risk	701,934,44	757,444,57
Non-securitization CSR Risk	479,718,24	617,320,07
Non-CTP Securitization CSR Risk	-	-
CTP Securitization CSR Risk	-	-
Equity Risk	-	-
Commodity Risk	-	-
Foreign Exchange Risk	805,030,47	209,642,58
DRC - non-securitization	178,841,92	244,703,09
DRC - non-CTP securitization	-	-
DRC - CTP securitization	-	-
Total	2,165,525,07	**1,829,110,31**

2. BRI Consolidated with Subsidiaries

(in IDR million)

Risk Type	Standard Approach Capital Expense December 31, 2024	Standard Approach Capital Expense December 31, 2023
GIRR Risk	705,991.02	765,518.97
Non-securitization CSR risk	484,460.46	625,677.80
Non-CTP securitization CSR risk	-	-
CTP securitization CSR risk	-	-
Equity Risk	96,027.85	115,829.69
Commodity Risk	256,100.61	-
Foreign Exchange Risk	943,671.17	369,696.38
DRC - non-securitization	201,434.23	255,689.06
DRC - non-CTP securitization	0	-
DRC - CTP securitization	0	-
Total	2,687,685.34	**2,132,411.90**

Simplified BA-CVA (CVA 1)

1) BRI Individually

(in IDR million)

Risk	Component	ATMR BA-CVA
	a	b
Systematic Component Aggregation	36,717.14	
Idiosyncratic CVA Risk Component Aggregation	19,691.98	
Total		**203,590.50**

2. BRI Consolidated with Subsidiaries

Risk	Component	ATMR BA-CVA
	a	b
Systematic Component Aggregation	36,717.14	
Idiosyncratic CVA Risk Component Aggregation	19,691.98	
Total		**203,590.50**

CVA Risk Management Process

CVA risk is the risk of loss arising from changes in the CVA value as a result of changes in the counterparty's loan spread and market risk factors that affect the price of derivative transactions.

BRI has implemented a market risk management process including for CVA risk in accordance with the principles of implementing risk management regulated in the general risk management policy and based on the Three Lines Model where the Board of Commissioners and Board of Directors act as the governing body and the Three Lines of Defense consisting of the Operational Business Unit, Risk Management Business Unit and Internal Audit Business Unit.

Derivative transaction activities were carried out by the Business Treasury Unit and monitored by the Risk Management Unit (Market, Portfolio and Enterprise Risk). BRI regularly sets and reviews limits for derivative transactions through pre-settlement risk limits, treasury activity transaction limits and market risk limits.

CVA Method

BRI uses the simplified basic approach method (BA-CVA) in calculating the capital burden for CVA risk. The BA-CVA approach calculates and sums up all counterparties included in the scope of the CVA Calculation in accordance with regulatory provisions.

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.

Interest Rate Risk In Banking Book (IRRBB) Individual

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 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.

Qualitative Analysis	
2.	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.
3.	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.
4.	The scenario used in calculating IRRBB was 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.	In calculating IRRBB, BRI applies the following main modeling and parametric assumptions: a) 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. b) 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. c) 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. d) 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. e) IRRBB calculations used rupiah and USD. Foreign currencies other than these currencies were 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. 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, 2024: **a. Current Account**; Overnight time bucket (62,06%), 3 - 4 year time bucket (28,65%) and 4 - 5 year time bucket (9.29%). **b. Savings;** Overnight time bucket (18.75%) and 4 - 5 year time bucket (81.25%).

In Million Rupiah	Δ EVE		Δ NII	
Period	T	T – 1 (September)	T	T – 1 (September)
Parallel Up	(17.018.702)	(16.250.046)	(15.521.535)	(15.108.677)
Parallel Down	17.637.638	16.829.892	14.586.882	14.161.607
Steepener	(9.035.553)	(8.373.921)	-	-
Flattener	4.913.574	4.446.643	-	-
Short Rate Up	(3.473.731)	(3.513.643)	-	-
Short Rate Down	3.486.656	3.527.196	-	-
Negative Maximum Value (absolute)	17.018.702	16.250.046	15.521.535	15.108.677
Tier 1 Capital (for Δ EVE) or Projected Income (for Δ NII)	241.774.962	249.133.762	102.450.330	104.552.073
Maximum Value divided by Tier 1 Capital (for Δ EVE) or Projected Income (for Δ NII)	7,04%	6,52%	15,15%	14,45%

Consolidated Interest Rate Risk in Banking Book (IRRBB).

Qualitative Analysis	
1	Interest Rate Risk in The Banking Book (IRRBB) is a risk due to interest rate movements in the market due to being contrary to the Banking Book position which has the potential to impact BRI's capital and profitability both now and in the future. BRI's interest rate movement risk occurs because the adjustment of asset interest rates is slower than the adjustment of liability interest rates due to BRI's asset composition, which is dominated by fixed interest rates and has longer re-pricing 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 (18.86%) b. 3 - 4 years (corefund), Current Account (29.16%) and Savings (0.01%) c. 4 - 5 years (corefund), Current Account (9.31%) and Savings (81.13%)

In Million Rupiah	Δ EVE		Δ NII	
Period	T	T – 1 (June)	T	T – 1 (June)
Parallel Up	(17.238.778)	(17.069.467)	(15.741.865)	(18.133.135)
Parallel Down	17.863.951	17.667.699	14.807.213	17.158.032
Steepener	(9.137.309)	(8.708.637)	-	-
Flattener	4.961.879	4.582.265	-	-
Short Rate Up	(3.530.429)	(3.759.064)	-	-
Short Rate Down	3.543.628	3.774.093	-	-
Negative Maximum Value (absolute)	17.238.778	17.069.467	15.741.865	18.133.135
Tier 1 Capital (for Δ EVE) or Projected Income (for Δ NII)	244.971.880	237.152.787	103.437.184	113.992.485
Maximum Value divided by Tier 1 Capital (for Δ EVE) or Projected Income (for Δ NII)	7,04%	7,20%	15,22%	15,91%

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)

Quarterly Report on Liquidity Coverage Ratio (LCR) Compliance Calculation

(in IDR million)

No	Component	Individual			
		Reporting Date Standing		Previously Reporting Date Standing	
		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
HIGH QUALITY LIQUID ASSET (HQLA)					
2	Total High Quality Liquid Asset (HQLA)		332,016,658		314,951,611
3	Individual customer deposits and funding from Micro Business and Small Business customers, consisting of:	634,498,706	36,016,635	618,845,434	35,130,782
	a. Stable savings/funding	548,664,713	27,433,236	535,075,227	26,753,761
	b. Less stable Savings/Funding	85,833,993	8,583,399	83,770,207	8,377,021
4	Funding from corporate customers consists of:	547,330,339	177,031,450	539,658,006	175,944,741
	a. Operational savings	293,145,467	71,591,119	271,769,195	65,692,712
	b. Non-operational savings and/or other non-operational liabilities	252,359,884	103,615,343	266,920,923	109,284,142
	Securities in the form of debt securities issued by banks	1,824,988	1,824,988	967,887	967,887
5	Funding with collateral (secured funding)	8,818,359	3,651,875	9,000,501	1,600,927
6	Other cash outflows (additional requirements), consisting of:	407,818,350	162,492,386	393,122,613	146,668,724

	Consolidation			
	Reporting Date Standing		Previously Reporting Date Standing	
	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
		337,555,743		320,397,739
	636,974,479	36,203,789	621,239,084	35,324,462
	549,873,186	27,493,659	535,988,928	26,799,446
	87,101,293	8,710,129	85,250,157	8,525,016
	550,721,641	178,619,591	543,063,133	177,610,020
	293,695,769	71,721,115	272,334,952	65,826,018
	255,200,884	105,073,488	269,760,293	110,816,114
	1,824,988	1,824,988	967,887	967,887
	9,140,191	3,651,875	9,175,980	1,600,927
	408,563,734	163,120,089	393,841,646	147,293,607

No	Component	Individual			
		Reporting Date Standing		Previously Reporting Date Standing	
		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.
	a. Cash outflow on derivative transactions	149,597,496	149,597,496	133,100,621	133,100,621
	b. Cash outflow due to increased liquidity needs	0	0	0	0
	c. Cash outflow due to loss of funding	0	0	0	0
	d. Cash outflow from drawdown of loan facility commitments and liquidity facilities	77,515,671	6,718,325	72,760,316	6,265,145
	e. Cash outflow for other contractual obligations related to distribution of funds	0	0	0	0
	f. Cash outflow of other funding contingent liabilities	179,926,411	5,397,792	185,524,452	5,565,734
	g. Other contractual cash outflows	778,772	778,772	1,737,224	1,737,224
7	**TOTAL CASH OUTFLOW**		379,192,346		359,345,174
CASH INFLOW					
8	Loans with collateral Secured lending	8,359,097	0	5,917,320	0
9	Bill from the counterparty	41,040,557	20,520,321	41,184,730	20,592,435
10	Other cash inflows	150,273,112	150,273,112	135,521,888	135,521,888
11	**TOTAL CASH INFLOW**		170,793,433		156,114,323
		TOTAL ADJUSTED VALUE1		**TOTAL ADJUSTED VALUE1**	
12	**TOTAL HQLA**		332,016,658		**314,951,611**
13	**TOTAL NET CASH OUTFLOWS**		208,398,914		**203,230,851**
14	**LCR (%)**		159.32%		**154.97%**

Information:
1 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			
	Reporting Date Standing		Previously Reporting Date Standing	
	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.
	149,597,496	149,597,496	133,100,621	133,100,621
	0	0	0	0
	0	0	0	0
	77,654,342	6,739,350	72,874,404	6,285,269
	606,677	606,677	604,753	604,753
	179,926,446	5,397,793	185,524,643	5,565,739
	778,772	778,772	1,737,224	1,737,224
		381,595,345		361,829,016
	8,359,097	0	5,917,320	0
	42,447,231	21,228,475	41,469,943	20,736,676
	150,297,272	150,285,192	135,545,616	135,533,752
		171,513,667		156,270,428
	TOTAL ADJUSTED VALUE1		TOTAL ADJUSTED VALUE1	
		337,555,743		**320,397,739**
		210,081,677		**205,558,588**
		160.68%		**155.87%**

Individual Analysis

- The Liquidity Coverage Ratio (LCR) of BRI on an individual basis for Q4 2024 stood at 159.32%. The composition of High-Quality Liquid Assets (HQLA) was predominantly Level 1 assets, amounting to IDR331.69 trillion (99.90%). These assets included cash, liquidity reserves at Bank Indonesia (GWM and placements at BI), and Level 1 securities. Meanwhile, Level 2 assets amounted to IDR0.32 trillion (0.10%).
- The majority of BRI's funding sources (Bank Only) during Quarter IV 2024 came from CASA amounting to 67.54% with the following composition:

Funding Source Components	Composition
Demand Deposits	27.69%
Savings	39.86%
CASA	67.54%
Deposits	32.46%
Total	100.00%

- 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 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.

Net Stable Funding Ratio (NSFR)

INDIVIDUAL NSFR

A. Calculation of NSFR

(in IDR million)

ASF Component		Position as of September 2024 Report Date					
		Carrying Value Based on Remaining Time Period (in IDR million)					
		No Time Period	< 6 months	6 months - < 1 year	≥ 1 year	Total Weighted Value	
1	Capital					318,430,790	
2	Capital according to OJK Regulations Minumum CAR	318,430,790	0	0	0	318,430,790	
3	Other capital instruments	0	0	0	0	0	
4	Deposits from individual customers and Funding from micro and small business customers:	547,277,340	145,864,767	6,790,588	1,231,518	661,817,710	
5	Stable Savings and Funding	518,630,603	89,925,702	4,379,015	818,756	583,107,310	
6	Less Stable Savings and Funding	28,646,737	55,939,065	2,411,573	412,762	78,710,400	
7	Funding from corporate customers:	320,004,516	324,321,213	10,011,911	14,344,675	303,520,695	
8	Operational savings	320,004,516	0	0	0	160,002,258	
9	Other funding from corporate customers	0	324,321,213	10,011,911	14,344,675	143,518,437	
10	Liability with interdependent assets pairs	0	0	0	0	0	
11	Other liabilities and equity:						
12	NSFR Derivative Liabilities	0				0	
13	Equity and other liabilities not included in the above categories	45,025,614	13,699,882	12,373,741	9,653,207	15,840,077	
14	**Total ASF**					1,299,609,272	

Consolidated Analysis

- The Liquidity Coverage Ratio (LCR) of BRI on a consolidated basis for Q4 2024 stood at 160.68%. The composition of High-Quality Liquid Assets (HQLA) (Bank Only) was predominantly Level 1 assets, amounting to IDR337.11 trillion (99.87%). These assets included cash, liquidity reserves at Bank Indonesia (GWM and placements at BI), and Level 1 securities. Meanwhile, Level 2 assets amounted to IDR0.44 trillion (0.13%).
- The majority of BRI (Consolidated) funding sources during Quarter IV 2023 came from CASA amounting to 67.30% with the following composition:

Funding Source Components	Composition
Demand Deposits	27.57%
Savings	39.73%
CASA	67.30%
Deposits	32.69%
Total	100.00%

- 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.

	Position as of December 2023 Report Date				
	Carrying Value Based on Remaining Time Period (in IDR million)				
	No Time Period	< 6 months	6 months - < 1 year	≥ 1 year	Total Weighted Value
					311,466,682
	311,466,682	0	0	0	311,466,682
	0	0	0	0	0
	565,276,406	147,568,587	7,305,648	1,435,765	681,255,048
	538,328,981	91,137,582	4,207,560	782,742	602,773,159
	26,947,424	56,431,005	3,098,088	653,023	78,481,889
	343,618,708	258,428,624	34,658,565	7,562,145	299,387,581
	343,618,708	0	0	0	171,809,354
	0	258,428,624	34,658,565	7,562,145	127,578,227
	0	0	0	0	0
	68,921,890	29,521,503	12,373,741	9,653,207	15,840,077
					1,307,949,388

ASF Component		Carrying Value Based on Remaining Time Period (in IDR million)					
		Carrying Value Based on Remaining Time Period (in IDR million)					
		No Time Period	< 6 months	6 months - < 1 year	≥ 1 year	Total Weighted Value	
15	**Total HQLA in the framework of NSFR calculations**					11,351,755	
16	**Simpanan pada lembaga keuangan lain untuk tujuan operasional**	51,331,526	0	0	0	25,665,763	
17	**Pinjaman dengan kategori Lancar dan Dalam Perhatian Khusus (performing) dan surat berharga**	0	353,790,448	410,920,754	2,626,627,932	869,360,909	
18	To financial institutions secured by HQLA Level 1	0	9,913,798	0	0	991,380	
19	To financial institutions secured other than by HQLA Level 1 and loans to financial institutions without collateral	0	0	0	0	0	
20	To non-financial companies, individual customers and micro and small business customers, the Government of Indonesia, governments of other countries, Bank Indonesia, central banks of other countries and public sector entities, including:	0	92,909,178	96,433,661	801,064,266	775,576,045	
21	Meet the qualifications to receive a risk weight of 35% or less, in accordance with OJK Circular Letter RWA for Credit Risk	0	0	0	4,200,583	2,730,379	
22	Credit secured by a residential house that is not being used as collateral, including:	0	16,176,035	28,657,122	36,189,431	53,177,595	
23	Meet the qualifications to receive a risk weight of 35% or less, in accordance with OJK Circular Letter RWA for Credit Risk	0	5,143,048	11,020,795	31,584,572	28,611,893	
24	Securities that are not under collateral, are not in default, and are not included as HQLA, including shares traded on the exchange	0	1,191,868	2,586,021	7,511,380	8,273,618	
25	Assets with interdependent liability pairs	0	0	0	0	0	
26	Other assets:	0	0	0	0	122,508,889	
27	Physical commodities traded, including gold	0					
28	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)		0	0	0		
29	NSFR derivative assets		3,831,584	0	0	3,831,584	
30	NSFR derivative liabilities before deducting variation margin		0	0	0	0	
31	Other assets that do not fall into the above categories**)	10,598,328	2,891,816	696,375	104,490,786	118,677,304	
32	**Administrative Account**		31,049,098	24,942,425	10,870,439,992	4,705,523	
33	Total RSF					1,033,592,839	
34	Net Stable Funding Ratio (%)					125.74%	

	Carrying Value Based on Remaining Time Period (in IDR million)t				
	Carrying Value Based on Remaining Time Period (in IDR million)				
	No Time Period	< 6 months	6 months - < 1 year	≥ 1 year	Total Weighted Value
					11,922,129
	26,343,148	**0**	**0**	**0**	**13,171,574**
	0	**395,173,699**	**396,847,840**	**2,622,409,227**	**872,273,793**
	0	15,816,476	0	0	1,581,648
	0	0	0	0	0
	0	97,250,510	96,081,739	795,990,173	773,257,771
	0	0	0	5,944,816	3,864,130
	0	21,153,979	25,631,502	36,292,295	54,241,191
	0	7,232,146	10,197,573	33,018,650	30,176,982
	0	2,447,318	1,115,400	8,671,425	9,152,070
	0	0	0	0	0
	0	0	0	0	120,031,796
	0				
		0	0	5,032	
		0	0	0	0
		0	0	0	0
	10,747,361	2,841,635	648,128	105,790,395	120,027,519
		35,503,334	**33,009,972**	**10,881,684,574**	**6,261,636**
					1,023,660,927
					127.77%

Individual Analysis

I. NSFR Value Analysis

(in IDR million))

Ratio	Component	September 2024	December 2024
Net Stable Funding Ratio (NSFR)	Available Stable Funding (ASF)	1,299,609,272	1,307,949,388
	Required Stable Funding (RSF)	1,033,592,839	1,023,660,927
NSFR		**125.74%**	127,77%

The Net Stable Funding Ratio (NSFR) of PT Bank Rakyat Indonesia (Persero), Tbk as of December 2024 stood at 127.77%, with Available Stable Funding (ASF) amounting to IDR1.31 trillion and Required Stable Funding (RSF) amounting to IDR1.02 trillion.

II. ASF Composition

(in IDR million))

ASF Components Values after weighting	ASF Components Values after weighting
Capital according to OJK Regulation Minimum CAR	311,466,682
Deposits from individual customers	630,051,452
Funding from micro and small business customers	51,203,596
Funding from corporate customers	299,387,581
Liabilities that have a dependency relationship with certain assets	0
Other liabilities and equity	15,840,077
Total ASF	1,307,949,388

The Available Stable Funding (ASF) components in the Net Stable Funding Ratio (NSFR) of PT Bank Rakyat Indonesia (Persero) include Capital in accordance with OJK Regulation Minimum CAR, Individual customer deposits, Funding from micro and small business customers, Corporate customer funding, Liabilities that have a dependency relationship with certain assets, and Other liabilities and equity. The composition of BRI's ASF as of December 2024 was dominated by the component of deposits from individual customers amounting to IDR630.05 trillion (48.17%), capital of IDR311.47 trillion (23.81%) and deposits from corporate customers of IDR299.39 trillion (22.89%).

NSFR KONSOLIDASI

Laporan Net Stable Funding Ratio (NSFR)

(in IDR million)

	ASF Component	Position as of September 2024 Report Date					
		Carrying Value Based on Remaining Time Period (in IDR million)					
		No Time Period	< 6 months	6 months - < 1 year	≥ 1 year	Total Weighted Value	
1	Capital					321,947,096	
2	Capital according to OJK Regulations Minumum CAR	321,947,096	0	0	0	321,947,096	
3	Other capital instruments	0	0	0	0	0	
4	**Deposits from individual customers and Funding from micro and small business customers:**	548,675,137	147,867,361	6,799,401	1,232,565	664,934,316	
5	Stable Savings and Funding	519,483,819	90,015,702	4,381,328	819,803	584,006,609	
6	Less Stable Savings and Funding	29,191,318	57,851,659	2,418,073	412,762	80,927,707	

Individual Analysis

III. RSF Composition

(in IDR million))

RSF Components	Value after weighting
Total HQLA for NSFR calculation	11,922,129
Deposits or placement of funds in other financial institutions for operational activities	13,171,574
Loans in the Current and Special Mention categories (performing) and securities that are not in default	872,273,793
Assets that have interdependent liability pairs	0
Other assets	120,031,796
Off-Balance Sheet Transactions	6,261,636
Total RSF	1,023,660,927

The Required Stable Funding (RSF) components in the Net Stable Funding Ratio (NSFR) of PT Bank Rakyat Indonesia (Persero) include High Quality Liquid Assets (HQLA), Deposits in other financial institutions for operational activities, Current Category Loans and DPK and Securities that are not in default, Other Assets, and Administrative Account Transactions. The composition of BRI's RSF as of December 2024 is dominated by Current and Special Mention category Loans (performing) and Securities that are not in default amounting to IDR872.27 trillion (85.21%).

IV. Concentration of Funding Sources

BRI identifies the risk of funding source concentration by conducting a funding concentration risk analysis on 50 Core Depositors. BRI sets a funding source concentration limit which aims to limit the level of liquidity risk to the limit accepted by the Bank so that the potential loss of liquidity risk that arises can still be absorbed by the allocated capital.

The ratio of 50 Core Depositors as of December 31, 2024 was 20.98% or nominally IDR284.96 trillion, decreasing compared to the position as of September 30, 2024 of 22.60% or nominally IDR306.71 trillion.

	Position as of December 2023 Report Date				
	Carrying Value Based on Remaining Time Period (in IDR million)				
	No Time Period	< 6 months	6 months - < 1 year	≥ 1 year	Total Weighted Value
					314,969,589
	314,969,589	0	0	0	314,969,589
	0	0	0	0	0
	566,915,002	**149,492,327**	**7,324,967**	**1,451,252**	**684,547,989**
	539,332,108	91,212,434	4,208,879	783,779	603,799,529
	27,582,894	58,279,892	3,116,088	667,473	80,748,460

ASF Component		Position as of September 2024 Report Date					
		Carrying Value Based on Remaining Time Period (in IDR million)					
		No Time Period	< 6 months	6 months - < 1 year	≥ 1 year	Total Weighted Value	
7	**Funding from corporate customers:**	320,570,760	328,200,195	10,011,911	14,344,675	304,328,069	
8	Operational savings	320,570,760	0	0	0	160,285,380	
9	Other funding from corporate customers	0	328,200,195	10,011,911	14,344,675	144,042,689	
10	**Liability with interdependent assets pairs**	0	0	0	0	0	
11	**Other liabilities and equity:**	45,840,540	14,394,117	12,373,741	9,653,207	15,840,077	
12	NSFR Derivative Liabilities	0	-			0	
13	Equity and other liabilities not included in the above categories	45,840,540	14,394,117	12,373,741	23,758,144	15,840,077	
14	**Total ASF**					1,307,049,559	

ASF Component		Carrying Value Based on Remaining Time Period (in IDR million)					
		Carrying Value Based on Remaining Time Period (in IDR million)					
		No Time Period	< 6 months	6 months - < 1 year	≥ 1 year	Total Weighted Value	
15	**Total HQLA in the framework of NSFR calculations**					11,634,389	
16	**Deposits in other financial institutions for operational purposes**	51,331,526	317,768	0	0	25,824,647	
17	**Loans in the categories Current and Special Mention (performing) and securities**	0	126,718,017	139,339,079	884,201,832	873,441,225	
18	To financial institutions secured by HQLA Level 1	0	9,913,798	0	0	991,380	
19	To financial institutions secured other than by HQLA Level 1 and loans to financial institutions without collateral	0	0	0	0	0	
20	To non-financial companies, individual customers and micro and small business customers, the Government of Indonesia, governments of other countries, Bank Indonesia, central banks of other countries and public sector entities, including:	0	94,241,172	96,988,236	803,905,518	778,934,394	

	Position as of December 2023 Report Date				
	Carrying Value Based on Remaining Time Period (in IDR million)				
	No Time Period	< 6 months	6 months - < 1 year	≥ 1 year	Total Weighted Value
	344,217,541	**262,366,431**	**34,658,565**	**7,562,145**	**301,468,841**
	344,217,541	0	0	0	172,108,771
	0	262,366,431	34,658,565	7,562,145	129,360,071
	0	**0**	**0**	**0**	**0**
	69,802,560	**30,183,182**	**12,373,741**	**9,653,207**	**15,840,077**
		-			0
	69,802,560	30,183,182	12,373,741	23,758,144	15,840,077
					1,316,826,496

	Carrying Value Based on Remaining Time Period (in IDR million)t				
	Carrying Value Based on Remaining Time Period (in IDR million)				
	No Time Period	< 6 months	6 months - < 1 year	≥ 1 year	Total Weighted Value
					12,177,033
	26,343,148	**228,476**	**0**	**0**	**13,285,812**
	0	**145,222,755**	**134,012,349**	**883,805,983**	**876,654,231**
	0	16,014,285	0	0	1,601,428
	0	0	0	0	0
	0	98,318,401	96,977,809	799,295,509	777,049,288

	ASF Component	Carrying Value Based on Remaining Time Period (in IDR million)					
		Carrying Value Based on Remaining Time Period (in IDR million)					
		No Time Period	< 6 months	6 months - < 1 year	≥ 1 year	Total Weighted Value	
21	Meet the qualifications to receive a risk weight of 35% or less, in accordance with OJK Circular Letter RWA for Credit Risk	0	0	0	4,382,236	2,848,453	
22	Credit secured by a residential house that is not being used as collateral, including:	0	16,228,130	28,744,027	36,818,126	53,781,486	
23	Meet the qualifications to receive a risk weight of 35% or less, in accordance with OJK Circular Letter RWA for Credit Risk	0	5,143,048	11,020,795	31,584,572	28,611,893	
24	Securities that are not under collateral, are not in default, and are not included as HQLA, including shares traded on the exchange	0	1,191,868	2,586,021	7,511,380	8,273,618	
25	Assets with interdependent liability pairs	0	0	0	0	0	
26	Other assets:	10,661,862	7,048,363	706,522	104,953,235	123,369,982	
27	Physical commodities traded, including gold	0				0	
28	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)		0	0	0	0	
29	NSFR derivative assets		3,831,584	0	0	3,831,584	
30	NSFR derivative liabilities before deducting variation margin		0	0	0	0	
31	Other assets that do not fall into the above categories**)	10,661,862	3,216,779	706,522	104,953,235	119,538,398	
32	**Administrative Account**		31,049,108	24,942,425	39,088,162	4,705,524	
33	Total RSF					1,038,975,766	
34	Net Stable Funding Ratio (%)					125,80%	

	Carrying Value Based on Remaining Time Period (in IDR million)t				
	Carrying Value Based on Remaining Time Period (in IDR million)				
	No Time Period	< 6 months	6 months - < 1 year	≥ 1 year	Total Weighted Value
	0	0	0	5,944,816	3,864,130
	0	21,210,605	25,721,568	36,875,583	54,810,332
	0	7,232,146	10,197,573	33,018,650	30,176,982
	0	2,447,318	1,115,400	8,671,425	9,152,070
	0	0	0	0	0
	10,815,387	3,101,978	657,566	106,247,017	120,821,193
	0				0
		0	0	5,032	4,277
		0	0	0	0
		0	0	0	0
	10,815,387	3,101,978	657,566	106,241,985	120,816,916
		35,503,383	**33,009,972**	**57,690,612**	**6,261,637**
					1,029,199,906
					127,95%

Consolidated Analysis

I. Consolidated NSFR Value Analysis

(in percents)

Net Stable Funding Ratio	September 2024	December 2024
PT Bank Rakyat Indonesia (Persero), Tbk	125.74%	127.77%
PT Bank Raya Indonesia, Tbk	138.22%	160.27%
BRI Consolidation	**125.80%**	127.95%

Based on OJK Regulation No. 50/POJK.03/2017, it is stated that Banks are required to calculate and report the Net Stable Funding Ratio (NSFR) on a Consolidated basis. The position in December 2024, BRI Consolidated NSFR was recorded at 127.95%, an increase of 2.14% compared to the position in September 2024 of 125.80%. The increase was due to an increase in the Available Stable Funding (ASF) component of IDR9.78 trillion or 0.75% and a decrease in the Required Stable Funding (RSF) component of IDR9.78 trillion or 0.94%. On a consolidated basis, BRI Consolidated NSFR has met the minimum requirement of 100% with the following details:

Components of BRI Consolidated Net Stable Funding Ratio

(in IDR million)

Ratio	Component	September 2024	December 2024
Net Stable Funding Ratio (NSFR)	Available Stable Funding (ASF)	1,307,049,559	1,316,826,496
	Required Stable Funding (RSF)	1,038,975,766	1,029,199,906
NSFR		**125.80%**	127.95%

II. ASF Composition

(in IDR million)

ASF Components	Value after weighting
Capital according to OJK Regulation Minumum CAR	314,969,589
Deposits from individual customers	631,709,969
Funding from micro and small business customers	52,838,019
Funding from corporate customers	301,468,841
Liabilities that have a dependency relationship with certain assets	0
Other liabilities and equity	15,840,077
Total ASF	1,316,826,496

The Available Stable Funding (ASF) component of BRI Consolidation consists of Capital in accordance with POJK KPMM, Individual Customer Deposits, Funding originating from micro and small business customers, Corporate Customer Funding and other Liabilities and equity. from micro and small business customers, Corporate Customer Funding and other liabilities and equity. Total ASF of BRI Consolidated for the period of December 2024 amounted to IDR1,316.83 Trillion dominated by the component of Deposits from individual customers

Consolidated Analysis

III.RSF Composition

(in IDR million)

RSF Components	Value after weighting
Total HQLA for NSFR calculation	12,177,033
Deposits or placement of funds in other financial institutions for operational activities	13,285,812
Loans in the Current and Special Mention categories (performing) and securities that are not in default	876,654,231
Other assets	120,821,193
Off-Balance Sheet Transactions	6,261,637
Total RSF	1,029,199,906

BRI Consolidated Required Stable Funding (RSF) components consist of High Quality Liquid Assets for the purpose of calculating NSFR, Deposits or placements in other Financial Institutions, Current and Special Mention (DPK) Category Credits and Securities that are not in default, Other Assets, and Administrative Account Transactions.

The total RSF of BRI Consolidated in December 2024 amounted to IDR1,029.20 trillion with the composition of BRI Consolidated RSF in December 2024 dominated by Current category loans and deposits and securities that are not in default amounting to IDR876.65 t (85.18%) of the total RSF component, where the composition of these components is dominated by BRI amounting to IDR872.27 trillion (99.50%) and Bank Raya amounting to IDR4.38 trillion (0.50%).

Liquidity Risk – Restricted Assets (Encumbrance)

	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	11,114,936,844,212	303,898,424,707,928	29,709,277,719,374	344,722,639,271,514

Qualitative Analysis

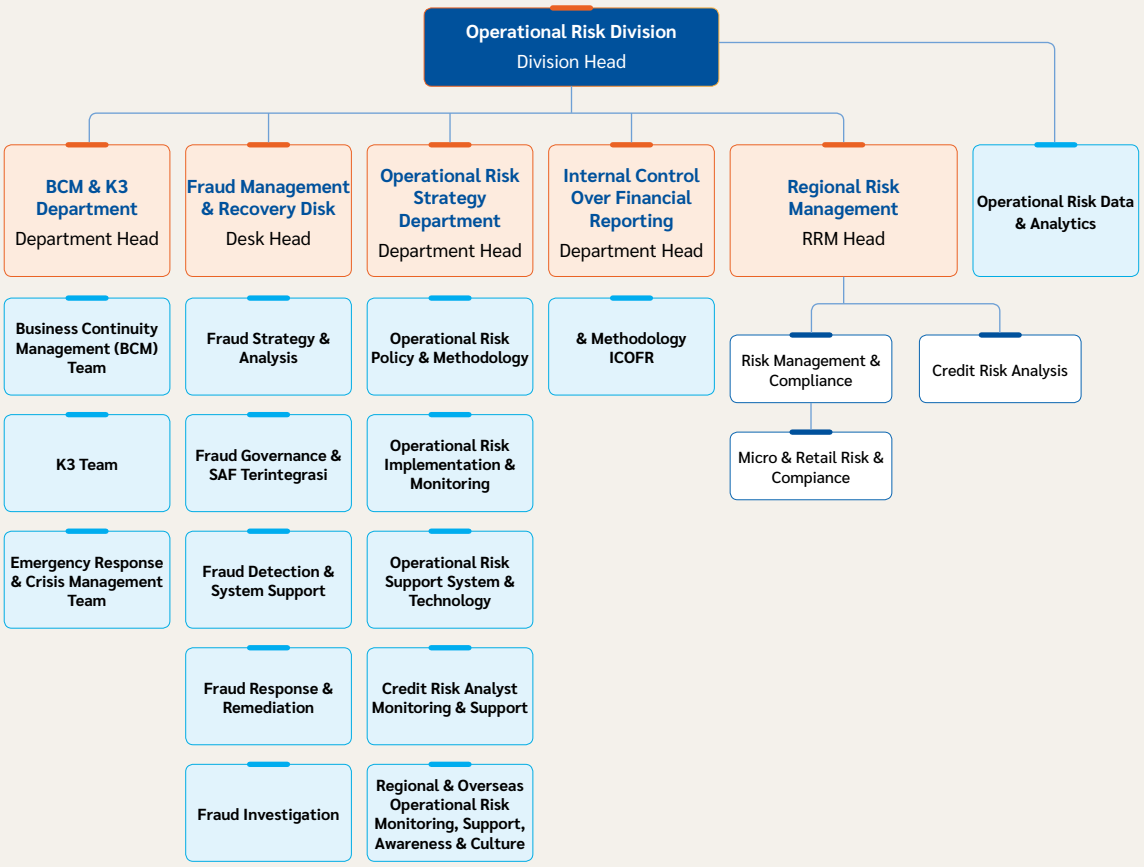
In accordance with SEOJK Number 9/SEOJK.03/2020 concerning Transparency and Publication of Conventional Commercial Bank Reports. In the table above, data related to liquidity risk is presented which is divided into several criteria, namely restricted assets, assets stored or agreed with the Central Bank 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, 2024 are IDR344.72 trillion. Based on the distribution, the total value of the assets consisted of:

- Restricted assets amounted to IDR11.11 trillion or 3.22% of total assets.
- Assets stored or agreed with the Central Bank but not yet used to generate liquidity amounted to IDR303.90 trillion or 88.16% of total assets.
- Unrestricted assets amounted to IDR29.71 trillion or 8.62% of total assets.

Operational Risk

	Qualitative Analysis
1	The preparation of BRI's operational risk management framework refers to Financial Service Authority (OJK) Regulation on the Implementation of Commercial Bank Risk Management Number 18/POJK.03/2016 dated March 16, 2016 concerning the Implementation of Commercial Bank Risk Management and best practices. In BRI's internal regulations, this framework is outlined in the Risk Management Policy regulated in the Board of Directors' Decree Number KU.02-DIR/MPE/04/2024 dated April 30, 2024, regulating the principles of the Bank's risk management policy. Specifically for operational risk management, the Bank has prepared the Guidelines for the Implementation of Operational Risk Management referring to BRI Risk Management Policy regulated in Circular Letter Number SE.58-DIR/ORD/11/2022 dated November 22, 2022 with coverage: a. Operational risk management framework. b. Occupational Safety and Health Management System. c. Anti-fraud strategy d. Risk Management Function in Units. In addition, the implementation of operational risk management is also regulated in the form of Circulars, Decree Letters, and other Standard Operating Procedures, including: a. Circular No. SE.17-DIR/MOP/03/2020 concerning operational risk management tools. b. Circular No. SE.04-DIR/CTR/01/2023 concerning Corporate Culture which includes Risk Culture. c. Circular No. SE.30-DIR/PPM/11/2024 concerning Product Management which includes Product Implementation Risk Management. d. Circular No. SE.66-DIR/MPE/12/2022 concerning Guidelines for Calculating Risk Weighted Assets (RWA) which includes Operational RWA Calculations. e. Circular No. SE.50-DIR/MPE/12/2023 concerning Business Continuity Management which includes Business Continuity Management (BCM). f. SOP Number SO.36-ORD/12/2024 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 Unit was in managing operational risk at BRI. Operational Risk Management Unit was directly responsible to the Director of Risk Management, and Operational Risk Management Unit consisted of the Digital Risk Division and Operational Risk Division. 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 Occupational Health and Safety Management System (SMK3), and controlling fraud. The implementation of operational risk management was strengthened by the establishment of the Regional Risk Management (RRM) organization. The RRM in the Regional Office acts as a control tower that maintains the quality of the portfolio and operations at the regional level and is led by an official at the Vice President (VP) level called the RRM Head. The RRM organizational structure consists of the RRM Head who supervises the Credit Risk Analyst (CRA) and Risk Management and Compliance (RMC). CRA is based in the Regional Office and performs credit risk management functions. RMC is based in the Regional Office and supervises Micro & Retail Risk & Compliance (MRR) based in the Branch Office and supervises the Retail and Micro business units. In addition, to strengthen the implementation of GCG and the implementation of OJK Regulation Number 12 of 2024 concerning the Implementation of Anti-Fraud Strategy for Financial Services Institutions, following the Decree of the Board of Directors Number 697-DIR/PPM/11/2021 dated November 15, 2021, the Bank formed a Fraud Risk Management and Recovery Desk which has the task of formulating anti-fraud strategy policies, ensuring the implementation of anti-fraud strategies which include prevention, detection, investigation, reporting, and sanctions, as well as monitoring, evaluating, and following-up with the aim of preventing the risk of fraud incidents and carrying out recovery efforts for fraud losses. BRI views the importance of implementing internal control over financial reporting to support the integrity and reliability of the financial reporting process to external parties and compliance with the applicable regulations. The implementation of ICOFR at BRI was divided into 4 phases. Phase 1 began in 2021 until Quarter II 2023 with the scope of Micro Credit, Retail & Medium Credit, Customer Deposit, and Financial Reporting. In 2023, BRI continued phase 2 with the scope of Micro Credit, Retail & Medium Credit, Customer Deposit, Financial Reporting, Consumer Credit, Corporate Credit. In 2024, BRI continued phase 3 with the scope of Micro Credit, Retail & Medium Credit, Customer Deposit, Financial Reporting, Consumer Credit, Corporate Credit, Treasury, Trade Finance and Fixed Asset. In accordance with the Decree of the Board of Directors NOKEP: 3927-DIR/PPM/11/2024 the ICOFR team joined the ORD Division.

	Qualitative Analysis
	The current organizational structure of the Operational Risk Division is as follows:  To implement the Three Lines 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. IAU functions as an enabler which is tasked with providing assurance in the implementation of risk management. In addition, IAU also contributed in providing support in the form of tools to facilitate the RRM Team in conducting 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 implementing risk-based audits.
3	Explanation of the measurement system for operational risk (covering the system and data used to calculate operational risk in order to estimate the capital burden for operational risk). Regarding the Bank's obligation to estimate the capital charges for operational risk by calculating of Operational Risk RWA using the Standard Approach in accordance with OJK Circular Number 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. Risk and Control Self Assessment (RCSA)** Risk and Control Self Assessment is 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 Business 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 business 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, 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.

	Qualitative Analysis
	b. Self Assessment of New Bank Products' Risk 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 Unit to then be recommended to the BRI Risk Management Director in order to obtain approval. **c. Recording Operational Risk Losses in the Loss Event Database (LED)** Loss Event Database (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. 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. **d. Key Risk Indicator Monitoring (KRI)** Key Risk Indicator (KRI) is a Risk Management tool in the form of a quantitative indicator to 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 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. **e. Risk Assessment Plan (RAP)** Risk Assessment Plan (RAP) is a form of risk strategy preparation activity carried out by RRM with output in the form of a list of main risks, business unit priorities based on risk and risk control activity plans. **f. Disaster Threat Risk Assessment** BRI carried out 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 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 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 Business Units. **g. Internal Control Over Financial Reporting (ICOFR)** Identification of internal control weaknesses could be done through a business process walkthrough by the ICoFR Team and a test of control by the Internal Audit Unit (IAU), or routine monitoring performed by each business unit (Control Self Assessment carried out every six months) determined by each business unit. i. Identification of Internal Control Weaknesses as Design Deficiency Design deficiency means that the current internal control design is inadequate, does not match the business and operations, or cannot mitigate the relevant financial statement assertion risk, thus potentially create a risk of misstatement of the company's financial statements. ii. Identification of Internal Control Weaknesses as Operating Deficiency Operating deficiency means that the practice or implementation of control activities was not carried out in accordance with the design, thus potentially create a risk of misstatement in the company's financial statements.
4	Operational risk management was reported regularly to management, business 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: **a. Bank Operational Risk Profile** 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. **b. Regional Risk Profile** 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. **c. Operational Risk News (OPEN)** Operational Risk News (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.

Qualitative Analysis	
	d. BRC/URC risk analysis report The BRC/URC risk analysis report contained a list of control weaknesses that occured in the Unit according to the results of the verification conducted by the BRC/URC. This report was submitted by BRC/URC to Business Unit Leaders held at the Business Unit MR Forum every month. In addition, based on the results of the MRR verification with indications of fraud, the report was submitted to the RCEO and ORD Division for further follow-up.
5	The risk mitigation process was 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: **a. People** Mitigation of the people aspect was carried out in terms of quantity and quality, including: i. Determining and reviewing the need for employee formation to carry out business processes in the Business Unit. ii. Determining the requirements, mechanisms, and background checks in the employee recruitment process. iii. Fulfilling employee formation in the Business Unit. iv. Improving worker capabilities, including by: - Conducting education and training of workers according to position level. - Reviewing the curriculum and educational methods. - Providing certification for workers with certain specializations. v. Encouraging the implementation of risk culture through risk culture internalization programs, including: - Culture Activation Program (CAP). Each business unit has established a CAP to form the behavior needed to achieve KPIs prudently through activities specified in the CAP. - Building Risk Awareness of Workers in Business Units Risk Management 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. - 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. - 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 earlier. - 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: i. 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 Unit. ii. 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: i. Development, updating and deletion of electronic/digital banking services. ii. Development, updating, and deletion of IT infrastructure (computing, network, satellite) and security. iii. Development, renewal and deletion of the Bank's internal services. iv. Procurement of IT service providers. v. IT service provider by the Bank. vi. IT operational activities. vii. 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 OJK Circular Letter Number 6/SEOJK.03/2020, the Calculation of Operational Risk RWA using the Standard Approach as of January 2023 has been implemented. The following is a table of operational RWA calculations using the Standard Approach according to the provisions of the Financial Services Authority (OJK).

Table of Quantitative Disclosure of Operational Risk – Bank Individually

No	The Approach Used	December 31, 2024					
		Business Indicators	Business Indicator Components	Operational Risk Loss Components	Internal Loss Multiplier Factor	Minimum Operational Risk Capital	Operational Risk RWA
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Basic Indicator Approach	74,722,853	10,758,427	3,415,878	0.750319754	8,072,261	100,903,262
Total		74,722,853	10,758,427	3,415,878	0.750319754	8,072,261	100,903,262

Table of Quantitative Disclosure of Operational Risk - Consolidated Bank

No	The Approach Used	December 31, 2024					
		Business Indicators	Business Indicator Components	Operational Risk Loss Components	Internal Loss Multiplier Factor	Minimum Operational Risk Capital	Operational Risk RWA
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Basic Indicator Approach	92,934,418	13,490,162	4,175,920	0.74652313	10,070,719	125,883,982
Total		92,934,419	13,490,162	4,175,920	0.74652313	10,070,719	125,883,982

Operational Risk Quantitative Disclosure Table - Individual Operational Risk Losses (IRO)

Form D1. Historical Loss Data Report

(Minimum limit for an operational loss event of IDR1,500,000,000.00 (one billion five hundred million rupiah) or more) rupiah) or more).

(In Million Rupiah)

Year of accounting for loss	2023	2022	2021	2020
Total net operating loss after taking into account recovery value (without exception)	148,524.76	267,044.82	1,303,740.92	346,236.20
Total occurrence of operational risk losses	15	27	16	14
Total excluded of operational risk losses	0	0	0	0
Total occurrence of excluded operational risk losses	0	0	0	0
Total net operating loss after taking into account recoveries and operational risk losses that are excluded	148,524.76	267,044.82	1,303,740.92	346,236.20

(In Million Rupiah)

	December 31, 2023					
	Business Indicators	Business Indicator Components	Operational Risk Loss Components	Internal Loss Multiplier Factor	Minimum Operational Risk Capital	Operational Risk RWA
	(9)	(10)	(11)	(12)	(13)	(14)
	74,092,568	10,663,885	3,219,807	0,74	7,921,723	99,021,545
	74,092,568	**10,663,885**	**3,219,807**	**0,74**	**7,921,723**	**99,021,545**

(In Million Rupiah)

	December 31, 2023					
	Business Indicators	Business Indicator Components	Operational Risk Loss Components	Internal Loss Multiplier Factor	Minimum Operational Risk Capital	Operational Risk RWA
	(9)	(10)	(11)	(12)	(13)	(14)
	81,866,229	11,829,934	5,433,202	0,81	9,618,943	120,236,798
	81,866,229	**11,829,934**	**5,433,202**	**0,81**	**9,618,943**	**120,236,798**

(In Million Rupiah)

	2019	2018	2017	2016	2015	2014	Term 10 Years
	89,009.39	46,053.27	48,278.16	20,331.16	2,272.00	5,761.52	227,725.22
	13	5	6	12	1	2	11
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	89,009.39	46,053.27	48,278.16	20,331.16	2,272.00	5,761.52	227,725.22

Operational Risk Quantitative Disclosure Table - Consolidated Operational Risk Losses (ORO)

Form D1. Historical Loss Data Report

(Minimum limit for an operational loss event of IDR1,500,000,000.00 (one billion five hundred million rupiah) or more) rupiah) or more).

(million IDR)

Year of accounting for loss	2023	2022	2021	2020
Total net operating loss after taking into account recovery value (without exception)	172,008.32	552,312.18	1,315,022.80	352,062.86
Total occurrence of operational risk losses	36	19	26	16
Total excluded of operational risk losses	0	0	0	0
Total occurrence of excluded operational risk losses	0	0	0	0
Total net operating loss after taking into account recoveries and operational risk losses that are excluded	172,008.32	552,312.18	1,315,022.80	352,062.86

Operational Risk Quantitative Disclosure Table - Individual Business Indicators (IB)

Form D3. Business Indicator Breakdown Report

(million IDR)

No.	Business Indicators (IBs) and IB components	2023	2022	2021
1	**Component of Interest, Rent and Dividends (KBSD)**	40,709,719.47		
1.1	Interest Revenue	146,152,742.55	124,600,908.78	120,166,772.00
1.2	Interest Expense	43,381,640.97	27,358,330.13	27,783,201.00
1.3	Productive Assets	1,899,821,079.00	1,824,633,926.00	1,629,187,461.00
1.4	Dividend Revenue	95,133.09	1,540,278.82	36,791.00
2	**Service Component (KJ)**	28,334,762.05		
2.1	Fee and Commission Income	20,292,352.24	18,470,165.74	16,548,485.00
2.2	Services and Commission Expenses	336.19	515.35	0.00
2.3	Other operating income	18,791,154.87	534,523.30	10,367,605.00
2.4	Other operating expenses	3,737,422.32	350,842.90	5,354,902.00
3	**Financial Component (KK)**	5,678,371.61		
3.1	Net Profit or Loss Trading Book	1,649,65.85	4,247,320.34	1,268,299.00
3.1	Net Profit or Loss Banking Book	2,145,258.34	2,211,953.29	6,997,318.00
4	**IB**	74,722,853.13		
5	**Business Indicator Component (KIB)**	10,758,427.97		

(million IDR)

	2019	2018	2017	2016	2015	2014	Ratas 10 Tahun
	114,107.64	46,790.26	48,278.16	20,331.16	157,272.00	5,761.52	278,394.69
	4	8	11	2	2	2	12.6
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	114,107.64	46,790.26	48,278.16	20,331.16	157,272.00	5,761.52	278,394.69

Table of Quantitative Disclosure of Operational Risk - Consolidated Business Indicators (IB)

Form D3. Business Indicator Breakdown Report

(million IDR)

No.	Indikator Bisnis (IB) dan komponen IB	2023	2022	2021
1	**Component of Interest, Rent and Dividends (KBSD)**	**43,542,930.17**		
1.1	Interest Revenue	**177,876,805.99**	152,449,314.60	143,556,049.00
1.2	Interest Expense	**50,755,641.32**	33,577,974.27	34,469,089.00
1.3	Productive Assets	**2,102,652,690.00**	195,105,417.00	1,677,360,092.00
1.4	Dividend Revenue	**95,335.19**	1,546,691.35	37,761.00
2	**Service Component (KJ)**	**43,623,674.33**		
2.1	Fee and Commission Income	**21,533,666.55**	19,637,385.20	17,659,598.00
2.2	Services and Commission Expenses	**43,670.03**	47,978.16	431.00
2.3	Other operating income	**28,621,893.04**	25,667,141.19	17,751,339.00
2.4	Other operating expenses	**13,890,893.21**	14,692,037.56	13,547,138.00
3	**Financial Component (KK)**	**5,767,814.08**		
3.1	Net Profit or Loss Trading Book	**389,692.25**	4,341,123.92	1,593,225.00
3.1	Net Profit or Loss Banking Book	**2,145,144.07**	1,763,973.00	7,070,284.00
4	**IB**	**92,934,418.58**		
5	**Business Indicator Component (KIB)**	**13,490,162.79**		

Operational Risk Quantitative Disclosure Table - RWA Operational Risk (Individual)

Form D5. Operational Risk RWA Calculation Report using the standardized approach

(million IDR)

No	Details	Nominal
1	Business Indicator Component (KIB)	10,758,427.97
2	Internal Loss Multiplier (FPKI)	0,75031975
3	Minimum Operating Risk Capital (MMRO)	8,072,260.98
4	RWA for Operational Risk	100,903,262.25

Operational Risk Quantitative Disclosure Table - RWA Operational Risk (Consolidated)

Form D5. Operational Risk RWA Calculation Report using the standardized approach

(Million IDR)

No	Details	Nominal
1	Business Indicator Component (KIB)	13,490,162,79
2	Internal Loss Multiplier (FPKI)	0,74652313
3	Minimum Operating Risk Capital (MMRO)	10,070,718,55
4	RWA for Operational Risk	125,883,981,88

Material Bonds Related to Capital Goods Investment

Throughout 2024 and 2023, BRI entered into material commitments with a number of parties for capital goods investments as described below:

Table of Capital Goods Investments Material Bonds

(In Million Rupiah)

Object	2024	2023
	Procurement Value	Procurement Value
Procurement of Managed Service CRM RBB	988,198	999,926
Communication Channel Rental	751,019	1,217,890
Procurement of IBM AS/400 Power10 Machines for DC GTI Ragunan and ODC Sentul	-	125,000

Objective of The Bonds

In capital goods procurement engagements using investment budget with a Work Order Letter (SPK) and a Letter of Agreement (PKS) in accordance with the tiering of procurement value and term of procurement. Agreement (PKS) in accordance with the tiering of procurement value and procurement period. The purpose of holding an engagement is so that it can be detailed description of the implementation of procurement work to the provider of goods that are binding, the rights and obligations of the parties and contains terms and conditions that must be met by the parties.

To speed up the process of procuring goods primarily by using direct purchase and self-management methods following best practices without requiring an SPK, the procurement committee only needs to issue a Purchase Order (PO) or a letter of request for quotation, or simply prove it with a purchase receipt.

The general principles of procurement of goods within the company must refer to the guides of efficiency, effectiveness, competitiveness, transparency, fairness and reasonableness, accountability, standardization of goods, centralization, decentralization and have been determined in the Company's Work Budget 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 that have been agreed in foreign currency will be adjusted in the SPK or 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 BRI Bank Only capital goods are presented in the following table.

Table of Types and Values of Capital Goods Investment

(In Million Rupiah)

Types	2024 Value	2023 Value
Land and Building	1,039,102	94,746
Furniture and Inventory	33,389	14,667
Vehicle	402,708	718,871
Computer and Software	2,529,071	3,119,745

Objective of Capital Goods Investment

Apart from supporting Company's operations, procurement of goods also aims to encourage the growth of domestic industry. Users of goods can give preference to the use of domestic production while observing the provisions of applicable laws and regulations.

Users of goods and/or services prioritize synergy between SOEs, SOE Subsidiaries, BRI Subsidiaries, and/or Subsidiaries of entities established by BRI as long as the goods and/or services are the result of production of the SOEs, SOE Subsidiaries, BRI Subsidiaries and/or Subsidiaries of entities established by BRI in question, and as long as the quality, price, and purpose are accountable and take into account arm's length principle.

Commitments and Contingencies

Assessment of commitments and contingencies transactions that have individual credit risk using objective evidence, except for commitments and contingencies belonging BRIS (a subsidiary based on sharia principles) is carried out using the Bank Indonesia collectability guidelines.

Table of Commitment and Contingency

(In Million Rupiah)

Description	2024	2023
COMMITMENT		
Commitment Bill		
Spot purchases and foreign currency	49,309,688	24,948,222

Description	2024	2023
Commitment Liability		
Loan facilities provided to unused debtors	123,492,574	128,590,416
Spot sales and foreign currency	94,874,355	63,924,016
Irrevocable L/C ongoing to import	11,775,920	11,447,230
Commitment-net	(181,833,161)	**(179,013,440)**
CONTINGENCIES		
Contingent liability		
Warranty issued in the form		
Bank guaranty	46,148,254	56,219,970
Standby L/C	20,706,982	9,672,955
Contingencies – net	(66,855,236)	**(65,892,925)**

Significant Agreement

On September 26 2024, BRI entered into an agreement with PT SAP Indonesia regarding the procurement of a system license and SAP support for a period of 12 (twelve) months with a contract value of IDR2.039 million. The Bank has recorded it as a fixed asset for the same contract value. The agreement between Bank BRI and the related party has followed the terms and conditions that have been mutually agreed.

Material Information and Facts After the Accountant's Report Date

As of the end of the Annual Report, there were no description of significant events after the date of the accountant's report including its impact on future business performance and risks.

Business Prospects and Future Strategies

Entering 2025, the global economy is expected to still facing various challenges and high uncertainty. Under these conditions, domestic economic resilience and adaptive strategies are key for the business world in facing global dynamics.

BRI estimates that global economic growth in 2025 will slow slightly from an estimate of 3.29% in 2024 to 3.25%. This slowdown is mainly due to the weakening economic growth of China and the United States, as well as the high global geopolitical risk. In line with this, global inflation is projected to decline from 4.45% in 2024 to 4.12% in 2025. Meanwhile, the Federal Funds Rate (FFR) benchmark interest rate in 2025 is estimated to be in the range of 3.75%-4.00%, down 50 bps from the range of 4.25-4.50% in 2024.

However, there are a number of risks that may potentially push global economic growth lower than the projection, including:

1. Slowing global trade and rising inflation due to the United States protectionist trade policies under Donald Trump's leadership.
2. Geopolitical uncertainty that could escalate at any time due to conflicts in the Middle East, Russia with Ukraine, and the South China Sea. These tensions could disrupt global financial markets and supply chains, increasing global inflationary pressures.
3. The impact of climate change, which has the potential to disrupt food production and distribution of global supply chains, thereby increases inflation in various countries.

In a slowing global economy, Indonesia's economic growth in 2025 is expected to remain supported by domestic demand. BRI projects Indonesia's economic growth to be in the range of 4.89%-5.19% in 2025 from 5.03% in 2024, driven by investment expansion and government spending, while household consumption growth is expected to tend to stagnate due to the possibility of continued pressure on people's purchasing power, especially in the lower middle class.

There are several factors that can be positive catalysts for Indonesia's economic growth in 2025, namely:

- Fiscal policy expansion, including the implementation of quick wins programs such as the Free Nutritious Meals (MBG)

program, the construction of food barns, school renovations, and the construction and improvement of hospitals. This program aims to strengthen people's purchasing power and encourage business activities, including the MSME sector.
- Bank Indonesia's pro-growth monetary and macroprudential policies, with an approach that remains accommodative to support economic and banking stability.

Along with domestic economic dynamics, Indonesia's inflation is expected to increase from 1.57% in 2024 to the range of 2.65%-3.03% in 2025. Despite the increase, this inflation rate is still manageable and within the target range of Bank Indonesia (BI) of 2.5±1%, thus providing room for BI to lower the BI-Rate in 2025. Furthermore, BRI estimates that the BI-Rate could drop by 25 bps - 50 bps to around 5.50%-5.75% by the end of 2025, from 6.00% in the previous year. Meanwhile, the average Rupiah exchange rate against the US Dollar in 2025 is estimated to be in the range of IDR15,910-IDR16,252 per US Dollar, relatively weakening compared to the previous year's average of IDR15,847.

With the prospect of looser monetary policy, bank credit growth is expected to increase from 10.39% in 2024 to 10.48%-11.42% in 2025. Meanwhile, Third Party Fund (TPF) growth is projected to increase from 4.48% in 2024 to around 5.40%-6.28% in 2025.

source:
- *World Economic Outlook, International Monetary Fund (IMF), January 2025*
- *Indonesian Banking Statistics, Financial Services Authority (OJK), September 2024*
- *BRI Economist Team*

The challenging macroeconomic conditions, combined with the increasing competition in the banking industry, have made it necessary for BRI to respond with the right strategy to continue improving its market dominance. Considering the external conditions and the company's long-term aspirations, BRI's strategy going forward will focus on:

1. **Rapid CASA growth**
   Becoming the preferred transaction bank in Indonesia by providing a reliable transaction experience.
2. **Re-invent micro to sustain market leadership**
   Redesigning the microbusiness model to meet the current and future needs of customers.
3. **Revamp growth engines**
   Increasing market share in Consumer and SME businesses through an ecosystem business model and optimizing synergies within the BRI Group.
4. **Robust people capabilities**
   Implementing human capital transformation through strengthening leadership, culture, capabilities, and talent management.
5. **Reinforced risk management**
   Implementing next-generation risk management along with strengthening the risk culture.
6. **Re-imagine data and analytics**
   Developing organizational and analytical data capabilities to drive innovation and optimize business.

BRI is optimistic that the developed strategies will result on better performance in the future.

Achievement of Targets and Future Targets

Target Achievement 2024

Comparison of Target and Financial Realization

Comparison of targets and financial realizations can be described as follows:

Table Comparison of Financial Targets and Realizations

(Bank Only, In Billion Rupiah)

Description	December 2024		
	Target	Realization	Achievement
Net Profit	54,832	54,841	100.02%
Loan to Deposit Ratio (LDR)	86.83%	89.39%	102.95%
Net Interest Margin (NIM)	6.21%	6.47%	104.10%
Capital Adequacy Ratio (CAR)	22.86%	24.41%	106.76%
Cost to Income Ratio (CIR)	40.84%	36.97%	110.47%

Note: *) Calculation of Cost to Income Ratio (CIR) achievement uses the formula Target/Realization

In 2024 BRI was able to score a net profit of IDR54.84 trillion, reaching the target set, with an achievement 100.02% of the RKA. This condition is supported by optimization of BRI's portfolio in the Corporate and Consumer segments. Net profit achievement is supported by BRI's ability to managing NIM of 6.47% with an achievement of 104,10%. In addition, the achievement of BRI's efficiency ratio is also quite can be reflected in the CIR ratio of 110.47%. Meanwhile, for the achievement of BRI's capital ratio, it can be seen from the CAR ratio of 24.41% which has been achieved at 106.76%.

Loans granted in 2024 amounted to IDR1,216 trillion, growing by 6.1% yoy with customer deposits of IDR1,360 trillion or growing by 0.6% yoy supported by CASA of IDR919 trillion or growing by 5.2% yoy with a CASA ratio of 67.54%. This had an impact on the ratio of LDR ratio of 89.39% with an achievement of 102.95%.

Comparison of Target and Capital Structure Realization

As of December 31, 2024, BRI was able to maintain a capital structure in accordance with the target and minimum level set by the regulator. BRI's total Capital Adequacy Ratio (CAR) of 26.63% reached the 2024 target of 25.47%.

Furthermore, the Complementary Tier 1 Capital Ratio (CET 1) was recorded at 25.52%, reaching the 2024 target of 24.41%. Both 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 Million Rupiah)

Description	2024		
	Target	Realization	Achievement
(1)	(2)	(3)	(4) = (3)/(2)
CAR Ratio	25.47%	26.63%	104.56%
CET Ratio 1	24.41%	25.52%	104.55%
Tier 1 Ratio	24.41%	25.52%	104.55%
Tier 2 Ratio	1.07%	1.11%	103.74%
Tier 1 Minimum Ratio	8.41%	8.53%	101.43%
CET 1 Minimum Ratio	8.41%	8.53%	101.43%
Minimum CAR Based on Risk Profile	9.48%	9.64%	101.69%

Comparison Of Target and Marketing Realization

During 2024, BRI held a marketing campaign to encourage the use of the Company's mobile banking application, BRImo, which was aimed at increasing CASA and transactions in an integrated manner, including marketing through various mass media and social media as well as the BRImo FSTVL program which ran from October 1, 2024 to March 31, 2025. In the BRIMO FSTVL program, BRI offers hundreds of thousands of attractive prizes for all customers who loyally use BRI or BRImo. Customers who participate in the program only need to increase their Savings balance and make transactions using BRImo, BRI credit and debit cards during the program period to get prizes in the form of direct point redemption or a prize draw program.

The marketing campaign activity also boosted BRImo's performance, which at the end of December 2024 recorded a user growth of 22.1% yoy to 38.6 million users, and boosted the growth in the number of financial transactions and transaction volume by 39.5% yoy and 33.2% yoy, respectively. This also had an impact on achieving BRI's fee-based income target, where fee-based income from E-Channel and E-Banking BRI bank only was recorded at IDR9.17 trillion or grew by 18.6% yoy.

In addition, the achievement of the fee-based income target was also supported by insurance service income recorded at IDR1.7 trillion or grew 67.2% yoy, in line with BRI's beyond banking services strategy to be present and complete customers' financial needs driven by synergy with subsidiaries, in this case BRILife and BRI Insurance.

Table of Comparison of Marketing Targets and Realizations

(In billion Rupiah)

Description	2024		
	Target	Realization	Achievement
(1)	(2)	(3)	(4) = (3)/(2)
Fee Based Income	19,729	20,408	103.44%

Comparison of Targets and Realization of HR Development

In 2024, target was achieved well by making employee competency development a top priority for the Company through various programs, including education, training, and certification that could be done offline or online through the digital learning platform (BRISMART) and other external learning platforms (Linkedin Learning, Coursera, and so on). In total, the achievement of the HR development target exceeded the target with a realization of 113.02% of the target. The achievement of HR development through development education reached 405.82%, far exceeding the target. Meanwhile, enhancement education exceeded the target with a realization of 108.09% of the target.

Table of Comparison HR Development Targets and Realizations

(In People)

Description	2024		
	Target	Realization	Achievement
(1)	(2)	(3)	(4) = (3)/(2)
Development *	1,700	6,899	405.82%
Enhancement**	101,000	109,174	108.09%
Total	102,700	116,074	113.02%

Information:
* BRILiaN Future Leader Program (BFLP), BRILiaN Next Leader Program (BNLP). BRILiaN Leadership Development Program (BLDP), BRILiaN Banking Officer Program (BBOP), BRILiaN Relationship Manager Program (BRMP).
** Enhancement Education including 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 (Projection)

BRI Management has prepared the Bank's Business Plan for 2025-2027 by considering current economic conditions and economic projections in 2025, both from macro and micro perspective.

Table of Assumption in Compiling Projections

No	Assumption	2025
MACRO ASSUMPTIONS		
1.	GDP Growth (%)	4,89%-5,19%
2.	Inflation (%)	2,65%-3,03%
3.	IDR/USD Rates	16,071 - 16,417
4.	BI Rate	5,50%-5,75%

No	Assumption	2025
MICRO ASSUMPTIONS		
1.	National Loan Growth (%)	10,48%-11,42%
2.	TPF Growth (%)	5,40%-6,28%

Source: BRI Economist Team

Financial Projections

In 2025, BRI will project consolidated credit growth of 7%-9%, slightly higher than credit growth in 2024 of 6.97% year-on-year. The consolidated credit growth will be driven by the MSME segment, including Holding UMi, in line with the Company's commitment to continue supporting this segment. In 2025, BRI will also revamp growth engines to strengthen the growth of the Non-Micro MSME loan segment. In terms of liability, DPK collection is projected to grow positively. In addition, the Company will maintain its focus on liability growth through transactional CASA, especially by growing retail savings and current accounts in order to improve the Company's liability structure.

In terms of profitability, the Company will maintain its Net Interest Margin (NIM) at 7.3%-7.7%, relatively stable from 7.74% in 2024. In 2025, NIM is expected to benefit from the potential for interest rate cuts which will have a positive impact on reducing interest expenses and will be driven by CASA as the main source of liquidity. In contrary, BRI estimates that there will be liquidity challenges, especially considering the dynamics of the global macro-economy, which can adverse impact on lowering the benchmark interest rate, which is relatively lower than previously projected, as well as the weak purchasing power of the community, which can have an impact on the growth of M2 money supply and limited industry liquidity

Additionally, BRI always commits to continue the trend of improving asset quality and accelerating the resolution of non-performing loans, reflected in the Credit Cost (CoC) projection of 3.0%-3.2%, lower than 2024 of 3.23% and the NPL ratio, which was maintained below 3.0%. BRI will also continue to maintain operational efficiency through digitalization of business processes within the Hybrid Bank Business Model framework, so it maintains the Cost-to-Income Ratio (CIR) in the range of 41%-43%.

Table of Financial Projection (cosolidate)

(consolidate, in %)

Description	2025 Projection
Credit growth, Islamic loans and financing	7% - 9%
Net Interest Margin (NIM)	7.3% - 7.7%
Credit Cost (CoC)	3.0% - 3.2%
Non Performing Loan (NPL) Gross	<3%
Cost-to-Income Ratio (CIR)	41% - 43%

Capital Structure Projection

KPMM capital as of December 2025 is projected to always be maintained above the minimum provisions of the banking and financial services regulator's Minimum Capital Adequacy Ratio (CAR). The description of BRI's capital projection and CAR fulfillment in summary is as follows:

Table of BRI Capital Projection

(In %)

Description	Regulatory Minimum Requirements	2025 BRI Projection
Capital Adequacy Ratio (CAR)	17.28%	Above the Regulatory Minimum Requirement

Sustainable business growth and optimal capital management are key to maintaining capital ratios in line with regulatory requirements.

Dividend Policy Projection

BRI establishes a dividend distribution policy by maintaining a Dividend Payout Ratio (DPO) of at least 60% of net income attributable to owners of the parent entity, unless otherwise determined at the General Meeting of Shareholders (GMS). BRI can distribute dividends on BRI profits with higher or lower DPOs, taking into account projections of sustainable business growth, fulfillment of capital adequacy ratios, and efforts to maintain optimal return on equity in the medium and long term. In accordance with the provisions, the dividend distribution can be in cash or non-cash form.

Going forward, dividend payments will be made while taking into account factors such as business growth strategy, financial stability, and regulatory compliance. Dividend payments are also made with due regard to applicable regulations, including POJK 17/2023 on the Implementation of Governance for Commercial Banks.

Marketing Projections

Based on BRI Bank's business plan, the marketing communications projections to be carried out in 2025 include:

1. Strengthening positioning and brand value through marketing communication activities for BRI products, services and services in increasing awareness, consideration, and product evaluation through various media.
2. Campaign activation through a digital campaign funnel as one of BRI's clear and measurable media strategy transformations in reaching target customers that are in line with BRI's product development journey.

In addition, BRI projects the issuance of new products and activities to be carried out in 2025, namely as follows.

Table of Marketing Projection

No	Product	Description
1	Integrated Corporate Solution Platform (QLola)	A service that makes it easier for wholesale and corporate customers to access BRI products and services on one platform.
2	Development of logistics features on the AgenBRILink Application (BRILink Logistik).	Integration of logistics features owned by logistics providers into the AgenBRIlink application (BRILink Mobile).
3	PalmPay	PalmPay (Palm Payment) is a payment authorization method that utilizes biometric technology based on the unique characteristics of a person's palm pattern, which can offer easy, safe and convenient transactions.
4	NFC Tokenization of Credit Card	NFC tokenization integration so that BRI credit cards can be used for transactions using the NFC method which is integrated with the global/domestic principal network.
5	*BRImo e-payment*	Instant digital online payment service for BRImo service users at collaborating online merchants.

No	Product	Description
6	*SoftPOS NFC Payment on BRI Merchant*	Payment transactions using NFC technology in the BRI Merchant Application.
7	*BRImo NFC Payment*	Contactless payment transactions (NFC Payment) in the BRImo application on domestic and international EDC/POS networks.
8	*NFC Payment on Global Wallet*	*Connecting BRI debit and credit cards to global wallets to support contactless payment transactions.*
9	Kartu Kredit Indonesia	Indonesian Credit Card for Government Segment issued to Business Units (Ministries/State Institutions/Agencies) of the Central Government and Regional Government.
10	Insurance products through bancassurance activities (including Subsidiaries) with an integration and distribution business model.	The business model for integration and distribution of bancassurance product marketing cooperation with Life and General Insurance Companies (Subsidiaries and Non-Subsidiaries).
11	Insurance products through bancassurance activities (including Subsidiaries) with a reference business model	Business Model Reference for cooperation in marketing bancassurance products with Life and General Insurance Companies (Subsidiary Companies and Non-Subsidiary Companies).
12	Investment Products through collaboration (including Subsidiary Companies)	Investment product marketing cooperation with partners (Subsidiary Companies and Non-Subsidiary Companies).

HR Development Projection

HR development projections in 2024 are as follows:

Table of HR Development Projection

(In Person)

Description	2025 Projection
Development *	1,800
Enhancement**	101,500

Descriptions:

* BRILiaN Future Leader Program (BFLP), BRILiaN Next Leader Program (BNLP). BRILiaN Leadership Development Program (BLDP), BRILiaN Banking Officer Program (BBOP), BRILiaN Relationship Manager Program (BRMP).

** Education Enhancement 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.

Long Term Plans (RJP) Evaluation

To monitor the realization of the Long-Term Plan, BRI conducts periodic (yearly) evaluations of all Company initiative strategies in a certain period of time. Evaluations are not only carried out to ensure that the realization of the Company's strategy has been running in accordance with the targets and milestones that have been set. The results of the Long-Term Plan evaluation are also used as a basis for adjusting and formulating BRI's strategies in the future. In 2024, an evaluation was carried out on the realization of the BRIvolution 2.0 Corporate Plan from all Business Units and Enablers that occurred in the 2023 period. The results of the evaluation were then submitted and discussed in the BRI Board of Directors meeting.

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 aims to optimize capital and increase shareholder value, dividend distribution that takes into account the Company's historical performance as well as future business and economic potential, the amount of the dividend ratio 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 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 dividend.

Based on the Annual General Meeting of Shareholders (AGMS) held on March 1, 2024, BRI distributed dividends amounting to IDR48.10 trillion or 80.04% of the 2023 financial year profit attributable to owners of BRI's parent entity of IDR60.09 trillion. The amount of cash dividends per share was IDR319.00 and was paid on March 28, 2024 to shareholders whose names were registered in the Company's shareholder register (recording date) on March 15, 2024 and was paid within 30 days from the announcement date of March 1, 2024.

Based on the Annual General Meeting of Shareholders (AGMS) held on March 13, 2023, BRI distributed dividends amounting to IDR43.49 trillion or 85% of the 2022 financial year profit attributable to owners of BRI's parent entity of IDR51.17 trillion. The total cash dividends per share was IDR288.22 and was paid on April 12, 2023 to shareholders whose names were registered in the Company's shareholder register (recording date) on March 27, 2023 and was paid within 30 days from the announcement date of March 13, 2023.

The financial performance for the 2024 financial year will be decided at the 2025 AGMS.

Announcements, Payment, and Amounts Of Dividend

Information on announcements, payments and dividend amounts in the last 3 (three) financial years is as follows.

Table of Dividend Announcement and Payment

Description	2023 Fiscal Year	2022 Fiscal Year	2021 Fiscal Year
Profit (IDR billion)	60,099.86	51,170.31	31,066.59
Cash Dividend (IDR billion)	48,102.28	43,494.76	26,406.60
Non-Cash Dividend*)	-	-	-
Cash Dividend Per Share (IDR)	319.00	288.22	174.25
Non-Cash Dividend Per Share*)	-	-	-
Dividend Pay Out Ratio (%)	80.04% of 2023 attribution profit	85% of 2022 attribution profit	85% of 2021 attribution profit
Announcement Date (AGMS)	1 March 2024	13 March 2023	1 March 2022
Cash Dividend Payment Date	28 March 2024	12 April 2023	1 April 2022
Non-Cash Dividend Payment Date*)	-	-	-

Note: Bank BRI did not have non-cash dividends

Historically, the details of dividend payments for the fiscal year 2003-2023 are described as follows.

Table of Dividends Announcement and Payment History

Description		Announcement Date	Cum Dividend (Regular and Negotiation Market)	Cum Dividend (Cash Market)	Recording Date	
2023	Final	March 1, 2024	March 13, 2024	March 15, 2024	March 15, 2024	
2023	Interim	December 19, 2023	December 29, 2023	Januari 3, 2024	Januari 3, 2024	
2022**	Final	March 13, 2023	March 21, 2023	March 27, 2023	March 27, 2023	
2022	Interim	December 30, 2022	January 9, 2023	January 11, 2023	January 11, 2023	
2021	Final	March 1, 2022	March 10, 2022	March 14, 2022	March 14, 2022	
2020	Final	March 25, 2021	April 5, 2021	April 7, 2021	April 7, 2021	
2019	Final	February 18, 2020	February 26, 2020	February 28, 2020	February 28, 2020	
2018	Final	May 17, 2019	May 23, 2019	May 27, 2019	May 27, 2019	
2017	Final	March 26, 2018	March 29, 2018	April 4, 2018	April 4, 2018	
2016	Final	March 17, 2017	March 22, 2017	March 27, 2017	March 27, 2017	
2015	Final	March 24 2016	March 31, 2016	April 5, 2016	April 5, 2016	
2014	Final	March 23, 2015	March 26, 2015	March 31, 2015	March 31, 2015	
2013	Final	March 27, 2014	April 28, 2014	May 2, 2014	May 2, 2014	
2012	Final	March 5, 2013	March 26, 2013	April 1, 2013	April 1, 2013	
2011	Final	April 2, 2012	April 26, 2012	May 1, 2012	May 1, 2012	
2010	Final	May 2, 2011	May 27, 2011	June 1, 2011	June 1, 2011	
2010	Interim	November 30, 2010	December 19, 2010	December 22, 2010	December 22, 2010	
2009	Final	May 24, 2010	June 28, 2010	July 1, 2010	July 1, 2010	
2009	Interim	November 4, 2009	November 30, 2009	December 3, 2009	December 3, 2009	
2008	Final	May 22, 2009	June 16, 2009	June 19, 2009	June 19, 2009	
2007	Final	May 28 2008	June 18, 2008	June 23, 2008	June 23, 2008	
2006	Final	May 22, 2007	June 13, 2007	June 18, 2007	June 18, 2007	
2005	Final	June 2, 2006	June 21, 2006	June 26, 2006	June 26, 2006	
2004	Final	May 27, 2005	June 16, 2005	June 21, 2005	June 21, 2005	
2003	Final	June 1, 2004	July 6, 2004	July 9, 2004	July 9, 2004	

*) 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 the OJK Regulation (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 III 2024

The proceeds from the Public Offering of Bank BRI Phase III Sustainable Environmentally-Friendly Bonds I in 2024 have been used in full and have been reported to the Financial Services Authority (OJK).

	Payment Date	Dividend Payout Ratio (%)	Dividends Paid (IDR billion)	Dividend Per Share (IDR)
	March 28, 2024	80.04	35.435.85	235.00
	January 18, 2024	-	12,666.43	84.00
	April 12, 2023	85.00	34,981.34	231.22
	January 27, 2023	-	8,602.82	57.00
	April 1, 2022	85.00	26,406.60	174.25
	April 28, 2021	65.00	12,125.59	96.49
	March 18, 2020	60.00	20,623.56	164.10
	June 13, 2019	50.00	16,175.57	128.95
	April 25, 2018	45.00	13,.048.44	104.14
	April 13, 2017	40.00	10,478.31	83.63
	April 22, 2016	30.00	7,619.32	60.81
	April 22, 2015	30.00	7,272.49	57.52
	May 14, 2014	30.00	6,348.05	50.21
	April 15, 2013	30.00	5,556.28	43.95
	May 15, 2012	20.00	3,016.59	23.86
	June 15, 2011	20.00	2,294.48	13.67
	December 30, 2010	-	566.53	4.48
	July 15, 2010	30.00	2,192.49	12.89
	December 16, 2009	-	563.94	4.46
	July 3, 2009	35.00	2,085.43	16.50
	July 7, 2008	50.00	2,419,00	19.15
	July 2, 2007	50.00	2,128.79	16.88
	July 10, 2006	50.00	1,904.29	15.24
	July 5, 2005	50.00	1,816.61	14.92
	July 23, 2004	75.00	990.47	8.21

Table of Fund Use Realization Report for Public Offering of Sustainable Environmentally Friendly Bonds I Bank BRI Phase III 2024

No	Description	Effective Date	Realized Value of Public Offering Results			
			Amount of Public Offering Proceeds (in IDR)	Cost (in IDR)	Net Proceeds (in IDR)	
1	2	3	4	5	6	
1	Public Offering of Bonds	12/07/2022	2,500,000,000,000	4,806,574,999	2,495,193,425,001	
	Total		**2,500,000,000,000**	**4,806,574,999**	**2,495,193,425,001**	

Material Information Regarding Investment, Expansion, Divestment, Acquisition, or Debt and Capital Restructuring

BRI has rules and procedures governing acquisitions, takeovers, and extraordinary transactions such as mergers and sales of substantial corporate assets to ensure that transactions occur transparently and under fair conditions and protect the rights of all shareholders according to their class.

Investment

Securities

BRI invested in a number of securities, the details of BRI's investments as of December 31, 2024 and 2023 are presented as follows

Table of Securities Investment Details

(In Million Rupiah)

Description	2024	2023
Fair value through profit or loss	23,418,752	22,393,171
Fair value through other comprehensive income	167,876,286	163,339,165
Amortized cost	135,240,662	145,358,968
Total Securities	326,535,700	**331,091,304**

In addition to investing in securities, BRI has invested in the form of equity participation in PT Kliring Penjaminan Efek Indonesia (KPEI). To support the initiative to develop a Central Counterparty for Over-The-Counter Interest Rate and Exchange Rate Derivative Transactions (CCP-SBNT) which is part of the implementation of the P2SK Law and PBI 6/2024, BRI has made a capital deposit equivalent to 1.11% of ownership in KPEI or 2,500 (two thousand five hundred) shares to KPEI, as the executor of the CCP-SBNT function in Indonesia. Thus, KPEI becomes an Affiliated Company of BRI. Deposits were also made by Bank Indonesia together with 7 (seven) other Commercial Banks. The capital deposit was effective on September 26, 2024 with a transaction value of IDR20 billion as per the Approval of Amendments to the Articles of Association by the Minister of Law and Human Rights in letter Number AHU-0061216.AH.01.02 of 2024.

In term of capital participation, BRI has obtained the necessary approvals and/or permits and has fulfilled the requirements for capital participation in accordance with applicable provisions, including but not limited to BRI's internal approval and approval from the relevant authorities/regulators. The transaction does not have a material negative impact on BRI's operational activities, laws, financial conditions or business continuity.

Expansion

BRI did not carry out expansion activities throughout 2024.

	Planned Use of Funds According to Additional Information		Planned Use of Funds According to Additional Information		Remaining Funds from Public Offering
	Loan Distribution (in IDR)	Total (in IDR)	Loan Distribution (in IDR)	Total (in IDR)	(in IDR)
	7	8	9	10	11
	2,495,193,425,001	2,495,193,425,0010	2,495,193,425,001	2,495,193,425,001	0
	2,495,193,425,001	**2,495,193,425,0010**	**2,495,193,425,001**	**2,495,193,425,001**	**0**

Business Merger/Consolution

BRI did not carry out business merger/consolidation activities throughout 2024.

Divestment

BRI did not carry out divestment activities throughout 2024.

Acquisition

BRI did not carry out acquisition activities throughout 2024.

Debt and Capital Restructuring

BRI did not carry out debt and capital restructuring activities throughout 2024.

Material Transaction Information Containing Conflict of Interest and/or Transactions with Affiliated Parties

Material Transaction is any transaction carried out by a Public Company or Controlled Company that meets the value limits as stipulated in the Financial Services Authority Regulation (POJK) Number 17/POJK.04/2020 Concerning Material Transactions and Changes in Business Activities

Scope of Transaction:
Public Listed Company conducting Material Transaction 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 Number 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) 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 the Financial Services Authority Regulation (POJK) Number 42/POJK.04/2020 concerning Affiliated Transactions and Transactions with Conflict 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 that can be detrimental to the public companies. Therefore, Conflict of Interest is a condition/situation in which a person due to his/her position, title or authority at BRI has a personal interest that can affect the quality and performance of the objectively mandated tasks.

BRI has a conflict of interest policy contained in Bank BRI has a conflict of interest policy contained in the Circular Letter of the Board of Directors Number SE.09-DIR/ KEP/03/2023 dated March 15, 2023 concerning Corporate Governance (Book 1 related to Handling Conflict of Interest). Handling conflict of interest is

basically done through the improvement of values, systems, personal and culture. The basic principles of handling conflict of interest include:

1. Maintaining integrity, prioritizing interests of the public and the Company and is committed to handling conflicts of interest.
2. Creating transparency in the handling and supervision of conflict of interest.
3. Encouraging personal responsibility and exemplary behavior.
4. Creating and fostering an organizational culture capable of handling conflict of interest.

Until the end of 2024, BRI has no material transactions that contain Conflict of Interest.

Affiliate Transaction

Based on POJK 42/POJK.94/2020 dated July 2, 2020 concerning Affiliated Transactions and Conflict of Interest (POJK42/2020), Affiliates are:

1. Family relationships due to marriage and descent to the second degree, both horizontally and vertically;
2. Relationships between parties with Employees, Directors, or Commissioners of the party;
3. Relationships between 2 (two) Companies where there are 1 (one) or more members of the same Board of Directors or Board of Commissioners;
4. Relationships between the Company and parties, either directly or indirectly, controlling or being controlled by the Company;
5. Relationships between 2 (two) Companies that are controlled, either directly or indirectly, by the same party; or
6. Relationships between the Company and the major Shareholders.

Affiliated Transactions are any activities and/or transactions carried out by a Public Company or Controlled Company with an Affiliate of a Public Company or an Affiliate of a member of the Board of Directors, member of the Board of Commissioners, Major Shareholder, or Controller, including any activity and/or transaction carried out by a Public Company or Controlled Company for the benefit of an Affiliate of the Public Company or an Affiliate of a member of the Board of Directors, member of the Board of Commissioners, Major Shareholders, or Controllers.

Affiliated Transactions carried out in 2024 with the following explanation:

Disclosure of Affiliate Transaction Information

There is no Information Disclosure regarding Affiliated Transactions that fulfill Article 4 POJK 42/2020 during 2024.

Report of Information or Material Facts for Additional Capital to Subsidiaries

In 2024, there was no additional capital to the Subsidiary included in Article 6 POJK 42/2020. However, there was additional capital to the Subsidiary by other Shareholders, resulting in changes in BRI's share ownership of the Subsidiary as follows:

Table Report of Information or Material Facts of Additional Capital to Subsidiaries

No	Transaction Date	Transaction Types	Related Parties	Relationship Type
1	March 1, 2024	Changes in Shareholding Structure	PT Asuransi BRI Life	BRI is the Controlling Shareholder

Affiliate Transaction Report

The Company has submitted Affiliated Transaction Reports that fulfill Article 6 POJK 42/2020 to the Financial Services Authority, among others:

Table of Affiliated Transaction Reports

No	Transaction Date	Transaction Types	Related Parties	Relationship Type
1	February 2, 2024	Human resources synergy in relation to the implementation of career mobility	1. BRI Workers Welfare Foundation 2. BRI Pension Fund	BRI, either directly or indirectly, control

No	Transaction Date	Transaction Types	Related Parties	Relationship Type
2	March 18, 2024	Cooperation in the Development of Central Counterparty for Over-the Counter Interest Rate and Exchange Rate Derivative Transactions (CCP SBNT)	1. PT Bank Mandiri (Persero) Tbk 2. PT Bank Negara Indonesia (Persero) Tbk	The Republic of Indonesia is the controlling shareholder
3	April 4, 2024	Synergy of human resources in connection with the implementation of career mobility within the scope of BRI Group	1. PT Pegadaian 2. PT Permodalan Nasional Madani 3. PT BRI Manajemen Investasi 4. BRI Global Financial Services Company Limited	BRI is the Controlling Shareholder
4	June 6, 2024	BRI Group Call Forwarding Service Integration Cooperation.	1. PT BRI Multifinance Indonesia 2. PT BRI Ventura Investama 3. PT BRI Danareksa Sekuritas 4. PT Permodalan Nasional Madani 5. PT Bank Raya Indonesia Tbk 6. PT Pegadaian 7. PT BRI Life Insurance	BRI is the Controlling Shareholder
5	August 28, 2024	Heads of Agreement for Optimization of Asset Management	Asset Owners of SOEs	The Republic of Indonesia is the Controlling Shareholder

Affiliate 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 POJK 42/2020, there are Affiliated Transactions which are business activities carried out in order to generate business income and run regularly, repeatedly, and / or continuously. The Company has collected data on these transactions and recorded in the Notes to the Financial Statements. Some of them are as follows:

Table of Affiliate Transactions which is a Business Activity Carried Out in Order to Generate Business Income and Carried Out Routinely, Repeatedly, and/or Continuously.

No	Transaction Date	Transaction Types	Related Parties	Relationship Type	Transaction Value
1	January 31, 2024	Issuance Management Services and Supporting Professional Institutions for the Issuance of Securities	PT BRI Danareksa Sekuritas	BRI is the Controlling Shareholder	120,000,000
2	March, 2024	Custodian Services	PT BRI Ventura Investama	BRI is the Controlling Shareholder	10,905,652
3	April, 2024	Custodian Services	PT Pegadaian	BRI is the Controlling Shareholder	50,741,803
4	July 10, 2024	Research Consultant Services for Business Potential Assessment and Feasibility Study Preparation	PT BRI Danareksa Sekuritas	BRI is the Controlling Shareholder	810,000,000
5	November 19, 2024	Issuance Management Services and Supporting Professional Institutions for the Issuance of Securities	PT BRI Danareksa Sekuritas	BRI is the Controlling Shareholder	120,000,000
6	December 19, 2024	Credit Facility	PT Tower Bersama Infrastructure Tbk	Concurrent Position of Board of Commissioners	1,000,000,000,000 (maksimum)

Fairness of Transactions

Transactions with affiliated parties were conducted in accordance with generally accepted business practices, including by complying with the arm's length principle.

Fulfillment of Related Rules and Conditions

In line with OJK Regulation No.12/POJK.03/2021 dated July 30, 2021 concerning Commercial Banks and Regulation of the Minister of SOEs No.PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs, affiliated transactions between the Company and its Subsidiaries are synergies between banking business groups in the context of

optimizing resources, supporting the implementation of business activities and providing 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 and providing added value for each party.

Statement of the Board of Directors Regarding Affiliate Transactions and the Role of the Board of Commissioners and Audit Committee Regarding Affiliate Transactions

In this regard, the Board of Directors states that the affiliate transactions have gone through adequate procedures, are conducted in accordance with prevailing business practices, and comply with the arm's length principle and applicable laws and regulations. As an effort to ensure that the transactions are conducted for the benefit of the Company and to prevent potential conflicts of interest that may arise from the affiliate transaction plans, the Risk Management Monitoring Committee (KPMR) is authorized to review and provide recommendations to the Board of Commissioners regarding any potential conflicts of interest. These affiliate transactions do not require approval from Independent Shareholders.

All affiliate transactions have been reported to OJK in accordance with POJK 42/2020. Furthermore, in addition to the transactions above, there are other Affiliate Transactions which are disclosed in the Related Party Transactions section.

Related Parties Transaction

BRI and its subsidiaries had transactions with related parties as defined in PSAK Number 7 concerning "Related Party Disclosures". A party is 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 is under common control with, BRI and its subsidiaries; (ii) has an interest in BRI and its subsidiaries that exerts significant influence over BRI and its subsidiaries; or (iii) has 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 are venturers;
4. A party is a member of the key management personnel of BRI and its subsidiaries or parent;
5. A party is a close family member of an individual described in point (1) or (4);
6. A party is a controlled entity that is jointly controlled or significantly influenced by or for which significant voting rights in several entities, directly or indirectly, an individual as described in point (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 Related Parties

Related Parties	Elements of Related Party Transactions
RELATIONSHIP OF COMPANY ACTIVITY CONTROL	
Key Management	Loans granted, employee benefit programs, customer deposits
MAJORITY OWNERSHIP THROUGH THE MINISTRY OF FINANCE OF THE REPUBLIC OF INDONESIA	
Government of the Republic of Indonesia	Securities
OWNERSHIP RELATIONSHIP THROUGH THE CENTRAL GOVERNMENT OF INDONESIA	
Public Corporation BULOG	Outstanding irrevocable Letters of Credit (L/C) for imports, and loans granted.
PT Sarana Multi Infrastruktur (Persero)	Securities
PT Perkebunan Nusantara IV (Persero)	Loans granted
PT INKA Multi Solusi	Acceptance of receivables and liabilities
PT Semen Indonesia (Persero) Tbk	Export bills and other receivables
PT Sinergi Gula Nusantara	Export bills and other receivables
PT Timah Tbk	Export bills and other receivables
PT Bukit Asam Tbk	Export bills and other receivables
PT Sumber Segara Primadaya	Loans granted
PT GCL Indo Tenaga	Loans granted
PT Bosowa Energi	Loans granted

Related Parties	Elements of Related Party Transactions
PT Sumbagselenergi Sakti Prima	Loans granted, Issued guarantees
PT Wijaya Karya Realty (Persero)	Other assets
PT Bank Mandiri (Persero) Tbk	Securities, Current accounts with other banks, Placements with Bank Indonesia
PT Bank Negara Indonesia	Current accounts with other banks, placements with Bank Indonesia and other financial institutions, Loans received
PT Petrokimia Gresik	Export bills and other receivables
PT Perusahaan Listrik Negara (Persero)	Securities, Loans granted
PT Bahana Artha Ventura	Equity participation
PT Bank Syariah Indonesia Tbk	Equity participation, Current accounts with other banks, placements with Bank Indonesia and other financial institutions, Loans received
PT Bank Tabungan Negara (Persero) Tbk	Current accounts with other banks, placements with Bank Indonesia and other financial institutions, Loans received
PT Perusahaan Gas Negara	Issued guarantees
PT Pertamina Hulu Energi	Loans granted
PT Kereta Api Indonesia (Persero)	*Loans granted, outstanding irrevocable Letters of Credit (L/C) for imports*
PT Pembangunan Perumahan (Persero) Tbk	Issued guarantees, Acceptance of receivables and liabilities, Outstanding irrevocable Letters of Credit (L/C) for imports, Export bills and other receivables
PT Adhi Karya (Persero) Tbk	Issued guarantees, Acceptance of receivables and liabilities
PT Indonesia Asahan Aluminium (Persero)	Securities, outstanding irrevocable Letters of Credit (L/C) for imports
Pusat Investasi Pemerintah	Loans received
PT Pertamina Hulu Rokan	Issued guarantees
PT PP Presisi Tbk	Export bills and other receivables, Acceptance of receivables and liabilities
PT Waskita Karya (Persero) Tbk	Loans granted
PT Wijaya Karya (Persero) Tbk	Issued guarantees
PT Wijaya Karya Bangunan Gedung Tbk	Acceptance of receivables and liabilities
PT Fintek Karya Nusantara	Equity participation
PT Petrokimia Kayaku	Acceptance of receivables and liabilities
PT Sarana Multigriya Finansial (Persero)	Securities, Loans received
Yayasan Kesejahteraan Pekerja BRI	THT Program
Dana Pensiun BRI	Employee benefits pension program
Dana Pensiun Pegadaian	Employee benefits pension program
Dana Pensiun Lembaga Keuangan BRI	Defined contribution pension program
Dana Pensiun Lembaga Keuangan BNI	Defined contribution pension program
PT Bank Hibank Indonesia	Current accounts with other banks, Loans received
PT Bhirawa Steel	Export bills and other receivables, outstanding irrevocable Letters of Credit (L/C) for imports
PT Kereta Commuter Indonesia	outstanding irrevocable Letters of Credit (L/C) for imports
PT Pupuk Kalimantan Timur	outstanding irrevocable Letters of Credit (L/C) for imports
PT Pupuk Kujang Cikampek	outstanding irrevocable Letters of Credit (L/C) for imports
PT Prima Armada Raya	Financing receivables
PT Kilang Pertamina Balikpapan	outstanding irrevocable Letters of Credit (L/C) for imports
Pertamina International Marketing & Distribution Pte Ltd (PIMD)	Issued guarantees
PT Pertamina Patra Niaga	Loans granted, Issued guarantees, Export bills and other receivables
PT Pertamina Malaysia EP	Issued guarantees
PT PG Rajawali I	Export bills and other receivables
PT KSO HK GSB	Export bills and other receivables

Related Parties	Elements of Related Party Transactions
PT Pelindo Terminal Petikemas	outstanding irrevocable Letters of Credit (L/C) for imports
PT Pertamina Drilling Services Indonesia	outstanding irrevocable Letters of Credit (L/C) for imports
RELATIONSHIP OF COMPANY ACTIVITY CONTROL	
Key Management	Loans granted, Employee benefits pension program, customer savings
MAJORITY OWNERSHIP THROUGH THE MINISTRY OF FINANCE OF THE REPUBLIC OF INDONESIA	
Majority Ownership through the Ministry of Finance of the Republic of Indonesia	Securities
OWNERSHIP RELATIONSHIP THROUGH THE CENTRAL GOVERNMENT OF INDONESIA	
Public Corporation BULOG	outstanding irrevocable Letters of Credit (L/C) for imports, Loans granted
PT Sarana Multi Infrastruktur (Persero)	Securities
PT Perkebunan Nusantara IV (Persero)	Loans granted
PT INKA Multi Solusi	Acceptance of receivables and liabilities

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 due to BRI's business needs. All transactions with related parties became subject to mutually agreed policies and terms. Transactions with related parties were conducted fairly in accordance with the interests of the Company (arm's length transaction). The transactions were carried out following the laws and regulations and were 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 Million Rupiah)

Description	2024	2023
ASSET		
Current accounts with other banks	504,737	448,259
Placements with Bank Indonesia and other financial institutions	5,193,730	2,927,441
Securities	239,144,169	246,894,741
Export bills and other bills	3,863,027	5,039,044
Securities purchased under resale agreements	963,042	
Loan granted	89,123,052	84,903,144
Receivables Lease Financing	42,192	30,351
Acceptance Receivables and Liabilities	2,055,642	1,213,562
Share Investment	7,116,383	6,312,323
Other Assets	707,466	707,466
Total assets of related parties	348,713,440	**348,476,331**
Total consolidated assets	1,992,983,447	**1,965,007,030**
Percentage of total assets of related parties to total consolidated assets	17,50%	**17,73%**

Description	2024	2023
LIABILITIY		
Current account	138,110,382	182,324,971
Savings	284,856	449,521
Time Deposit	118,664,697	22,813,819
Deposit from other banks and other financial institution	1,156,791	462,943
Securities sold under agreements to repurchase	4,613	
Securities Issued	4,607,502	6,657,214
Loan Accepted	36,666,287	26,102,658
Subordinated loans	229,118	231,563
Compensation to key employee management	1,650,635	1,616,737
Total liabilities to related parties	301,374,882	**240,659,428**
Total consolidated liabilities	1,669,794,400	**1,648,534,888**
Percentage of total liabilities to related parties to total consolidated liabilities	18,05%	**14,60%**
COMMITMENTS AND CONTINGENCIES ON ADMINISTRATIVE ACCOUNTS		
Issued warranty	33,045,309	27,751,964
Irrevocable L/C that is in progress for import	8,147,245	8,219,340
Defined Benefit Pension Plan Contributions	1,108,047	1,420,274
Old Age Benefit Program Contributions	175,057	136,643
Defined Contribution Pension Plan Contributions	564,087	468,697
Total	1,108,047	**1,420,274**
SALARIES AND ALLOWANCES OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS		
Salaries and allowances of the Board of Directors	223,075	195,671
Salaries and allowances of the Board of Commissioners	87,700	83,417
Total	310,775	**279,008**
TANTIEM, BONUSES AND INCENTIVES FOR THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS		
Tantiem for the Board of Directors	648,099	404,423
Tantiem for the Board of Commissioners	259,841	159,244
Key employee bonuses and incentives	228,670	187,258
Total	1,136,610	**750,925**

Table of Percentage of Transactions with Related Parties to Total Consolidated Assets and Liabilities of BRI and Subsidiaries

(In %)

Description	2024	2023
ASSET		
Current accounts with other banks	0.025	0.023
Placements with Bank Indonesia and other financial institutions	0.261	0.149
Securities	11.999	12.565
Export bills and other bills	0.194	0.256
Securities purchased under resale agreements	0.048	-
Loan granted	4.472	4.321
Receivables Lease Financing	0.002	0.002
Acceptance Bill	0.103	0.062
Share Investment	0.357	0.321
Other assets	0.035	0.036
Total	17.496	**17.735**
LIABILITY		
Current account	8.271	10.609
Savings	0.017	0.027
Time deposit	7.107	9.481
Deposit from other banks and other financial institution	0.069	0.028
Securities sold under agreements to repurchase	0	0
Securities issued	0.276	0.404
Pinjaman yang diterima	2.196	1.583
Subordinated Loans and Marketable Securities	0.014	0.014
Compensation to key employee management	0.099	0.098
Total	18.049	**22.244**

Disclosure References In Financial Statements

Details of related party transaction realizations (values) are presented in Note 44 of the attached Financial Statements in this Annual Report. These related party transactions are business activities conducted to generate operating income and are carried out on a routine, repetitive, and/or continuous basis.

Fulfillment of Related Rules And Conditions

Transactions with affiliates and/or related parties are conducted under the same terms and conditions as transactions with third parties. The transactions undertaken by the Bank comply with the Financial Services Authority Regulation Number 42/POJK.04/2020 concerning Affiliate Transactions and Conflicts of Interest Transactions (POJK 42/2020), at the time these transactions were executed. All material transactions and balances with related parties are disclosed in the relevant notes to the consolidated financial statements, and the details are presented in Note 44 of the consolidated financial statements.

Statement of the Board of Directors Regarding Related Transactions and the Role of The Board of Commissioners and Audit Committee

Each transaction with affiliates and/or related parties must go through a review mechanism in accordance with the procedures established by the Company. All significant transactions and balances with related parties are conducted under normal and reasonable terms.

In this regard, the Board of Directors states that affiliate and/or related party transactions have undergone adequate procedures, are carried out in accordance with prevailing business practices, and comply with the arm's length principle and applicable laws and regulations.

As an effort to ensure that transactions are conducted in the interest of the Company and to prevent potential conflicts of interest that may arise from affiliate and/or related party transaction plans, the Risk Management Monitoring Committee (KPMR), in line with its duties and responsibilities, is authorized to review and provide recommendations to the Board of Commissioners regarding potential conflicts of interest. These affiliates and/or related party transactions do not require approval from the Independent Shareholders.

Changes in Law and Their Impact on Bank

Table of Changes in Legislation in 2024

No	Regulation	Description	Information on Adjustments Made	Impacts on Financial Statements
1	Law Number 4 of 2024 concerning the Welfare of Mothers and Children in the First Thousand Days of Life.	The development of superior human resources is largely determined by the fulfillment of the basic rights and needs of mothers and children. This legislation regulates the welfare of mothers and children in the first thousand days of life. The main provisions in this law are as follows: a. The company is obliged to provide maternity leave to workers. b. The company is prohibited to dismiss workers who take their right to maternity leave. c. Wage provisions for workers who take maternity leave. d. Husband's right to take leave to accompany his wife. e. The company is obliged to provide convenience in the use of facilities, decent accommodation, facilities, and infrastructure at the workplace.	a. Bank had to pay attention to the fulfillment of provisions on maternity leave and rest time. b. Bank had to pay attention to the fulfillment of provisions on wages for workers who take maternity leave. c. Bank had to pay attention to the fulfillment of provisions on leave rights for husbands. d. Bank had to provide convenience in the use of facilities, decent accommodation, facilities, and infrastructure for mothers and children, at least including support for facilities, decent accommodation, facilities, and infrastructure in the workplace.	Has no impact on the composition of the Financial Statements.
2	Bank Indonesia Regulation (PBI) Number 5 of 2024 concerning Competency Standardization in the Payment System Sector (PBI SK SP)	The application of Competency Standardization in the Payment System Sector (SK SP) aims to realize a fast, easy, cheap, safe, and reliable payment system, as well as the availability of quality and reliable rupiah currency throughout the Republic of Indonesia. The main provisions in this regulation are as follows: a. Certificate and/or Payment System Competency Certification must be fulfilled no later than 6 (six) months from the effective date of taking up the position. b. Maintenance of payment system competency for PBK Payment System is carried out through training or workshops organized by LPK Payment System. c. Maintenance of payment system competency for payment system competency certification is carried out through competency certification tests organized by the Payment System LSP. d. Bank Indonesia imposes administrative sanctions on SK SP actors, Payment System LPKs, and Payment System LSPs who violate the provisions regarding SP SKs.	a. Banks that organize payment system activities were required to ensure that the human resources carrying out payment system activities have a PBK certificate of payment system. b. Bank was required to ensure that ownership of the Payment System PBK certificate and/or payment system competency certificate must be fulfilled no later than 6 (six) months from the effective date of taking up the position. c. Bank was required to ensure the implementation of payment system competency maintenance for all HR who have a payment system PBK certificate and/or payment system competency certificate. The maintenance must be carried out at least 1 (one) time in a period of 3 (three) years. d. Bank had to fulfill the requirements in accordance with Article 16 and 17 of PBI No. 5 of 2024 regarding the establishment of a Payment System LPK. e. Bank was required to provide sufficient funds for the development and strengthening of HR competencies. The amount of funds provided was determined by BRI in accordance with the assessment of funding needs to meet the provisions of the SK SP. f. Bank had to pay attention to the criteria, requirements and provisions in establishing the Payment System LSP.	Has no impact on the composition of the Financial Statements.

No	Regulation	Description	Information on Adjustments Made	Impacts on Financial Statements
3	OJK Regulation Number 12 of 2024 concerning the Implementation of Anti-Fraud Strategies for Financial Services Institutions (POJK SAF LJK).	This regulation is a refinement of the previous OJK Regulation which regulates the Implementation of Anti-Fraud Strategy for Commercial Banks. The main provisions in this regulation are as follows: a. Types of acts that are classified as fraud. b. The scope of parties involved includes Financial Services Institutions (LJK) and controlled organizations, consumers and other parties who cooperate with LJK (including the private sector) c. The obligation of LJK to prepare and implement anti-fraud strategies. d. Preparation and implementation of anti-fraud strategies. e. The obligation to implement a fraud detection system is accompanied by increased understanding of related internal and external parties, and is supported by the implementation of adequate risk management f. The obligation of LJK to have a business unit or function that is tasked with handling the implementation of anti-fraud strategies adjusted to the complexity of LJK's business activities. g. The types and guidelines for filling out reports that must be submitted by LJK to OJK, namely consisting of anti-fraud strategies, reports or corrections to reports on the implementation of anti-fraud strategies, reports of fraud incidents with significant impacts.	a. Bank had to adjust the implementation of BRI's SAF by referring to the Guidelines for Implementing Anti-Fraud Strategies for Financial Services Institutions as stated in Attachment I of OJK Regulation Number 12 of 2024. b. Bank was required to ensure that the implementation of BRI's SAF covers at least the aspects that must be considered in preparing and implementing an effective Anti-Fraud Strategy as regulated in OJK Regulation Number 12 of 2024. c. BRI was required to ensure that the implementation of risk management at BRI was in accordance with the Financial Services Authority regulations regarding the implementation of risk management applicable to BRI. d. Bank had to conduct education, competency development, and/or socialization of anti-fraud policies to internal and external parties at least once a year. e. Bank had to ensure that they have a business unit or function tasked with handling the implementation of the Anti-Fraud Strategy. f. Bank had to ensure that the head of the business unit or the official in charge of the function in charge of handling the implementation of anti-fraud strategies has a certificate of expertise in the field of anti-fraud, experience in the field of anti-fraud, and/or adequate experience in the related LJK field. g. BRI had to ensure that BRI's anti-fraud strategy and reports or corrections to reports on the implementation of BRI's anti-fraud strategy had been submitted to OJK in accordance with the provisions.	Has no impact on the composition of the Financial Statements.
4	OJK Regulation Number 11 of 2024 concerning the Second Amendment to OJK Regulation Number 18/ POJK.03/2017 concerning Reporting and Requests for Debtor Information Through the Financial Information Services System	There is an additional scope of reporting and reported information, so it is necessary to make adjustments to the Financial Services Authority Regulation (POJK) Number 18/POJK.03/2017 concerning Reporting and Requesting Debtor Information through the Financial Information Service System. The main provisions in this regulation are as follows: a. Addition of parties required to be reporters. b. Determination of the time to become reporters. c. Addition of information including debtor report. d. Provisions on corrections to debtor reports. e. Criteria for prohibiting reporters from using debtor information.	a. Bank had to adjust internal provisions regarding Debtor Reports to the OJK, which must include information as regulated in OJK Regulation 11 of 2024 Article 4 and fulfill their reporting to the OJK within the specified time limit. b. Bank had to make adjustments to the provision of data to be reported to SLIK every month in accordance with the information contained in OJK Regulation 11 of 2024 Article 4. c. Bank had to ensure that in the event of a data request by a Party, namely the reporter, debtor, LPIP and other parties, it is in accordance with the scope of debtor information referring to OJK Regulation 11 of 2024 Article 14. d. In the event that BRI rejected the provision of Fund Provision Facilities, risk insurance/management, guarantees, or LPBBTI to the Debtor or prospective Debtor based on Debtor Information, BRI had to ensure that it fulfilled its obligation to provide a written explanation to the Debtor or prospective Debtor (if there was a written request from the Debtor).	Has no impact on the composition of the Financial Statements.
5	OJK Regulation Number 13 of 2024 concerning Transparency and Publication of Basic Interest Rates of Credit (SBDK) for Conventional Commercial Banks.	To support the application of Law Number 4 of 2023 concerning the Development and Strengthening of the Financial Sector and to further strengthen the transparency of conventional bank credit interest rates ("Banks"), OJK needs to regulate new provisions on Transparency and Publication of Basic Interest Rates of Credit (SBDK) for Conventional Commercial Banks. The main provisions in this regulation are as follows: a. Obligation to implement SBDK publication and reporting of SBDK details. b. Addition of new provisions regarding SBDK Publication and SBDK Detail Reporting consisting of additional credit segments. c. Obligation to maintain the announcement of the SBDK Publication Report on the Bank's website. d. Addition of channels or media used for SBDK publication. e. Deadline for reporting SBDK details to OJK. f. Obligation to maintain the announcement of the SBDK Publication Report. g. Responsibility of the Board of Directors and Board of Commissioners h. Sanctions for violations. i. Notification of changes in interest rates to customers.	a. BRI had to fulfill its obligation to publish Basic Interest Rates of Credit (SBDK) to the public through BRI's official website (bri.co.id), BRI Operational Business Units (banking hall areas that are easily seen by customers) and digital channels and/or other electronic media. b. Bank had to fulfill the obligation to prepare and report details of SBDK submitted to OJK on a monthly basis with a deadline no later than the 7th of the following month. c. Bank was obliged to maintain the SBDK Publication Report announcement on the BRI website (bri.co.id) for at least the last 5 (five) years. d. In determining the preparation of BRI's SBDK, bank must consider the reference interest rates from the competent authorities, including the Bank Indonesia Reference Interest Rate (BI-Rate) and the Guaranteed Interest Rate from LPS. e. Bank had to pay attention to the fulfillment of the Board of Directors' responsibilities regarding the completeness and accuracy of the contents of the SBDK including the calculation components and reports, as well as the responsibility of the Board of Commissioners in supervising the implementation of the Board of Directors' duties.	Has no impact on the composition of the Financial Statements.

No	Regulation	Description	Information on Adjustments Made	Impacts on Financial Statements
6	OJK Regulation Number 15 of 2024 concerning the Integrity of Bank Financial Reporting.	The integrity of financial information and financial reports is one of the main things that must be believed in order to maintain the trust of regulators and the public in the banking industry and to support decision-making by market players and the public. To achieve financial information and financial reports with integrity, it is necessary to strengthen the implementation of governance and internal control in the bank's financial reporting process. The main provisions in this regulation are as follows: a. This OJK Regulation aims to prevent fraudulent practices and maintain the trust of the public/ users of financial reports, accelerate the detection and handling of banking problems by OJK, strengthen data input in the OJK supervision process; and strengthen sanctions in the event of fraud in the financial reporting process. b. This OJK Regulation applies to Commercial Banks, Sharia Commercial Banks, Branch Offices of Banks Domiciled Abroad, Bank Perekonomian Rakyat, and Bank Perekonomian Rakyat Syariah. c. The preparation, determination and application of internal control policies and procedures in the bank's financial reporting process shall be carried out no later than 3 (three) months after the OJK Regulation is enacted. d. The formation of a special business unit or the appointment of an executive officer responsible for preventing fraud or manipulation in financial information and/or bank financial reports must be implemented no later than 6 (six) months after the OJK Regulation is enacted.	a. Bank had to prepare internal control policies and procedures at BRI to ensure truth, accuracy, transparency, efficiency, effectiveness and compliance in the financial reporting process. b. In preparing Financial Reports, Bank had to comply with financial accounting standards and ensure the truth, accuracy and transparency of Financial Information and Financial Reports. c. Bank had to ensure that the Board of Directors, Board of Commissioners, and Executive Officers at BRI do not take actions that intentionally cause Financial Information and/or Financial Reports to be incorrect, manipulated, not in accordance with standards, and/or not in accordance with provisions. d. Bank had to provide an information system that supports BRI financial reporting in accordance with financial accounting standards and OJK provisions. e. Bank had to form special business units responsible for preventing fraud or manipulation in financial information and/or financial reports. f. Bank had to submit internal control reports as part of their financial publication reports and annual financial performance information in accordance with the Financial Services Authority Regulation regarding Transparency and Publication of Bank Reports. g. Bank had to ensure that the Board of Commissioners supervised the implementation of internal control policies and procedures in BRI's financial reporting process and submitted the results of BRI's Board of Commissioners' supervision in the business plan supervision report in accordance with the Financial Services Authority Regulation regarding bank business plans. h. Bank had to monitor and evaluate the implementation of internal control policies and procedures, as well as the conformity of financial reports with standards. i. Bank had to ensure that the Controlling Shareholder does not take any intervention actions that could cause misstatements in the Bank's financial information or financial reports and/or significant weaknesses in the Bank's financial reporting process. j. In the event of significant weaknesses or conditions that could endanger the continuity of the Bank's business in the financial reporting process, it was mandatory to provide information to the Financial Services Authority online or offline.	Has no impact on the composition of the Financial Statements.
7	Government Regulation (PP) Number 47 of 2024 concerning the Write-off of Bad Debts for Micro, Small, and Medium Enterprises.	To provide easy access to financing, it is necessary to handle bad debts to micro, small, and medium enterprises through write-offs and write-offs as well as conditional write-offs of state receivables and absolute write-offs of state receivables. The main provisions in this regulation are as follows: a. Enforcement of regulations on Banks and/or Non-Bank financial institutions of BUMN and the Government. b. Write-off Criteria. c. Credit Write-off Criteria. d. Directors cannot be held responsible for losses incurred. e. Documentation and recording of write-offs and write-offs f. Updates on debtor or customer data granted receivables write-off g. Period of the provisions' validity.	a. Bank had to map debtor credit data at BRI to be used as a basis for write-offs. b. Bank had to ensure that debtor data meets the cumulative criteria for debt write-off. c. Bank had to conduct analysis and studies on the implementation of write-offs and credit write-offs by considering the breakdown of write-off budgets and financial impacts (costs/losses) as supporting documents for the decision-making official. d. Bank had to accommodate the retention of write-off and/ or write-off documents referring to PP 47 of 2024 Article 8 which stipulates that documentation and records are kept for at least 10 (ten) years from the date the write-off and/or write-off is carried out. e. Bank had to report Financial Information Services System (SLIK) to OJK with the scope of debtor data that had been written off with paid status to support data updates. f. Bank was required to prepare reports on the realization of the implementation of bad debt write-offs and monitor the implementation of write-offs in all BRI business units in order to fulfill the obligation to submit credit write-off reports to the Minister of SOEs.	It impacts the composition of the Financial Statements, specifically the potential impact on BRI's revenue recovery.

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	Accounting Policy Changes	Reason for the Accounting Policy Changes	Explanation of Consequences and Adjustments Made	Quantitative Impact of Accounting Policy Changes on Financial Statements
1.	**Indonesian Financial Reporting Standards Framework (KSPKI)** • Effective as of January 1, 2024. • KSPKI was issued to regulate the pillars of financial accounting standards (SAK) used for preparing general-purpose financial statements, the criteria for each SAK, and the requirements for entities transitioning from one SAK pillar to another. • KSPKI includes the renaming and renumbering of Statements of Financial Accounting Standards (PSAK) and Interpretations of Financial Accounting Standards (ISAK) within the Indonesian Financial Accounting Standards.	The renumbering of PSAK and ISAK in 2024 was caused by international accounting standards references for PSAK and ISAK that were indistinguishable. Therefore, this policy was enacted to differentiate PSAK and ISAK that refer to IFRS Accounting Standards and those that do not, which include: • IFRS Standards issued by the International Accounting Standards Board (IASB); • IAS Standards issued by the International Accounting Standards Committee (IASC), subsequently continued by IASB; • IFRIC Interpretations issued by the IFRS Interpretations Committee (IFRIC), which succeeded and replaced SIC in 2001; and • SIC Interpretations issued by the Standing Interpretations Committee (SIC).	The Indonesian Financial Reporting Standards Framework (KSPKI) does not affect the substance of regulations in PSAK and ISAK and does not have a material impact on financial reporting or disclosures in the consolidated financial statements. There is no quantitative impact on the financial statements.	Bank BRI has updated its internal accounting policies under the requirements set by the Indonesian Financial Reporting Standards Framework (KSPKI).
2.	**Amendment to PSAK Number 201, "Presentation of Financial Statements: Non-Current Liabilities with Covenant".** • Effective as of January 1, 2024. • This amendment is adopted from the amendment to IAS Number 1, "Presentation of Financial Statements: Non-Current Liabilities with Covenants". • The amendment stipulates that only covenants that must be complied with by an entity on or before the reporting date will affect the classification and disclosure of liabilities as either short-term or long-term.	The accounting policy changes in 2024 are due to the implementation of the Statements of Financial Accounting Standards (PSAK) as an adoption of the International Financial Reporting Standards (IFRS), which have been ratified by the Financial Accounting Standards Board – Indonesian Institute of Accountants (DSAK – IAI), effective from January 1, 2024. These changes are driven by the practice of disclosing excessive accounting policy information in the notes to the financial statements, which often appears formalistic and lacks substance. Additionally, there has been insufficient guidance on distinguishing between changes in accounting treatment as either changes in accounting estimates or accounting policies	The amendment to PSAK Number 201 does not have a material impact on financial reporting and disclosures in the consolidated financial statements. It has no quantitative impact on the financial statements.	Bank BRI has updated its internal accounting policies under the requirements set by the amendments.
3.	**Amendment to PSAK Number 116, "Lease: Lease Liability in a Sale and Leaseback".** • Effective as of January 1, 2024. • This amendment is adopted from the amendment to IFRS Number 16, "Lease: Lease Liability in a Sale and Leaseback". • The amendment regulates the subsequent measurement of right-of-use assets and lease liabilities arising from sale and leaseback transactions.		The amendment to PSAK Number 116 does not have a material impact on financial reporting and disclosures in the consolidated financial statements It has no quantitative impact on the financial statements.	Bank BRI has updated its internal accounting policies under the requirements set by the amendments.

No	Accounting Policy Changes	Reason for the Accounting Policy Changes	Explanation of Consequences and Adjustments Made	Quantitative Impact of Accounting Policy Changes on Financial Statements
4.	**Amendment to PSAK Number 207, "Statement of Cash Flows".** • Effective as of January 1, 2024. • This amendment is adopted from the amendment to IAS Number 8, "Accounting Policies, Changes in Accounting Estimates and Errors: Definition of Accounting Estimates". • The amendment requires the provision of information regarding historical changes in an entity's cash and cash equivalents through a statement of cash flows, classifying cash flows by operating, investing, and financing activities over a specific period.		Amendments to PSAK No. 207 do not have a material impact on financial reporting and disclosures in the consolidated financial statements. Having ni quantitative effect on the financial statements	Conducting updates to Bank BRI's internal accounting policies in accordance with the requirements provided by the amendment.
5.	**Amendment to PSAK Number 107, "Financial Instruments: Disclosures on Supplier Finance Arrangements".** • Effective as of January 1, 2024. • This amendment is adopted from the amendment to IFRS Number 7, "Financial Instruments: Disclosures - Supplier Finance Arrangements". • The amendment elaborates on disclosures related to supplier finance arrangements.		The amendment to PSAK Number 107 does not have a material impact on financial reporting and disclosures in the consolidated financial statements. It has no quantitative impact on the financial statements.	Bank BRI has updated its internal accounting policies under the requirements set by the amendments.
6.	**2024 Annual Adjustment to PSAK Number 407, "Ijarah Accounting".** • Effective as of January 1, 2024. • This adjustment aligns and maintains consistency in the regulations for revenue recognition and the presentation of ijarah services indirectly.		The amendment to PSAK Number 407 does not have a material impact on financial reporting and disclosures in the consolidated financial statements. It has no quantitative impact on the financial statements.	Bank BRI has updated its internal accounting policies under the requirements set by the 2024 annual adjustments.

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 2024	2nd Semester Assessment 2023
	Rating	Rating
Risk Profile	Low to Moderate	Low to Moderate
Good Corporate Governance (GCG)	Good	Good
Profitability	Adequate Enough	Adequate
Capital	Very adequate	Very adequate
Risk-Based Bank Soundness Rating	Sound	Sound

The health rating of BRI Bank, using the risk-based assessment method (RBBR), is at Composite Rating 2 (PK 2) – SOUND, with the details for each assessment factor as follows: BRI's Risk Profile is rated 2 (Low to Moderate), GCG is rated 2 (Good), Profitability is rated 3 (Adequate), and Capital Adequacy is rated 1 (Very Adequate).

In addition to the health rating mentioned above, BRI also conducts a health assessment performed by a rating agency. The rating provided as part of the health assessment is the rating conducted by PT Pemeringkat Efek Indonesia (PEFINDO), which was signed on April 1, 2024, with the following results:

a. Stand-Alone Rating: $_{id}$AA+(3)
b. Final Rating: $_{id}$AAA/Stable

Thus, the Health Level for BRI in Financial Year 2024 is Healthy (AAA) as stipulated in the Regulation of the Minister of SOEs Number PER-2/MBU/03/2023.

The following is information on the definition of rating results by PEFINDO.

Table of Definition of Ranking Results

Ranking Results	Definitions
$_{id}$AA+(3)	An obligor with an AA rating has a slight difference from the highest rating given and has a very strong ability to meet its long-term financial commitments compared to other obligors in Indonesia. The plus sign (+) indicates that the given rating is relatively strong and above average within the relevant category. The (sa) symbol indicates that the rating is a stand-alone rating.
$_{id}$AAA/*Stable*	An obligor with an AAA rating is the highest rating given by PEFINDO. The obligor's ability to meet its long-term financial commitments, relative to other obligors in Indonesia, is superior.

Business Continuity Information

Potentially Influential and 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.

In addition to threats from potential disruptions or disasters, BRI also faces business continuity risks arising from financial market disruptions. To anticipate the impact of such disruptions, BRI has developed and established a Contingency Funding Plan (CFP) and a Recovery Plan, referring to Law of the Republic of Indonesia No. 4 of 2023 dated January 12, 2023, on the Development and Strengthening of the Financial Sector. The CFP policy outlines approaches and strategies to address crisis conditions affecting liquidity, ensuring BRI's ability to obtain necessary funding in a timely manner and at a reasonable cost. In more severe conditions, BRI will implement the Recovery Plan to ensure the bank can resume its business operations in a viable and sustainable manner.

Details of Issues Arising During the Fiscal Year That Affected Business Activities

In 2024, there were no significant issues arising during the fiscal year that affected BRI's business operations.

Management Assessment of Matters with Potentially Significant Influence on Business Continuity, Including Assumptions Used

In order to implement proactive BCM, the BCM Policy has been updated which consists of:

1. Risk and Threat 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 business units. BRI Bank business 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 business 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.

Disclosure of the Governance Framework, Management and Control of Tax Aspect

BRI, as a State-Owned Enterprise (SOE) Bank that has gone public and is majority-owned by the Government of Indonesia, is committed to fulfilling its tax obligations under applicable regulations. To achieve better tax management, BRI applies taxation principles to ensure effective and efficient tax management while always complying with the prevailing tax laws and regulations.

On June 30, 2020, the Government issued Government Regulation in Lieu of Law (Perpu) of the Republic of Indonesia Number 1 of 2020, which was later enacted as Law Number 2 of 2020. It enacted Government Regulation (PP) Number 30 of 2020 concerning the Reduction of Corporate Income Tax Rates for Domestic Taxpayers in the Form of Publicly Listed Companies, effective as of its promulgation on June 19, 2020. Subsequently, on October 29, 2021, the Government issued the Law of the Republic of Indonesia Number 7 of 2021 concerning the Harmonization of Tax Regulations (UU HPP). These regulations stipulate, among other things, a reduction in the corporate income tax rate for domestic taxpayers and permanent establishments, from the previous 25% to 22% for the fiscal years 2020, 2021, 2022, and onward, along with an additional 3% tax rate reduction for domestic taxpayers meeting specific criteria.

Based on Certificate Number DE/1/2025-0193 dated January 6, 2025, and the monthly share ownership report from the Securities Administration Bureau, Datindo Entrycom, regarding BRI's share ownership throughout 2024, all the specific requirements to obtain the tax rate reduction facility for BRI's financial statements for the year ending December 31, 2024, have been fulfilled. As a result, BRI qualified for a 3% tax rate reduction incentive under the provisions of Article 5, paragraph (2) of Law Number 2 of 2020. Consequently, for 2024, Bank BRI applied a 19% tax rate in its Corporate Income Tax calculations.

Bank BRI adopts a tax approach based on compliance with all applicable tax regulations. The bank has established tax policies and strategies that are approved and reviewed annually by the Director of Finance during the submission of the Annual Corporate Income Tax Return (SPT Tahunan PPh Badan). In managing tax implementation, Bank BRI has set up a comprehensive and structured process, which includes:

1. The Governance Body (executive) responsible for implementing the tax strategy is the Director of Finance.
2. Bank BRI has internal tax guidelines for fulfilling tax obligations, outlined in BRI's Circular on Tax Provisions and the BRI Taxation Standard Operating Procedures, which serve as standards for all BRI Business Units.

3. Bank BRI identifies, manages, and monitors tax obligations under applicable regulations through continuous monitoring and reconciliation carried out by the Financial and Management Accounting Division and related business units.
4. Bank BRI discloses tax information transparently, adhering to reporting guidelines for shareholders and the public.

The primary stakeholder in taxation matters is the government through the tax office. Therefore, Bank BRI consistently maintains good relations with tax authorities but refrains from engaging in public policy advocacy related to taxation or any efforts to influence tax authorities. Bank BRI adheres to all regulations issued by the tax authorities. Operating only in Indonesia, with a few branches overseas, Bank BRI's tax reporting is exclusively conducted for Indonesia.

Table of Contributions to the State

	Tax Types	Year 2024	Year 2023
A	**TAX**		
1.	Income Tax (PPh)	29,614,698	25,139,120
2.	Value Added Tax (VAT) and Sales Tax on Luxury Goods (PPnBM)	2,102,680	1,922,197
3.	Import/Export Duties, Customs and Excise, and Stamp Duty	36,982	95,320
4.	Land and Building Tax for Plantation, Forestry, and Mining (PBB P3)	-	-
5.	Other Central Government Taxes (e.g., Carbon Tax)	-	-
6.	Regional Taxes and Levies (PDRD), including Land and Building Tax for Urban and Rural Areas (PBB P2)	126,702	97,723
	Total Tax Contribution (Total A)	31,881,062	27,254,360
B	**NON-TAX STATE REVENUE (PNBP)**		
1.	Dividends	25,714,902	23,233,807
2.	Other Non-Tax State Revenue	76,561	165,365
	Total PNBP Contribution (Total B)	25,791,463	**23,399,172**
	Total Contribution to the State (Total A and B)	57,672,525	**50,653,532**

Response to Change in Monetary Policy Direction

In general, banking system liquidity remained relatively tight throughout 2024 due to the relatively high BI Rate, even though inflation was low. Nevertheless, Bank Indonesia began easing its monetary policy by lowering the BI Rate by 25 bps to 6.00% in September 2024 and then maintaining the BI Rate at 6.00% until the end of the year. Bank Indonesia also utilized the macroprudential policy incentive instrument (KLM) to enhance banking liquidity.

Bank Indonesia is expected to continue easing its monetary and macroprudential policies in 2025 while remaining focused on maintaining Rupiah exchange rate stability against the US Dollar and keeping inflation within the target range of 2.5±1% for 2025. Meanwhile, macroprudential and payment system policies will remain pro-growth to support sustainable economic growth, given the persistent uncertainty in the global economy and financial markets.

Bank Indonesia will continue strengthening the synergy of its monetary, macroprudential, and payment system policies to maintain stability and support sustainable economic growth through the following measures:

1. Strengthening pro-market monetary operation strategies to enhance monetary policy effectiveness, including the optimization of Bank Indonesia Rupiah Securities (SRBI), Bank Indonesia Foreign Exchange Securities (SVBI), and Bank Indonesia Foreign Exchange Sukuk (SUVBI). BI also strengthens term-repo and foreign exchange swap transaction strategies to be more competitive and enhances the role of Primary Dealers (PD) to further increase SRBI transactions in the secondary market and repurchase agreement (repo) transactions among market participants.
2. Stabilizing the Rupiah exchange rate through foreign exchange market interventions in spot transactions, Domestic Non-Deliverable Forward (DNDF), and Government Securities (SBN) in the secondary market.

3. Strengthening the implementation of an accommodative macroprudential policy to encourage credit or financing growth in support of sustainable economic growth while maintaining financial system stability through the following measures: (i) Enhancing the Macroprudential Liquidity Incentive Policy (KLM); (ii) Maintaining the Countercyclical Capital Buffer (CCyB) ratio at 0%; (iii) Maintaining the Macroprudential Intermediation Ratio (RIM) in the range of 84%-94%; (iv) Setting the Loan to Value/Financing to Value (LTV/FTV) ratio for property loans or financing at a maximum of 100% and the minimum down payment for bank vehicle loans or financing at 0%, effective from January 1 to December 31, 2025; and (v) Maintaining the Macroprudential Liquidity Buffer (PLM) ratio at 5% with repo flexibility of 5% and the Sharia Macroprudential Liquidity Buffer (PLM Syariah) ratio at 3.5% with repo flexibility of 3.5%.
4. Strengthening the transparency policy on Prime Lending Rates (SBDK) by deepening the analysis of lending rates based on priority sectors covered under KLM.
5. Expanding the acceptance of digital payment system adoption through the implementation of a 0% Merchant Discount Rate (MDR) for QRIS transactions up to IDR500,000 at micro-business (UMI) merchants, effective from December 1, 2024, to support the purchasing power of the lower-middle-income group.

In addition to these policies, Bank Indonesia has strengthened policy coordination with the Central Government, Regional Governments, and strategic partners, including through the National Movement for Food Inflation Control (GNPIP) across various regions under the Central and Regional Inflation Control Teams (TPIP and TPID) and the Acceleration and Expansion of Central and Regional Government Transaction Digitalization (P2DD). Bank Indonesia has also enhanced synergy with other institutions within the Financial System Stability Committee (KSSK) to maintain financial system stability and promote credit/financing for businesses, particularly in priority sectors.

Various policy steps taken by Bank Indonesia throughout 2024 made positive impacts on national banking. The Financial Services Authority noted that banking credit growth increased from 10.38% yoy at the end of 2023 to 10.39% yoy at the end of 2024. Meanwhile, in terms of fund collection, the growth of Third Party Funds (TPF) also increased from 3.73% yoy at the end of 2023 to 4.48% yoy at the end of 2024. Furthermore, banking resilience was also well maintained, as reflected in the Capital Adequacy Ratio (CAR) which remained high at 26.68% as of December 2024, and the Non-Performing Loan (NPL) Ratio which was relatively low, namely 2.08% (gross) and 0.74% (net). The results of Bank Indonesia's stress test also showed that national banking resilience remains strong in the face of global pressures.

In response to the benchmark interest rate adjustments and the monetary policies of BI and The Fed, BRI has selectively adjusted its deposit and lending interest rates (particularly for short-term loans). As of December 2024, BRI's SBDK has been adjusted in accordance with the implementation of OJK Regulation No. 13 of 2024, dated August 12, 2024, on the Transparency and Publication of Prime Lending Rates for Conventional Commercial Banks.

Quantitative Disclosure Table of Prime Lending Rate

Data Period December 31, 2024	Prime Lending Rate						
	By Type of Credit						
	Non-SME Loans		SME Loans			Housing/ Apartment Loan (Mortgage)	Non-Housing/ Apartment Loan (Non-Mortgage)
	Corporate	Retail	Medium	Small	Micro		
Cost of Funds for Loans (HPDK)	3.80%	N/A	3.80%	3.80%	3.80%	3.80%	3.80%
Overhead Costs	1.70%	N/A	3.21%	4.48%	8.71%	3.30%	3.10%
Profit Margin	3.00%	N/A	3.54%	2.12%	1.49%	2.91%	2.40%
Prime Lending Rates (SBDK) (1+2+3)	**8.50%**	**N/A**	**10.55%**	**10.40%**	**14.00%**	**10.00%**	**9.30%**

Notes: Effective from January 1, 2025

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 Finansial Service Authority (OJK) of the Republic of Indonesia Number 32/POJK.03/2018 concerning Legal Lending Limits (BMPK) and Provision of Large Funds for Commercial Banks and OJK Regulation No. 38 /POJK.03/2019 concerning Amendments to POJK No. 32/POJK.03/2018 Concerning BMPK and Provision of Large Funds for Commercial Banks.

Provision of Funds to Related Parties and Large Amount of Funds

In carrying out its intermediation function, the Bank manages fund allocation, part of which is distributed as loans. This fund allocation must be subject to risk mitigation and portfolio diversification through limitations imposed on both Related Parties and non-Related Parties, up to a certain percentage of the Bank's Capital or Core Capital (Tier 1), known as the Legal Lending Limit (BMPK) and Large Exposure. In this regard, to support Indonesia's economic growth and national competitiveness, the Regulator has provided flexibility or exemptions in implementing the BMPK and Large Exposure rules while maintaining prudential principles in loan disbursement. BRI has established policies related to fund allocation for Related Parties, Large Exposure, and other parties with an interest in the Bank, as regulated in the BRI Board of Directors Circular Letter No. SE.27-DIR/KRD/10/2024 dated October 29, 2024.

Policy of Giving Loan to the Board of Directors and Board of Commissioners

Granting loans to the Board of Directors and the Board of 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 Finansial Service Authority (OJK) 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 Credit Operation Division and had to obtain approval from the Board of Commissioners.
2. The Secretary of the Credit Committee submits the results of the approval request to be followed up according to the approval decision.
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 BMPK 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
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 BPMK 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. Acceptance bills;
   e. Loans;
   f. Equity capital;
   g. Temporary equity participation;
   h. Administrative account transactions; and
   i. Provision of Funds to Central Counterparty
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 an Credit Risk Mitigation (MRK) technique that met certain requirements in calculating BPMK in the event that BRI recognized the existence of collateral, guarantees, guarantees or loan insurance as an Credit Risk Mitigation technique in calculating weighted assets according to credit risk using the standard approach by referring to the provisions of the Financial Service Authority (OJK) 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 BPMK 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.
7. The portion of Legal Lending Limit guaranteed by certain collateral and meets certain requirements.
8. Provision of funds that have become a deduction factor Capital as referred to in the Financial Services Authority Regulation governing the obligation to fulfil minimum capital.

Exceeding Legal Lending Limit (LLL)

Excess Conditions

Legal Lending Limit by BRI was categorized as Exceeding the BMPK caused by:

1. Decrease in Capital or Core Capital (Tier 1)
2. Changes in exchange rate
3. Changes in fair value
4. Business mergers, changes in ownership structure, and/or changes in management structure that caused changes in Related Parties and/or Borrower groups;
5. Changes in provisions (regarding changes to parties categorized as Related Parties or Borrower groups).

The determination of Borrowers in the calculation of BMPK exceedance is carried out in accordance with the provisions for the calculation of Fund Provision. The BMPK exceedance is calculated based on the recorded value as of the reporting date.

Settlement of Violations and Excessing of LLL Bookings

During 2024, BRI has never violated or exceeded the BPMK. In the event that the Bank violates and/or exceeds the BPMK, 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 BPMK Violations and Exceedings

BMPK	Related Parties	Not Related Parties	Unrelated Parties (Borrower Group)	SOEs
Violations of BMPK	-	-	-	-
Exceeding of BMPK	-	-	-	-

Reporting

External Report

BRI submited reports on Provision of Funds, Provision of Large Funds, Exceptions to Provision of Large Funds, Violations of BMPK or Exceedings of the BMPK, individually and on a consolidated basis to the Financial Service Authority (OJK) periodically.

Internal Report

Internally, BRI prepared BMPK reports involving business units related to the following mechanism:

1. As a basis for determining BMPK and the provisions of Large Exposure, the FMA Division provides data on BRI's last position of Capital to the Division in charge of the loan portfolio.
2. The Head Office Business Division, Branch Offices, UKLN, Division/ Desk in charge of Subsidiary Entities, and related units report the data required for reporting according to their respective functions to the Division in charge of the loan portfolio.
3. The division in charge of the loan portfolio consolidates and prepares BMPK and the provisions of Large Exposure reported and submitted them to the Board of Directors and Board of Commissioners.

BRI Internal LLL

1. As a form of prudence and risk appetite, BRI sets a maximum internal BMPK amount of 85% of the BMPK determined by Financial Service Authority (OJK) per obligor.
2. BRI's distribution of loan funds was focused on the MSME segment.

Transactions to Related Parties

In 2024, 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	2024		2023	
	Debtors	Outstanding (in IDR million)	Debtors	Outstanding (in IDR million)
1. To Related parties	671	17,495,695	643	16,238,267
2. To Core Debtors				
a. Individual	50	158,229,350	50	130,408,842
b. Group	50	211,909,460	50	178,925,740

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 2024, 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 Million Rupiah)

Transactions	Derivative Bills		Derivative Liabilities	
	2024	2023	2024	2023
Foreign currency swaps	409,454	381,607	656,917	369,374
Forward buying and selling of foreign currency	408,102	284,050	589,736	108,496
Interest rate swaps	244,837	223,308	247,276	403,003
Currency swaps and interest rates	15,029	18,045	80,968	37,444
Spot buying and selling of foreign currency	9,626	4,673	10,223	6,893
Total	1,087,048	**911,683**	1,585,120	**925,210**

Report on Additional Use of State Capital Participation (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 2024, 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

“Digital Transactions record extraordinary growth throughout 2024. “98.85% of total BRI transactions were carried out via digital channels, and the remaining 1.15% of total BRI transactions were carried out at BRI branches or business units.”

Human Capital

SUMMARY OF THE HUMAN CAPITAL DIRECTORATE

BRI's Human Capital vision as "Home to the Best Talent" reflects BRI's aspiration to become a top-of-mind company that consistently focuses on career development and enhancing employee capabilities. This aspiration serves as one of the considerations in determining the 2024 Human Capital BRI theme: "Strengthening People Capabilities with Synergy." This theme represents BRI's efforts to respond to strategic issues surrounding Human Capital, such as strengthening business segment capabilities, optimizing sustainable CASA with a focus on ecosystems and value chains, transforming human capital in the Micro business sector, and strengthening leadership among Unit Heads. The implementation of this theme is carried out through various programs and initiatives as follows:

1. Employee Capability Enhancement
   BRI consistently strives to enhance employee capabilities, with a focus in 2024 on the transformation of employees in the Micro business sector, Branch Leaders, and Relationship Managers (RMs) in the SME business sector. Strengthening the capabilities of employees in the Micro business sector is conducted through various studies and fulfillment strategies, KPI reviews, training and development, recruitment, and competency design. The enhancement of Branch Leaders' capabilities is aimed at supporting business performance, emphasizing the role of leadership in overseeing strategy execution. This includes education programs and pilot implementation in a selected Regional Office, collaborating between the Head Office, Regional Offices, Branch Offices, and consultants. Additionally, to ensure that SME RMs are equipped to face future business challenges and developments, a rejuvenation program is conducted involving Assessors to evaluate employees' hard and soft competencies, enabling them to accelerate productivity improvements.

2. BRI Group Synergy
   This initiative follows up on the HC Maturity Assessment 2023 results to synergize the Human Capital Lifecycle Management process across BRI Group, aiming to optimize contributions and performance across all BRI Group subsidiaries. The synergy in Human Capital Management within BRI Group covers vision and mission, general policies, performance management, rewards, learning & development, HCIS and people analytics, two-way communication, and strategies related to talent and competencies.

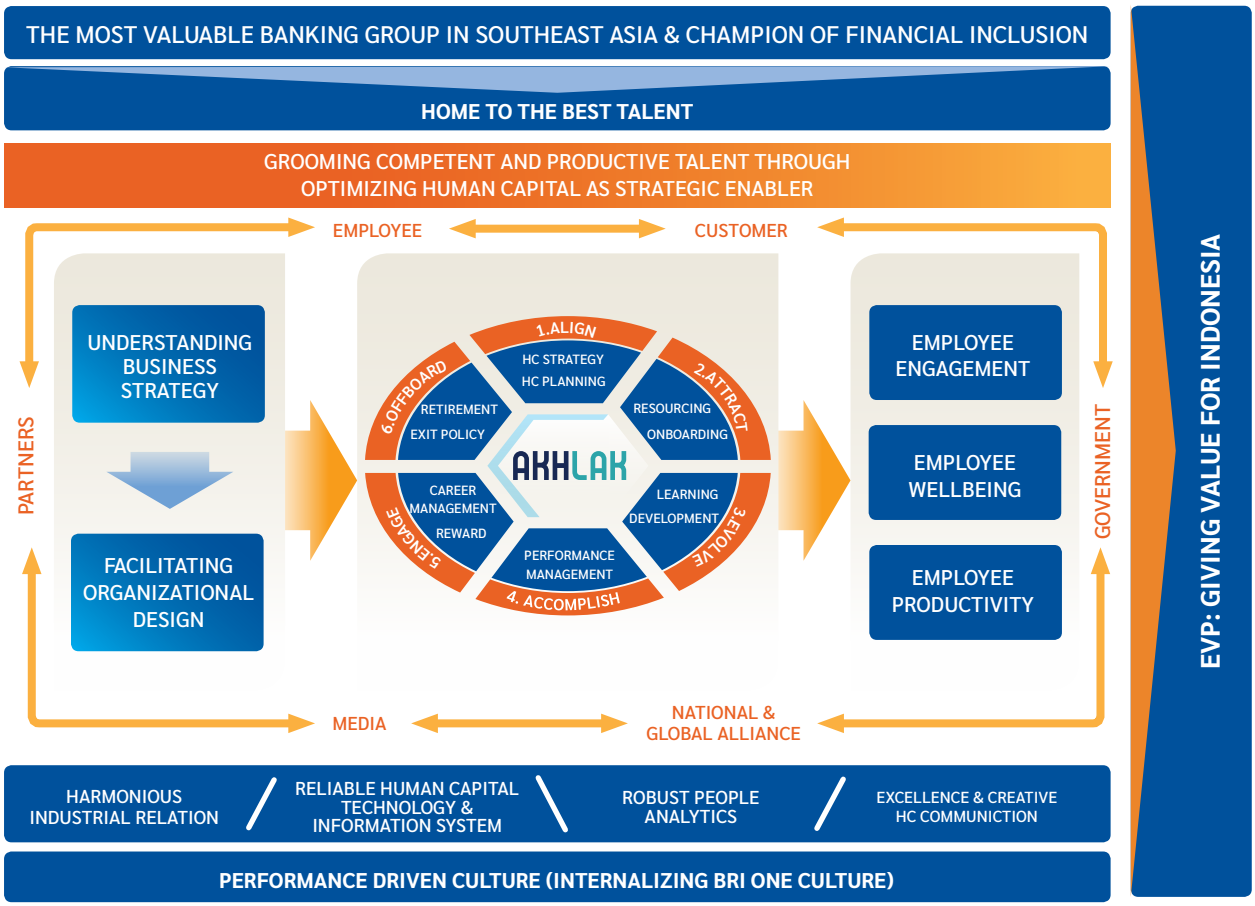
3. Human Capital Operating Model and Employee Productivity
   In September 2024, Human Capital BRI underwent reorganization to improve HC management and strengthen the role of strategic business partners (business partners, centers of excellence, and people services). Additionally, to manage underperforming employees, a performance bootcamp was conducted to help improve employee performance, along with long-term incentive programs to enhance employees' sense of ownership.

4. Well-being and Human Rights (HAM)
   BRI implements the BRILian Well-being program, covering physical, social, financial, and mental aspects. This program includes various initiatives related to physical and mental health management, culture, and financial management. Regarding human rights, BRI conducts human rights due diligence through self-assessment methods determined by the Ministry of Law and Human Rights of the Republic of Indonesia, using the PRISMA application. BRI achieved a Green category in human rights implementation with a score of 103.

Through these initiatives and work programs, BRI employees' employee engagement score increased from 3.49 out of 4 in 2023 to 3.51 out of 4 in 2024.

Human Capital Management Framework and Strategy

To achieve BRI'svision as "The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusions," BRI has developed a human resources (HR) management strategy that aligns with corporate aspirations and strategies. This is done by considering the role and involvement of the Human Capital Directorate as a business-enabling function, while also striving to achieve the HR vision of the BRI Group as "Home to The Best Talent". To support this function, the BRI Human Capital Directorate is divided into several divisions, supported by the existence of the Human Capital Strategy Sub-Directorate.



The management of human capital (HC) at Bri (BRI HC Lifecycle) begins with gathering business strategy inputs from the company, which includes both short-term and long-term strategies that will serve as guidance for BRI HC in developing and implementing people processes. The BRI HC Lifecycle consists of six (6) stages of human resource management at BRI, namely:

a. Align: Through the development of strategies and planning.
b. Attract: Through the recruitment process and onboarding of new employees.
c. Evolve: Through learning and development programs.
d. Accomplish: Through performance management.
e. Engage: Through the provision of rewards and career management.
f. Offboard: Through exit policies and retirement programs.

BRI's human capital management involves the roles of various parties, such as BRI as a company and related stakeholders including customers, employees, the government, national and global alliances, the media, and partners collaborating with BRI. Contextually, Human Capital Information Systems (HCIS), technology, people analytics, and creative HC communication. These elements are integrated into an ecosystem to create the employee value proposition: "Giving Meaning to Indonesia".

In 2024, BRI's strategic theme for Human Capital (HC) is the Synergy of HC Management within the BRI Group and the Transformation of HC in Micro Banking. The Synergy of HC Management within the BRI Group consists of work programs related to communication integration, HC information systems, learning & development strategies, and more. Meanwhile, the Transformation of HC in Micro Banking includes work programs that support initiatives globally and ensure the sustainable growth of its micro business.

Human Resources Management Policy and Implementation

Recruitment

Policies

To support the success of the company's transformation, exceptional talent is needed to consistently support and remain open to innovation in this era of transformation. Currently, BRI is facing a talent war to acquire the best talent who are skilled and competent, in line with the company's needs and culture. Talent war creates a situation where all companies compete for the best talents. Head-to-head, BRI makes various efforts in recruiting quality candidates, developing, and retaining workers who have the right talents and skills.

Given the increasingly fierce global competition and talent scarcity, the company faces challenges in finding candidates with specific skills and expertise that meet the company's criteria, goals, and expectations. In response to this, BRI is starting to prepare several strategic steps to ensure that BRI remains a top-of-mind company for job seekers and continues to be Home to The Best talent, including:

1. Finding Right Size & Competency: Finding the right talent and competency at the right time is done through a workforce planning review process to anticipate ongoing HR needs. Currently, companies are required to be able to develop new competencies for HR so that re-skilling and up-skilling for workers become something that is needed.
2. Talent Attraction: BRI embraces the younger generation in its efforts to find the best talent for the company, with various engagement and recruitment programs.
3. 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.
4. Building Culture System: Making BRI One Culture and AKHLAK as core values can be implemented properly so as to support the Company's performance.
5. 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:

1. Achievement Orientation: relates to the talent's desire to perform well and exceed excellence standards.
2. Adaptability: relates to the talent's ability to adapt and work in diverse situations.
3. Collaborate with Ecosystem: relates to talent that can collaborate with internal and external parties for innovation and value creation for customers.
4. Customer Service Orientation: relates to understanding the world from the customer's perspective (inside out).
5. Innovation: relates to the talent's ability to improve performance through creative approaches in problem-solving related to issues and/or business management.
6. Problem Solving: relates to the ability to identify and analyze problems, and the ability to consider the relevance and accuracy of information to come up with ideas and creative solutions.
7. Digital Literacy: relates to adopting technology to solve problems and face various situations.
8. Integrity: relates to talent's actions being consistent with BRI's policies and banking code of ethics.

Seeing the phenomenon of the talent war in attracting outstanding BRILiaNtalent, BRI continuously innovates to enhance its appeal more creatively through various sources (Multi Source) and channels (Multi Channel).

A. Multi Source

1. Regular
   a. National Recruitment
      Recruitment was carried out by the head office to meet the needs of prospective leaders in all business unit both at home and abroad (ex. BRILiaN Future Leader Program).
   b. Regional Recruitment
      Recruitment is carried out at the BRI Regional Office and Head Office to fulfill the need for workers in certain positions or functions.
2. Multi Source
   a. BRILiaN Scholarship Program (BSP)
      An early recruitment program designed to attract potential young generation and as a means of character development before becoming employees of BRI through the Bank's Employee Recruitment Program.
   b. BRILiaN Creativity Contest (BCCP)
      Acompetition/platform for participants to showcase their "brilliant" innovative ideas, whether in team collaboration or individually, which can positively impact the advancement of Indonesia and BRI in particular. Through this program, BRI seeks the best talent through the innovative ideas produced.

c. BRILiaN Get Talent Program (BGTP)
A program aimed at finding the best talent for BRI, individuals with exceptional achievements recommended by Unit Work Leaders (Corporate Band 1 Officials).
d. BRILiaN Internship Program (BIP)
An internship program offering opportunities for high school/vocational school graduates, students, or fresh graduates to gain work experience at BRI's Business Units while providing support for the Unit operations.

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): A recruitment and education program to attract potential candidates and provide education as provisions to become future leaders from external sources.
2. BRILiaN Next Leader Program (BNLP): Recruitment and education program for BRI Internal Workers who have great potential to become future company leaders.
3. BRILiaN Banking Officer Program (BBOP): Recruitment and education program to prepare new workers with corporate title Associate level from both external and internal sources which aims to support the company's performance according to operational standards and values that apply at BRI.
4. BRILiaN Relationship Manager Program (BRMP): a recruitment and education program preparing employees for marketing positions at the Corporate band 6 level or junior Manager. This program is designed to equip them with the skills to demonstrate optimal performance in line with the operational standards and values upheld by BRI.
5. BRILiaN Specialist Hiring Program (BSHP): a recruitment program aimed at hiring employees with specialized skills in specific areas that align with the company's needs. The recruitment of employees through BSHP is intended to fulfill the bank's need to fill certain positions or roles, which include:
   a. Positions related to new products/activities or new fields due to the company's organizational development, where the company does not yet have employees with adequate specialized skills in those areas.
   b. A shortage of employees with specialized skills in certain fields, where the number of internal employees proficient in those areas is very limited.
   c. There was an urgent need to fill such positions where it is not feasible to develop the specialized skills of internal employees in a short period.

Recruitment Implementation

In 2024, BRI carried out recruitment as follows:

1. BFLP: External trainee, with 133 successful participants. Currently, the recruitment phase for BFLP Batch 11 in 2024 is underway.
2. BNLP: Internal trainee, recruitment phase is still in progress (on process).
3. BRMP: Relationship manager, with 191 successful participants. The recruitment phase for BRMP is currently underway.
4. BBOP: Mantri, relationship manager, etc., with 3,247 successful participants.
5. Experienced dan Professional Hire: Positions in IT, non-IT, and marketing, with 35 successful participants.

Competency Development

Policies

The development of employee competencies is a top priority for BRI as it can dive productivity and support the overall performance of BRI. Competency development is carried out through various programs, including education programs, training, and certification,which can be conducted offline and onlinethrough the digital learning platform (BRISMART). In 2024, 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.

Types of Competency Development

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.
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.
BIF	BRILian Improvement Forum	A forum for active participation of employees in creating strategies and actions that can improve the performance of each business 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/orimportantinformation related to the company's business development through presentation activities in each business unit.
SRQ	*In House Training* (IHT)/ *Special Request*	Special training programs held at the request of business unit with approval from BRI Corporate University.

Competency Development Implementation

Table of Realization of Competency Development Based on Position Level in 2024

Position	Number of Employees	Number of participants
SENIOR EXECUTIVE VICE PRESIDENT	6	6
BSDP (1,2,3)		1
BSE		4
COP		4
Public Course LN		3
SRQ		4
EXECUTIVE VICE PRESIDENT	18	18
BIF		2
BSDP (1,2,3)		12

Position	Number of Employees	Number of participants
BSDP 0 / BBOP		1
COP		8
Development Division		12
SER		5
SOS		1
SRQ		4
SENIOR VICE PRESIDENT	101	101
BIF		3
BSDP (1,2,3)		82

Position	Number of Employees	Number of participants
BSDP 0/BBOP		8
COP		52
Development Division		64
SER		16
SOS		1
SRQ		16
VICE PRESIDENT	**197**	**197**
BIF		12
BLRP		2
BSDP (1,2,3)		147
BSDP 0/BBOP		1
COP		123
Development Division		75
Public Course DN		2
SER		147
SOS		3
SRQ		45
ASSISTANT VICE PRESIDENT	**1,485**	**1,474**
BIF		136
BLRP		30
BSDP (1,2,3)		1,253
BSDP 0/BBOP		32
COP		989
Development Division		696
E-Learning		1
Enhancement Division		15
Public Course DN		9
Public Course LN		1
SER		87
SOS		23
SRQ		440
SENIOR MANAGER	**2,715**	**2,689**
BIF		210
BLDP		129
BLRP		42
BSDP (1,2,3)		2,247
BSDP 0/BBOP		208
COP		1,816
Development Division		993
E-Learning		1
Enhancement Division		1
Public Course DN		13
Public Course LN		1
SER		299
SOS		72
SRQ		586
MANAGER	**4,552**	**4,490**
BIF		783
BLDP		886
BLRP		115
BSDP (1,2,3)		4,305
BSDP 0/BBOP		1,287
COP		3,437
Development Division		2,648
E-Learning		44
Public Course DN		2
SER		859
SOS		228
SRQ		1,621
JUNIOR MANAGER	**15,180**	**14,892**
BFLP		76
BIF		2,830
BLDP		1,030
BLRP		183
BSDP (1,2,3)		12,969
BSDP 0/BBOP		2,113
COP		10,145
Development Division		4,296
E-Learning		385
Enhancement Division		13
Public Course DN		9
SER		1,603
SOS		296
SRQ		5,052
ASSOCIATE	**57,594**	**64,786**
BIF		11,780
BLRP		53
BSDP (1,2,3)		57,576
BSDP 0/BBOP		12,102
COP		49,725
Development Division		20,411
E-Learning		569
Enhancement Division		6
Public Course DN		14
SER		1,646
SOS		2,415
SRQ		17,456
Grand Total	81,848	88,651

Evaluation of Competency Development Implementation

In evaluating the effectiveness of competency development, BRI uses several assessment aspects, including:

1. Evaluation of Business Impact
   a. Assessment of the implementation of educational programs on the performance of participants and organizations related to productivity, profitability, employee engagement, contribution margin, and others.
   b. In 2024, the evaluation results for 10 positions in 2024 are "Positive Impact" on business.
2. Evaluation of Effectiveness
   a. 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.
   b. The results of the 2024 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 97,4. (eva 1 - 3).
      - Measurement of participant evaluation includes material aspects, accommodation, subject matter experts (SME) and facilitators with an evaluation value of 97,8. (eva 1- 2).
3. Evaluation of Efficiency
   a. 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.
   b. Percentage of employee who have completed their education:
      - In class and/or E-learning: 100% of the total BRI employees 81,848 employees.
      - In Class: 96,3% of the total BRI employees 81.848 employees.

Competency Development Cost

In 2024, there was a decrease in competency development costs in line with the normalization of the implementation of educational programs after the pandemic. In 2023, the majority of education programs experienced acceleration to catch up due to the 2020-2022 pandemic, where most education could only be done online.

Entering 2024, the implementation of educational programs resumed at a more stable rhythm, accompanied by efficiency efforts through the implementation of cluster-based methods and optimizing the role of People Managers in Business units. This step was taken without reducing the effectiveness and quality of education.

Table of Competency Development Cost

(in IDR billions)

2024	2023	2022
795	992	699

Career Development

Policies

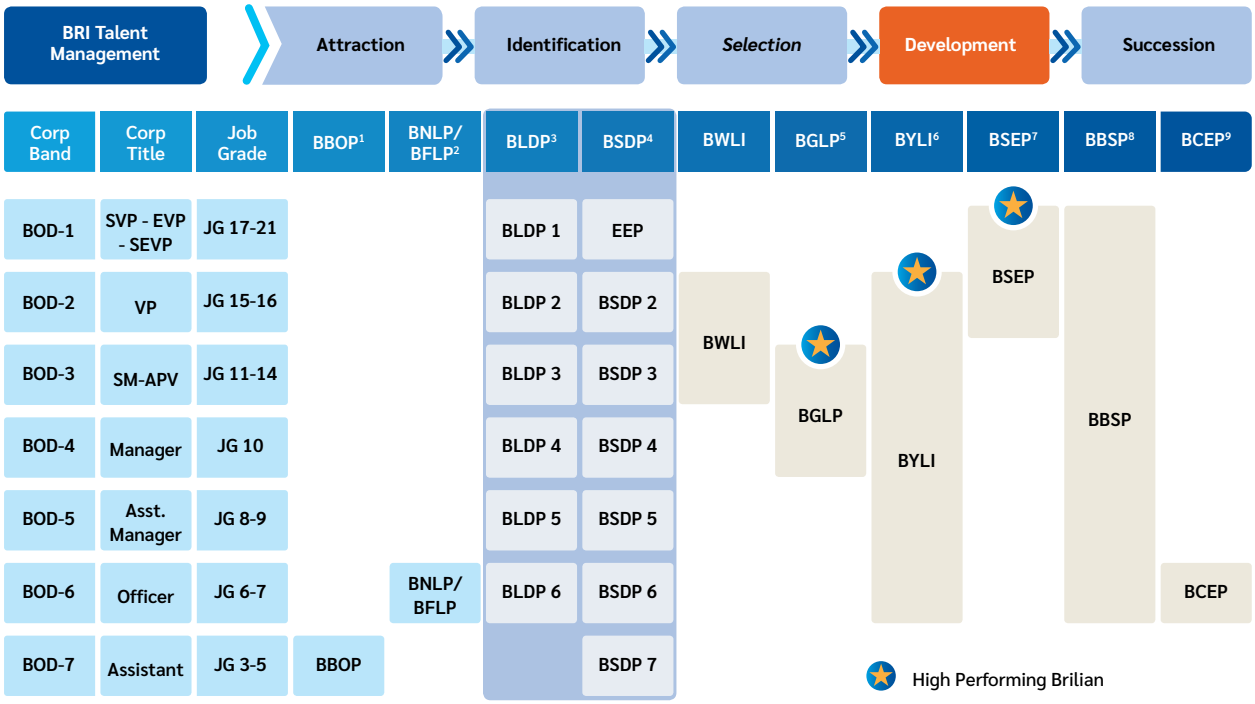
In order to develop employee careers, BRI implements the Talent Management System as an integrated BRI talent management framework that includes 5 (five) stages, namely Attraction, Identification, Selection, Development and Succession.

1. The Attraction Stages, 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, BNLP, BBOP and BMSP.
2. *The Identification Stages*, 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).

3. The Selection Stages, 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.
4. The Development Stages, Workers will be given development programs according to their needs, whether based on talent clusters, Corporate Titles, or Worker roles. This helps in the succession search process, especially for Key Strategic Positions. Some development programs include character, professional competencies, leadership competencies, and technical competencies.
5. The Succession Stages, 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.

Development Program

The Career Development Program for Insan Brillian (Bank BRI Employees) has been prepared by Bank BRI in line with the Talent Management (Development Program), including BLDP (Soft Competency) and BSDP (Hard Competency), as well as other development programs.



1. BBOP: Brilian Banking Officer Progam
2. BNLP: Brillan Next Leader Program (BNLP)/ Brilian Future leader Program (BFLP)
3. BLDP: Brilian Leader Development Program
4. BSDP: Brilian Specialist Development Program
4. BLDP: Brillian Leader Development Program
5. BSDP: Brilian Specialist Development Program
6. BGLP: Brilian Global Leaders Program
7. BSEP: Brillian Society Elite Program
8. BBSP: Brilian Bright Scholarship Program
9. BCEP: Brilian Career Enhacnment Program
10. BWLI: BRILiaN Women Leaders Indonesia

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 Insan BRILian 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.

BRI Talent Management System

BUSINESS STRATEGY

ATTRACTION

Talent Sources

- BRILian Scholarship
- BGTP
- BEIP
- BIP
- BLFP/BNLP/BBOP *Regular Recruitment*
- BCCP

Talent Channels

BRILian Future Leader Program	BRILian Next Leader Program	BRILian Banking Officer Program

IDENTIFICATION

Performance Appraisal — UKER, PEMIMPIN UKER, ALIGNMENT PEKERJA UKER

Critical Positions Mapping

Preliminary Talent Mapping (Using Brilliance)

expertise field aspiration

Position Aspiration

Output

	BELOW	MEET	EXCEED
HIGH	IV / UA	I / HIPO	I / HIPO
MODERATE	IV / UA	II / CR	II / CR
LIMITED	V / LC	III / KC	III / KC

POTENTIAL

Talent Cluster

RMA — Risk Management Talent Available :

COP

AMA — Risk Management Talent Available :

Final Talent Cluster

List of Successor Candidate

SELECTION

Talent Committee + Subject Matter Expert

TALENT SELECTION

Output

CAPACITY	PERFORMANCE: HIGH	MODERATED	LOW
HIGH	Q4 SLEEPING	Q1 BRILIAN SOCIENTY; Q2 PROMOTABLE	
MODERATED			
LOW	Q5 UNFIT	Q3 CONTRIBUTOR	

Final Talent Cluster

RMA — Risk Management Talent Available :

COP

AMA — Risk Management Talent Available :

Final Talent Pool by Corporate Title and Expertise Field

List of Successor

- Selection proses include Talent Review which conducted regulary to review talent with career problems.
- Regular Talent Committee (Talent Committee 1 sd 5).

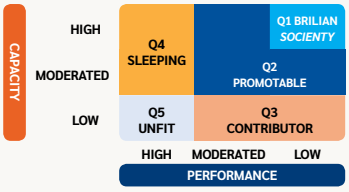
Digitalized process with E-recruitment → Digitalized process with Brilliance → Digitalized process with Brilliance

CULTURE | COMPETENCY FRAMEWORK | GRADE EQUIVALENCE

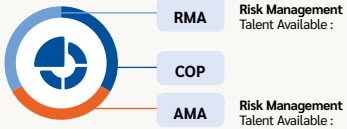
BUSINESS RESULTS

BUSINESS STRATEGY

DEVELOPMENT



Talent Cluster



Talent Pool by Corporate Title and Expertise Field

BBOP
BFLP
BNLP
BLDP
BSDP
BGLP
BSEP
BBSP
BLRP

SUCCESSION

TALENT COMMITTEE

To Choose candidates & succesor

	Andi	Budi	Candra
	EA ME SE 5,1	ME SE 5,1	EA ME TG 5,1
Position	Head of Division/CLO	Head of Division/CLO	Head of Division/CLO
Uker	Policy Division ...	Business Division ...	Operational Division ...
City	Executive Vice President	Executive Vice President	Executive Vice President
JG	16	16	16
JF	GM, MPO, PLA, RM	GM, RM	CRE, GM
SMK	3,05/3,13/3,00	3,00/3,00/3,00	3,20/3,15/3,01
Age	52 years 7 months	51 years 6 months	54 years 2 months
MKCT	1 years 3 months	1 years 5 months	1 years 0 months
MKJ	1 years 3 months	1 years 3 months	1 years 0 months
MKU	1 years 3 months	1 years 3 months	1 years 0 months
ASC	Ready Now/2,92	Ready Now/3,33	Ready Now/2,83

EA Employee Aspiration
ME Management Endorsement (1&2)
SE Successor Endorsement
BEA Award Winner
CA Culture Agent
BRILian Society Member
T5 Top 5 BLDP Ranking

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

Development Program

In line with this development concept, Insan BRILian 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 Relationship Manager Program (BRMP): an education program designed to prepare employees for marketing positions at the Corporate Band 6 or Junior Manager level, to develop the potential of employees as RM Specialists for Small & Medium Businesses.
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 Insan BRILian 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 Insan BRILian 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.
10. BRILiaN Women Leaders Indonesia: An internal development program aimed at selected BRI female officials as a forum for learning about women's leadership and networking.

Career Development Implementation

In 2024, BRI has carried out several career development initiatives as follows:

1. BRILiaN Banking Officer Program (BBOP) with 15,752 employees.
2. BRILiaN Relationship Manager Program (BRMP) with 191 employees.
3. BRILiaN Future Leader Program (BFLP) with 76 employees.
4. BRILiaN Leader Retirement Program (BLRP) with 425 employees.

Performance Assessment

Policy

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 business 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 Business Unit, but can be carried out periodically if necessary as long as it is in line with the Business 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:
   a. Halo Effect, performance evaluation that is based only on the outstanding positive traits of the employee being evaluated.
   b. Horn Effect, performance evaluations that are based only on the prominent negative traits of the employee being evaluated.
   c. Leniency, appraisers tend to easily give good evaluations to employee.
   d. Strictness, appraisers tend to find it difficult to give good evaluations to employee.
   e. Central Tendency, appraisers tend to give evaluations that are in the middle position (between good and bad).
   f. 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:
   a. Employee know their role and contribution to the achievements of the Business Unit.
   b. Provide the best solution or effective feedback for obstacles/problems related to Employee performance.
   c. 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:
   a. 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).
   b. 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, or avoid more challenging work.

EFFORTS TO ENHANCE PERFORMANCE

One of the ways BRI manages performance at the company, business unit, and individual level is through the Performance Management process. This aims to ensure that individual performance aligns with company performance, motivates employees to focus on achieving targets, and supports the creation of optimal performance outcomes.

The company evaluates the overall individual performance management process, including the management of employees with performance below the minimum required standards (underperformers). In managing underperforming employees, BRI has a Performance Bootcamp program, which aims to optimize employees so they can perform according to the minimum standards required by the company.

In 2024, BRI re-implemented the Performance Bootcamp. During the Performance Bootcamp process, the company provided various support as follows:

1. Buddy Support: A Buddy is selected by the Unit Leader.
2. Training: Training is conducted both online and offline.
3. Mentoring: Mentoring is done directly by the supervisor or relevant unit leader.
4. Coaching: Coaching is provided by the supervisor or an internal certified coach at BRI.
5. Counseling: involves a counselor appointed by the Company.

The Performance Bootcamp Batch A Stage 1 was conducted in August 2024. The results showed that out of a total of 1,370 participants passed (with performance exceeding 90% of the set target), which is 35% of the total participants in PB Batch A. This indicates an increasing trend in the number of participants passing the PB compared to the previous year. Based on these evaluation results, it can be concluded that the PB program has improved employee performance.

Implementation of Performance Assessment

BRI uses the MyCore application as a supporting tool to support the implementation of BRICORE at the Individual level. The application is used by Workers from the performance plan input stage to the performance evaluation process. The Company's good performance achievement is also indicated by the alignment of the Worker's Individual Performance Score (IPS). The results of the 2024 IPS are still in the assessment process and the results will be out in Q1 2025, but in 2023 the total number of Workers who received an Exceed assessment was 21%.

Remuneration

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.

Apart from that, BRI also provides bonuses to employees as a form of appreciation and increases employee motivation to perform better in the future. Bonuses can be given in the form of Annual Bonuses using the bonus pool concept. The bonus pool aims to support the implementation of a performance-driven culture, namely by ensuring that bonuses are in line with individual performance achievements and business unit performance, as well as instilling collaborative values between individuals in a business unit, considering that the achievement of Business unit performance will have a direct impact on individual bonuses in the business unit.

Concerning official facilities, BRI provides housing assistance, official residences, company vehicles, and a vehicle ownership program. BRI also offers healthcare facilities that include dental care, maternity care, outpatient care, general medical check-ups, eyeglass reimbursement benefits, and retirement health programs. These healthcare facilities are provided to both employees and their family members. Additionally, the remuneration given to BRI employees includes:

1. Fixed compensation is given to employee based on their position and/or work agreement. Fixed pay includes basic wages and allowances.
2. Variable compensation (variable pay) is given to employee based on performance achievements.
3. Benefit: facilities provided to ensure security and comfort while working, during employment and retirement. Work-period benefits include healthcare maintenance programs.
4. Other ad-hoc compensation, such as stock ownership (ESA dan ESOP).
    a. Employee Stock Allocation (ESA)
    Granted in four phases to all employee levels who meet the criteria, including tenure, individual performance, and track record.
    b. Employee Stock Option Plan (ESOP)
    Offered as a stock purchase option at a special price for certain employee levels categorized as BRI's *Top Talent* meeting *performance* and *capacity/potential criteria*.

Implementation of Remuneration

In 2024, Bri provided Short-Term Incentives for Marketers to motivate them to achieve company targets, enhance productivity, and serve as a form of recognition/ reward. Regarding the payment period, the 2024 Shrt-Term Incentives for Marketers are distributed quarterly to Mantri and Relationship Managers (RM). To be eligible for Short-Term Incentive, marketers must be permanent employees, having a minimum tenure of one month during the evaluation period, and still be actively employed at the time of incentive payment.

Short-term incentives are also provided specifically to marketers to enhance their motivation and productivity, ensuring they deliver their best performance and exceed the company's business targets. Additionally, these incentives help maintain the competitiveness of marketers' compensation compared to the market (peers). Moreover, Bri offers employee stock ownership to increase the value of Bri's shares and strengthen employees'

sense of belonging. Stock ownership is granted through the Employee Stock Allocation Program (ESA) and the Employee Stock Option Plan (ESOP). These programs are designed to boost productivity and promote the implementation of Good Corporate Governance (GCg), which is expected to impact BRI's stock price.

Pension Program

Policies

BRI always strives to improve employee welfare both during the active period and at the end of the employment relationship through benefit programs which include:

1. BPJS Health Care Insurance Program (BPJS Kesehatan)
2. Ld Age Guarantee Program (BPJS Ketenagakerjaan)
3. Pension Security Program (BPJS Ketenagakerjaan)
4. Sion Health Care Program (Prospens)
5. Defined Benefit Pension Program (PPMP)
6. Fined Contribution Pension Prgram (PPIP)
7. Old Age Allowance Program (THT)

Additionally, during the retirement preparation period, employees are entitled to entrepreneur education provided by the company to help them transition into retirement. This education is delivered through the BLRP (BRILiaN *Leader Retirement Program*) which prepares employees before retirement by equipping them with knowledge, insights, and skills essential for navigating their post-retirement life.

Implementation of Pension Program

The company has implemented the BLRP (BRILiaN Leader Retirement Program) for employees approaching retirement. As of September 2024, a total of 603 BRI employees have been enrolled in BRI's retirement preparation development program.

Human Capital Information System

Human Capital Management has to be supported by systems and technology to provide easy access and enhance a more comfortable employee experience. The Human Capital Directorate measures the Human Capital Information System (HCIS) maturity level to conduct gap analysis and prioritize HC BRI business processes that can be automated.

Currently, BRI continues to upgrade its HC systems, including BRILiaN Apps, which is set to become the main application for BRI employees following the planned disposal of BRISTARS. BRILiaN Apps is now designed with enhanced security in its login mechanism. Employees can access BRILiaN Apps via the web and mobile.

BRI conducted a soft launching of BRILiaN Apps Mobile *Version* 1.1 featuring several updates, including:

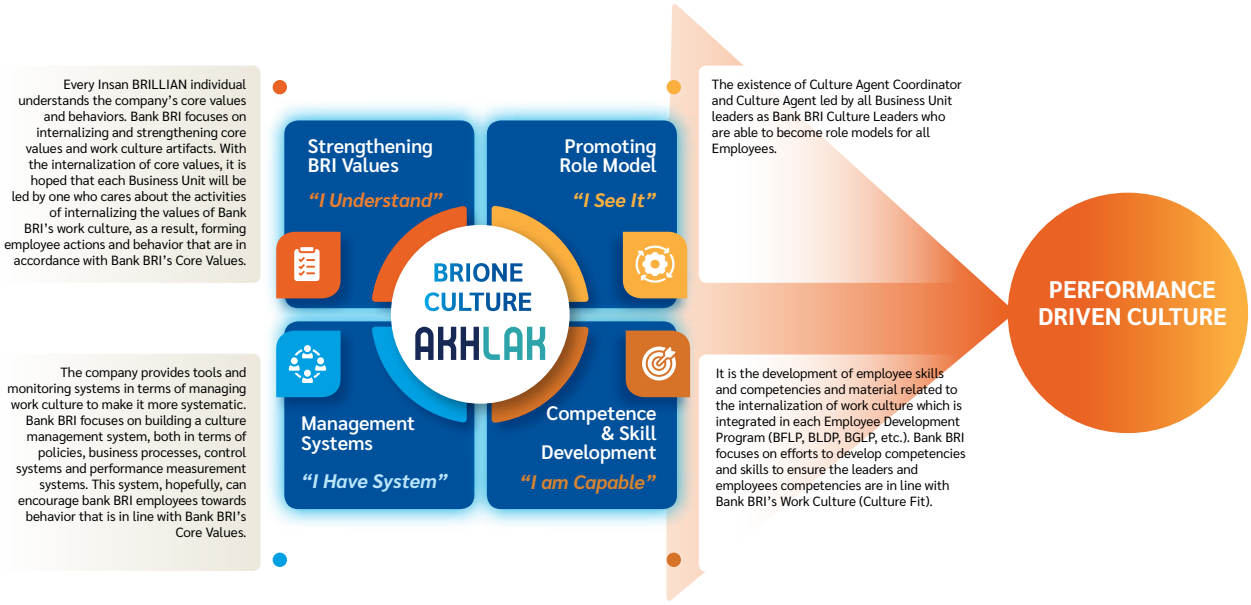
1. Revamp UI/UX
2. BRILiaN Digital Office (DiO)
3. BRILiaN Profile
4. BRILiaN Attendance
5. BRILiaN HC Catalog
6. BRILiaN Consultant
7. BRILiaN Notification, Broadcast, dan Pop Up Blocker
8. BRILiaN Connect

BRILiaN Apps Mobile Version 1.1 is available for both Android and iOS.

Culture Internalization

BR's transformation focuses on two main areas: *Digital* and *Culture* (Corporate Culture). Corporate Culture is considered a fundamental pillar for achieving its Vision and Mission and integrating it into its overall strategy. Recognizing the importance of shaping employees' character and behavior, fostering a productive and dynamic work environment, and ensuring a consistent and measurable transformation, BRI Group undertakes various efforts to internalize and implement Work Culture Initiatives.

Internalization and Initiative Implementation of Work Culture



Internalization of Akhlak in BRI Group

Culture Activation Program

In implementing a performance-driven culture (Performance Driven Culture), during 2024 all BRI Business Unit, 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 Business Unit. The Culture Activation Program (CAP) was initiated and designed by each Business Unit and was a joint commitment in the Business Unit.

Culture Team

In order to optimize the management of BRI Corporate Culture and the implementation of BRI One Culture in Business Unit, 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

BRI Excellence Award (BEA) is one of the highest forms of recognition given byBRI to employees and business units that consistently deliver outstanding performance in achieving the company's set targets. This award reflects BRI's aspiration to be the Home to the Best Talent. BRI Excellence Award (BES) aims to motivate employees and business units to exceed the company's targets healthily and sustainably, encourage innovation, and foster a Champion Culture. In 2024, the BRI Excellence Award (BEA) was presented to the best-performing business units and employees based on their achievements in 2023.

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.

BRI launched BRILiaN as Core Values which is accompanied by an artifact builder to support the internalization and employee awareness process (BRILiaN Logo, Gesture, Symbol, Campaign).

Culture Program

BRILiaN Shine, BEA, Sportartcular, CA Campaign, Symbolic Activation.

Internalization of Core Values through the Culture Transformation Movement and through the development of culture tools (policy, wellbeing: BRI Community, BRILiaN Center, and Culture Program).

Culture Program

BRILiaN Rookie Buddy, Culture Policy CASCL, TOT CA, Data Mindset, BRI Xtraordinary, and others.

Responding to Covid continued at the beginning of the end of the pandemic through the implementation of the Core Values AKHLAK, BRILiaN Belief, and BRILiaN Ways. Strengthening culture internalization through HC Stream (recruitment, HC Development, Performance Management, and others).

Culture Program

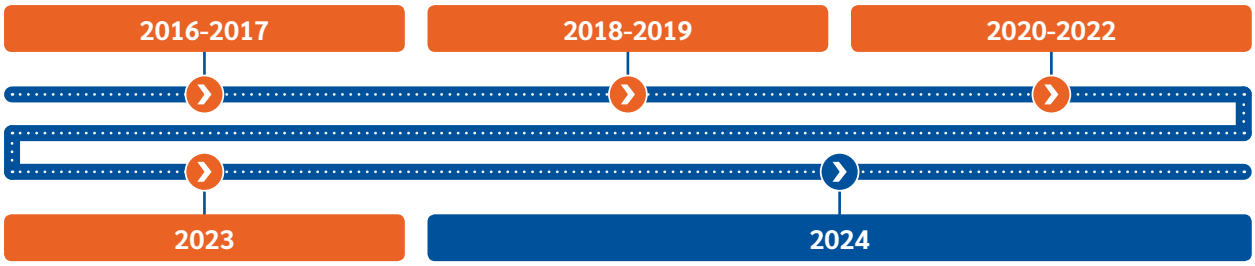
New way of worong, Culture Activation Program, Micro Excellence, BRIGade Madani, BRILiaN Fight Covid, BRILiaN Sahabat UMKM

BRILiaN
(BRI Lima Nilai)
Launch as Core Values

- Integrity
- Professionalism
- Trust
- Innovation
- Customer Centric

Core Values Internalization
Culture Transformation Movement

AKHLAK
BRI One Culture
Core Values Launch, BRILiaN Belief, & 8 Key Behaviors (BRILiaN Ways)



Strengthening Culture Implementation through Sharpening Capability Building

Define behavioral guidance in each function, Culture Activation Program enhancement, Leaders Capability Building program, and strengthening BRI One Culture infrastructure.

The sustainability of culture internalization is ensured through the synergy of BRI Group and the alignment of measurable corporate culture internalization.

Enhancement of strengthening the Culture Activation Program in business unit (business, support, operational risk and service excellence), strengthening sales culture & capability.

Culture Program

CAP enhancement & monitoring in all Branch Offices, Risk Culture, Branch Office Head bootcamp, BRILiaN Transformation Leaders Program, and alignment of Culture Infrastructure across all Performance Areas (PA).

BRI Group Culture Synergy

The alignment of BRI's Group corporate culture is carried out through the guidance culture program development and the establishment of cultural infrastructure, aiming to strengthen the culture transformation movement within BRI Group.

Culture Measurement

BRI conducts an Employee Engagement Survey to measure employee engagement, commitment, and willingness to contribute more to the company's growth. Additionally, a Culture Barometer Survey is carried out to evaluate the internalization of BRILiaN Wyas and the implementation of a performance-based work culture. These assessments are designed under the AKHLAK Culture Journey guidelines from KBUMN, ensuring the effective internalization of culture across all business units.

Internal Communication

Initiatives to strengthen communication, both top-down communication and bottom-up communication, are implemented to ensure employees' understanding and effectively manage information from business units.

Culture Program

BRILiaN Well-Being Program, AKHLAK Culture Journey, Culture Agent Development, BEA, Sportartcular, EMBRIO & Innovation Challenge.

Information Transparency for Employees

The information transparency carried out by BRI's Human Capital Directorate for BRO Group employees includesthe dissemination of policies. In 2024, BRI conducted a socialization of the Human Capital General Policy (HCGP). This socialization was carried out by BRI's Human Capital Directorate to its subsidiaries. The initiative aims to provide an overview of the Human Capital General Policy, serving as a guideline for subsidiaries in managing human resources effectively.

The Human Capital General Policy (HCGP) is based on the standardization of human capital management policies by establishing uniform knowledge, skills, and employee behavior in alignment with global conditions and the company's business dynamics. The HCGP is designed to serve as a foundation for human capital management plans and strategies, a guideline for developing policies and procedures related to human capital, and a standard reference for supervising human capital functions across all entities within the BRI Group. The HGCP covers provisions related to parenting style, HC maturity level, and human capital management (HC lifecycle), which consists of:

1. Human Capital Strategy
2. Human Capital Planning
3. Reward
4. Career Management
5. Resourcing
6. Onboarding
7. Learning
8. Development
9. Performance Management
10. Industrial Relation
11. People Analytics
12. HC Information System
13. HC Communication
14. Offboarding

With the release of this policy, it is expected to address the Company's challenges in managing human capital while adapting to changing expectstions regarding capabilties and competencies on the future.

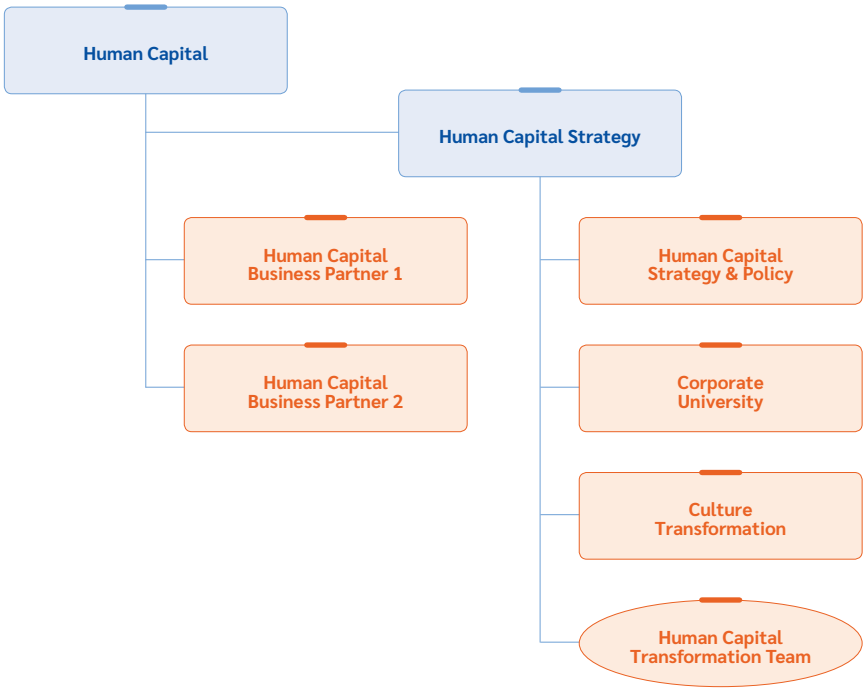
Human Resources Management Structure

The management of HC at BRI is carried out by divisions under the supervision of the Directorate of Human Capital and the Sub-Directorate of Human Capital strategy. In September 2024, the Directorate of HC BRI underwent reorganization with changes in the names of divisions, the establishment of the HC Transformation Team function, the transfer of several functions between divisions within the Directorate of HC, and the transfer of supervision of the Culture Transformation division from the Directorate of Finance to the Directorate of Human Capital.

The BRI Human Capital Directorate oversees two divisions: Human Capital Business Partner 1 and Human Capital Business Partner 2. BRI's HC Strategy Sub-Directorate oversees three divisions and one team, namely Human Capital Strategy & Policy, Corporate University, Culture Transformation, and Human Capital Transformation Team.

Here is the breakdown of the authority of each division:

1. Human Capital Strategy & Policy Division
    a. HC Strategy & Planning
    b. HC Policy, Governance & Quality Assurance
    c. Reward Policy
    d. Individual Performance Management
    e. Talent Management Strategy & Development
    f. Career & Succession Planning
    g. HC Technology
2. Human Capital Business Partner 1
    a. Strategic Business Partner
    b. Career & Succession Implementation
    c. HC Advisory, Solutions, Alignment, & Integration
    d. Workforce Planning & Fulfilment Plan
    e. Regional HCBP Team
3. Human Capital Business Partner 2
    a. Recruitment & Assessment
    b. Employer Branding
    c. HC Operations, Information System, & Administration
    d. Industrial Relation Policy
4. Corporate University
    a. Learning & Development
    b. Lembaga Sertifikasi Profesi
5. Culture Transformation
    a. Culture Transformation Strategy & Policy
    b. Culture Activation & Implementation
    c. HC Communication & Employee Experience
6. Human Capital Transformation Team
    a. HC Orhestration, Integration, and Alignment
    b. HC Management Audit/Assessment
    c. HC Strategic Initiatives Development
    d. Coordination & Implementation of HC Strategic Initiatives
    e. Monitoring & Evaluation of HC Strategic Initiatives Implementation



Human Capital Work Plan 2025

In 2025, Human Capital BRI will focus on several initiatives within the corporate plan Brivolution 3.0. This is related to the plan to transform the company culture into a more customer-centric and purpose-driven model, improving performance and talent management, recruitment processes, and strengthening Human Capital BRI's role as a more active strategic business partner, collaborating with business owners and ensuring the alignment of human capital strategies with business strategies. The focus and aspirations of Human Capital BRI 2025 are expected to address dynamic challenges and competition through HC work programs that align with human capital and business strategies. Furthermore, Human Capital BRI is expected to become a business enabler capable of addressing business aspirations and needs.

Another initiative of Human Capital BRI 2025 is improving the management of low-performing employees and integrating human capital management systems to support the refinement of the human capital operating model.

Human Capital BRI will review workforce planning through strategic workforce planning focused on business segments. Additionally, there is an urgency to strengthen leadership roles and competencies among leaders as people managers. Enhancing leaders' roles as people managers is expected to increase their responsibility in employee development and management, which will positively impact performance. Therefore, work programs are needed to increase awareness and capabilities among leaders regarding their roles.

Information Technology

DIGITAL AND INFORMATION TECHNOLOGY DIRECTORATE SUMMARY

Guided by the GREAT framework (an acronym for ***G****room Breakthrough Innovation,* ***R****esilience IT Platform,* ***E****xcel Data-driven Organization,* ***A****gile 10x Governance, and* ***T****ransform Digital Talent*), BRI continues the implementation of the IT Strategic Plan 2021-2025 as part of the BRIvolution 2.0 vision. In 2024, the strategy is focused on developing three key areas: Composable^{X} Resiliency, Composable^{X} Open Banking, and Composable^{X} AI/ML, to strengthen IT architecture, expand digital innovation, and improve data-driven decision making.

During 2024 BRI recorded extraordinary numbers in digital transaction growth, where 98.85% of our total transactions were carried out through digital channels, and the remaining 1.15% of BRI's total transactions were carried out at BRI branches or business units.

Apart from these figures above, BRI's Digital & IT Directorate also succeeded to record several achievements for 2024. BRImo became one of the applications with new user growth of 22.12%, with total transactions and transaction volume increasing by 40.54% and 34.57% in 2024. In terms of infrastructure, BRImo could also maintain availability at 99.98% and success rate at 99.96%. The growth of our open API utilization, BRIAPI has been utilized in more than 23 types of digital ecosystems with more than 1,000 total partners.

In the innovation aspect, we are strengthening our support for financial inclusion with Banking-as-a-Service (BaaS) which integrates BRI services with third-party digital platforms, such as Pegadaian Digital. In addition, the AI-based virtual assistant Sabrina handles 40% of incoming messages to BRI Contact Center, serving 8.3 million interactions per month with a satisfaction rate of 80.5%, an increase of 15.3% from the previous year. The Work Instruction Search Engine (WISE) also helps more than 17,000 frontliners with a solution search efficiency of up to 66%.

In terms of infrastructure, BRI strengthened the Data Center capacity to support critical services through an active-active strategy, improving downtime risk mitigation and service stability. BRI's data center is designed according to Uptime Institute's Tier-III standard.

In IT governance, BRI recorded a maturity score of 4.66 out of 5.00 based on COBIT 2019 by the guidelines of the Ministry of SOEs. BRI has also completed 100% room for improvement for IT governance throughout 2024. In addition, BRI's digital capabilities also recorded Level 2 maturity based on SE OJK No. 24/SEOJK.03/2023 concerning Assessment of the Digital Maturity Level of Commercial Banks.

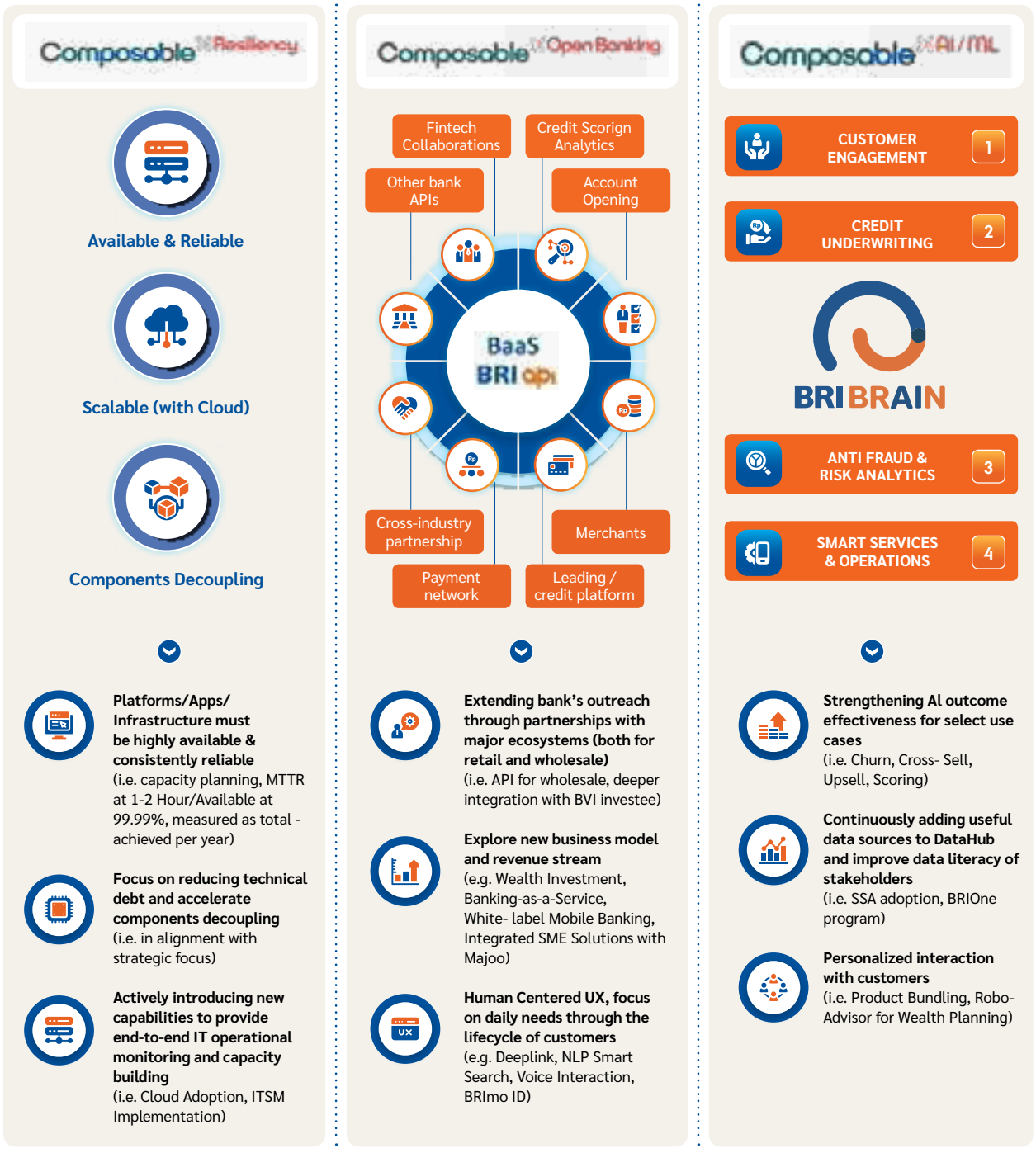
In the aspect of cybersecurity, BRI adopts Zero-Trust Architecture and Enterprise Security Architecture based on the NIST Cyber Security Framework. Since 2018, the information security unit under the Digital & IT Directorate has been led by an internationally certified CISO to ensure system security proactively and continuously. BRI also recorded a Cyber Security maturity score on a scale of 3.63.

Master Plan and Information Technology Strategy

BRI's Information Technology Strategy in 2024 refers to BRIvolution 2.0 and ITSP BRI 2021-2025 which are compiled based on the GREAT framework as follows:

1. ***G****room Breakthrough Innovation:* In 2021-2022, BRI built a foundation that supports business capability-based omnichannel platforms to ensure all services can be integrated and then continuously develop these platforms. BRI also adopted automation in several business processes. Then in 2023-2024, BRI focuses on optimizing open banking and building a digital ecosystem, and in 2025 improving customer experience by focusing on next-gen open banking.
2. ***R****esilience IT Platform:* In 2021-2022, BRI implemented Enterprise Architecture Management (EAM) with an aim of aligning IT architecture with business needs and increase IT resilience by implementing an Active-Active Data Center. In 2023-2024, it focused on implementing a secure, reliable, and agile composable architecture, and in 2025, it will focus on a next-gen platform aimed at business growth.

3. ***E**xcel 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 to become The Best-in-Class Data & Analytics in increasing BRI Cross-selling.
4. ***A**gile 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 to produce fully agile products.
5. **T**ransform Digital Talent: In 2021-2022 BRI has run the Digital Talent War Room initiative to achieve the vision of becoming Home To The Best Talent. In 2023-2024 BRI focuses on Employee Value (EV) so that it can attract the best IT talents, so that in 2025 BRI can focus on developing BRI talents into Digital Natives.



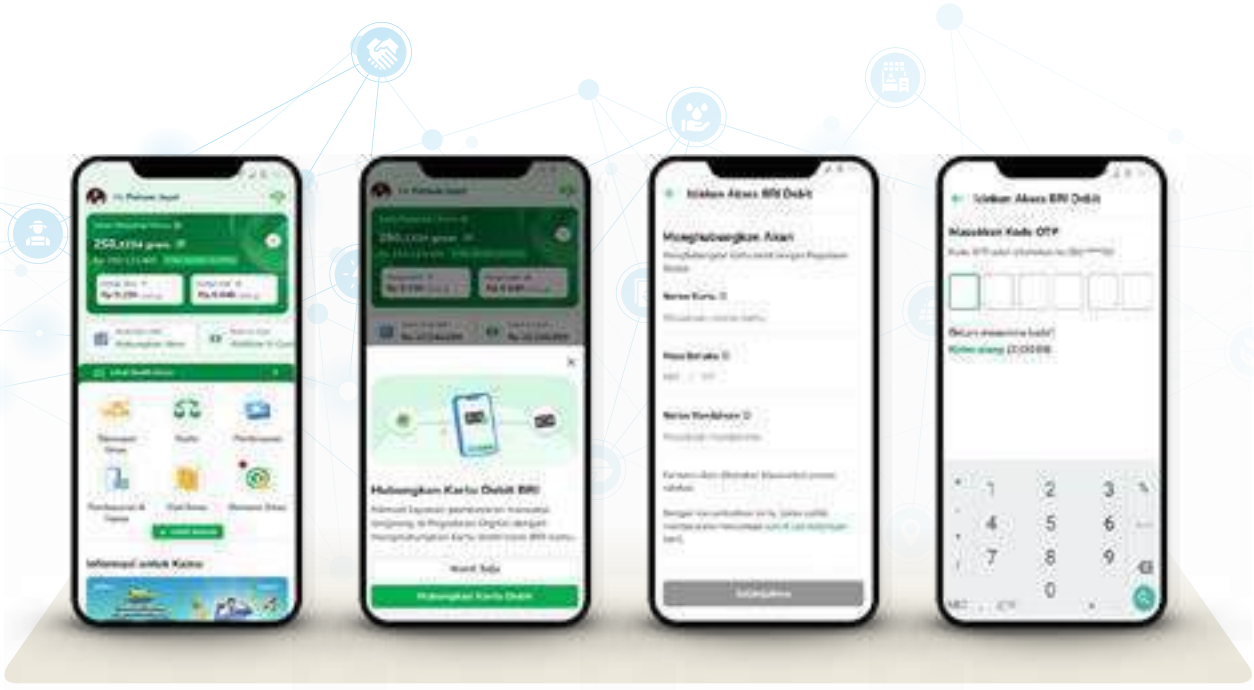
In 2024, the Directorate of Digital & Information Technology concentrated its development on 3 (three) focus areas with the theme Composable to the Power of X (Composable), as follows:

1. *Composable^{x} Resiliency,* which maintains and aligns capabilities and capacities through strengthening Enterprise Architecture, process efficiency, application integration, improving cybersecurity, and implementing active-active DC, High Availability, and cloud adoption strategies to increase agility, flexible resiliency, and sustainability.
2. *Composable^{x} Open Banking,* which expands business potential through technology utilization and innovation exploration through BRIAPI, as well as an increased role in the ecosystem through embedded finance and Banking-as-a-Services.
3. *Composable^{x} AI / ML*, which encourages increased utilization of analytical data and 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.

Information Technology Innovation

Banking-as-a-Service (BaaS)

To realize BRI's strategic direction to expand financial inclusion, BaaS emerged as a solution that allows BRI services to be used through integrated technology and third-party platforms. BaaS development not only aims to increase the accessibility of banking services but also to encourage digital ecosystem innovation. The initial implementation was carried out with the integration of BRI services on the Pegadaian Digital platform.



Conversational Banking

For service improvement, BRI developed Sabrina as a virtual assistant solution based on Artificial Intelligence (AI). Sabrina is an innovative solution for text and voice-based interaction. Sabrina is designed to fulfill the needs of customers, especially in the micro and ultra-micro segments, who are still largely dependent on cash transactions, have limited knowledge of financial products, and need financial institutions that are trusted and locally relevant.

Sabrina has been integrated with BRImo so 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.

A total of 40% of the number of messages entering the BRI Contact Center was successfully handled by Sabrina. Every month, as many as 8.3 million interactions are carried out by Sabrina to help customers. This good performance is supported by a satisfaction survey where 80.5% of users expressed satisfaction with the services provided. This figure increased by 15.3% from the 2023 milestone.

In addition to the implementation of AI for customer-facing services such as Sabrina, the utilization of AI is also done through the Work Instruction Search Engine (WISE), a work guide search tool that makes it easier for front liners to access information and service solutions quickly and accurately. WISE has been accessed by more than 17,000 frontliners, with an average of 3,000 search activities per day. Moreover, WISE also helps the solution search time from an average of 15 minutes to less than 5 minutes, increasing time efficiency by 66%.

Information Technology Infrastructure

BRI has demonstrated a strong commitment to strengthening its technology infrastructure by increasing the capacity of all major data centers. This initiative aims to support the growing needs of business expansion while ensuring the sustainability of technology-based operations.

Along with the increasing IT workload requirements and the strategic role of BRI's Data Center (DC) in supporting the Company's critical operations, as well as with the increasing IT workload requirements and design capacity that has approached its optimal limit, BRI undertook an initiative that focused on expanding operational capacity. The project included the addition of new mechanical and electrical equipment and the implementation of a clean agent-based fire protection system that complies with international Tier-III standards. With this new infrastructure, BRI's DCs are designed to ensure the availability of operational services according to Uptime Institute's Tier-III standards.

Furthermore, the capacity increase is also carried out to support the active-active data center strategy, which allows all BRI DCs to operate simultaneously and support each other as backups. Increased capacity in all DCs will strengthen BRI's position as the bank with the best IT infrastructure in Indonesia. This project not only supports sustainable business growth but also ensures reliable and competitive services to support customer needs in the digital era.

Information Technology Governance

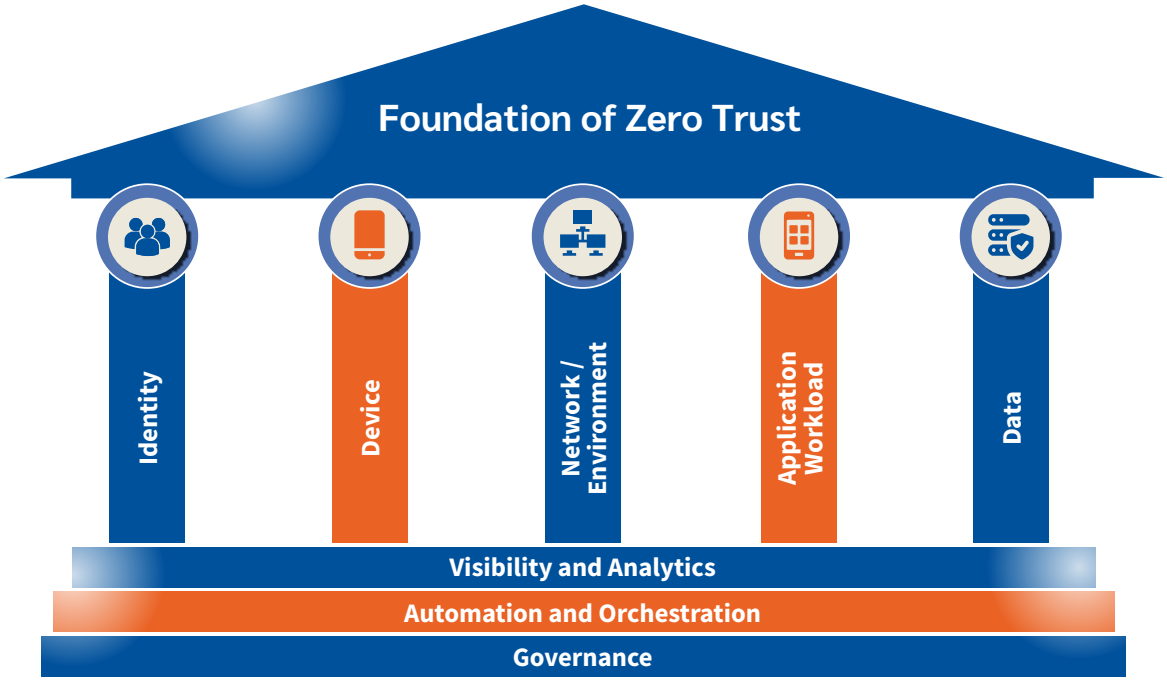
Data Management

BRI is committed to continuously protecting personal data through a series of technical procedures and organizational policies to prevent unauthorized or unlawful access, collection, use, disclosure, copying, alteration, and deletion. BRI realizes that personal data is a valuable asset that must be safeguarded. To maintain the trust of stakeholders, BRI safeguards and protects the personal data we obtain. BRI understands the importance of privacy as a fundamental right and is committed to complying with all applicable legal provisions. Implementation of personal data protection for every personal data processing activity in the data lifecycle includes collection, processing, storage, and destruction of personal data.

Cyber Security and Disruption

To deal with the development of digitalization and the increasing threat of cyber attacks, since 2018, BRI has established a special business unit under the Digital & IT Directorate to handle information security. This unit is led by an experienced Chief Information Security Officer (CISO) with certifications such as Certified Information System Auditor (CISA) and Certified Information Systems Security Professional (CISSP). BRI also adopts the NIST Cyber Security Framework-based Enterprise Security Architecture as the main guideline in cybersecurity development.

BRI also consistently develops cybersecurity strategies through the implementation of Zero-Trust Architecture. This approach is designed to improve overall system security, with the principle of limiting access and connections based on Role-based Access Control (RBAC).



Moreover, the compliance of various aspects of Cyber Security Control as mandated in the Decree of the Ministry of SOEs No. SK-275/MBU/11/2024 on the Priority of Cyber Security Implementation in the SOE Environment has been carried out through the Cyber Security Special Unit routinely through various forms of work program implementation. These include asset maintenance, access rights restrictions, and audit log management, to backup and disaster recovery processes.

BRI has a cyber security policy that regulates BRI's information security bank-wide. This cyber security policy is prepared based on international standards ISO27001: 2013, PCI DSS, and regulatory policy 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 flow of response to disruptions, vulnerabilities, and attacks on BRI services in the Computer Security Incident Response Team (CSIRT) at BRI, from pre-incident planning to post-incident evaluation and reporting.

Service Continuity and IT Recovery Test (Disaster Recovery)

There is potential for damage, disruption, or malfunction of information technology infrastructure due to things that cannot be avoided and predicted, such as natural disasters, man-made disasters, and disasters due to system failures. BRI's current strategy to improve the resilience of IT systems against disasters is through data centers that are actively configured to maintain availability when a disaster occurs and testing the running of the Disaster Recovery Plan (DRP). This also supports the implementation of service-based DRP between data centers using active-active configuration.

Active-Active Data Center (AADC) configuration requires network, storage, network, computing, and virtualization architecture components and application components that work together. The availability and operability of applications during infrastructure failure in one of the data centers is a major factor. The recovery plan is well-crafted and prepared so that it is strengthened by a document that describes the mapping between the current state of the application and the mapping of infrastructure required to fulfill the planned architecture as well as a test execution plan carried out consistently.

Each application uses a DRP strategy according to the level of criticality and technological capabilities of the application system. Fulfillment of the capability gap is done to ensure that the active-active configuration process runs well. During 2024, IT recovery testing has been carried out on 10+ applications at all BRI Data Centers.

Follow-up on Audit Results and / or Assessment of IT Implementation

Referring to the provisions stipulated by the Ministry of SOEs, BRI has conducted an assessment of the maturity level of IT implementation utilizing the COBIT 2019 framework with an achievement of 4.66 on a Scale of 5. The assessment is carried out for the period 2023, with the fulfillment process and / or follow-up in 2024. Throughout 2024, BRI has fulfilled 100% of the total room of improvement found. The fulfillment includes process improvement and IT Governance.

Additionally, BRI's digital capabilities also recorded Level 2 maturity based on Financial Services Authority (OJK) Circular Letter Number 24/SEOJK.03/2023 concerning Assessment of Commercial Bank Digital Maturity Level. In this assessment, BRI achieved a quality score of "Satisfactory" in all 8 (eight) domains of the Bank Digital Maturity assessment.

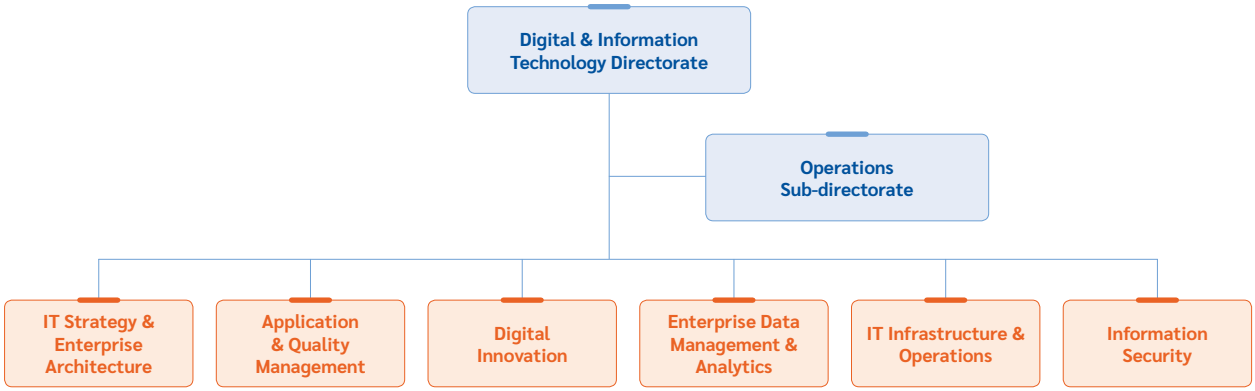
Evaluation Results of IT Strategic Plan Implementation

The IT Strategic Plan 2024 consists of 14 Strategic Initiatives to improve capabilities to support business acceleration and reliability. These initiatives include increasing capacity and capability, optimizing data management and AI, expanding digital services, and strengthening cybersecurity. Overall, the Strategic Initiatives have run well according to the target milestones set with 7 (seven) initiatives will continue as Business As Usual (BAU). On the other hand, 5 (five) long-term initiatives will be completed by 2025 with 2 (two) other initiatives entering the advanced development phase.

Evaluation Results on the Effectiveness of IT Implementation

BRI through the Digital & IT Directorate ensures that every IT implementation has been carried out properly and results in increased performance effectiveness, both in business, process improvement, system capability improvement, and compliance with applicable regulatory needs. In addition, key IT-related risks, including disruption, cybersecurity, and disaster recovery have been identified and well-managed in an integrated manner with the risk management framework.

Information Technology Management Structure



To address increasingly complex needs and improve the quality of Information Technology services, BRI's Digital & IT Directorate (DTI) has conducted a comprehensive evaluation of its organizational and operational structure. The results of this evaluation resulted in a strategic step in the form of a reorganization aimed at strengthening DTI's capabilities in supporting BRI's various digital transformation initiatives.

DTI now consists of 6 (six) supporting divisions, each with specialized functions that complement each other to support comprehensive Information Technology management:

1. IT Strategy & Enterprise Architecture Division
   This division is responsible for formulating the Information Technology strategy, developing enterprise architecture, and developing IT procedures and processes in line with BRI's internal policies and external regulations. The main focus of this division is to ensure that BRI's IT strategy supports the achievement of the company's business objectives.
2. Application Management & Quality Division
   This division manages application development while ensuring the quality of applications used by BRI through a rigorous quality assurance process. The role of this division is crucial in ensuring that the applications developed meet performance, security, and efficiency standards.
3. Digital Innovation Division
   This division focuses on exploring and developing innovations based on the latest technology and new business models. With a proactive approach, this division leads strategic innovations aimed at accelerating digital transformation across BRI's business lines.
4. Enterprise Data Management & Analytics Division
   As the center of BRI's data management, this division is responsible for the entire data cycle, from architecture to customer data handling. The division also leads analytics initiatives based on advanced technologies, such as artificial intelligence (AI) and machine learning (ML), to support data-driven decision making.

5. IT Infrastructure & Operation Division
   This division ensures the operational sustainability of BRI's IT infrastructure, including applications, networks, data center facilities, computing systems, and satellites. With a focus on reliability and efficiency, this division supports the smooth running of BRI's daily operations.
6. Information Security Division
   This division has primary responsibility for maintaining information and data security, including the implementation of various initiatives to improve cyber security. This role is critical in maintaining customer trust and protecting the company's digital assets.

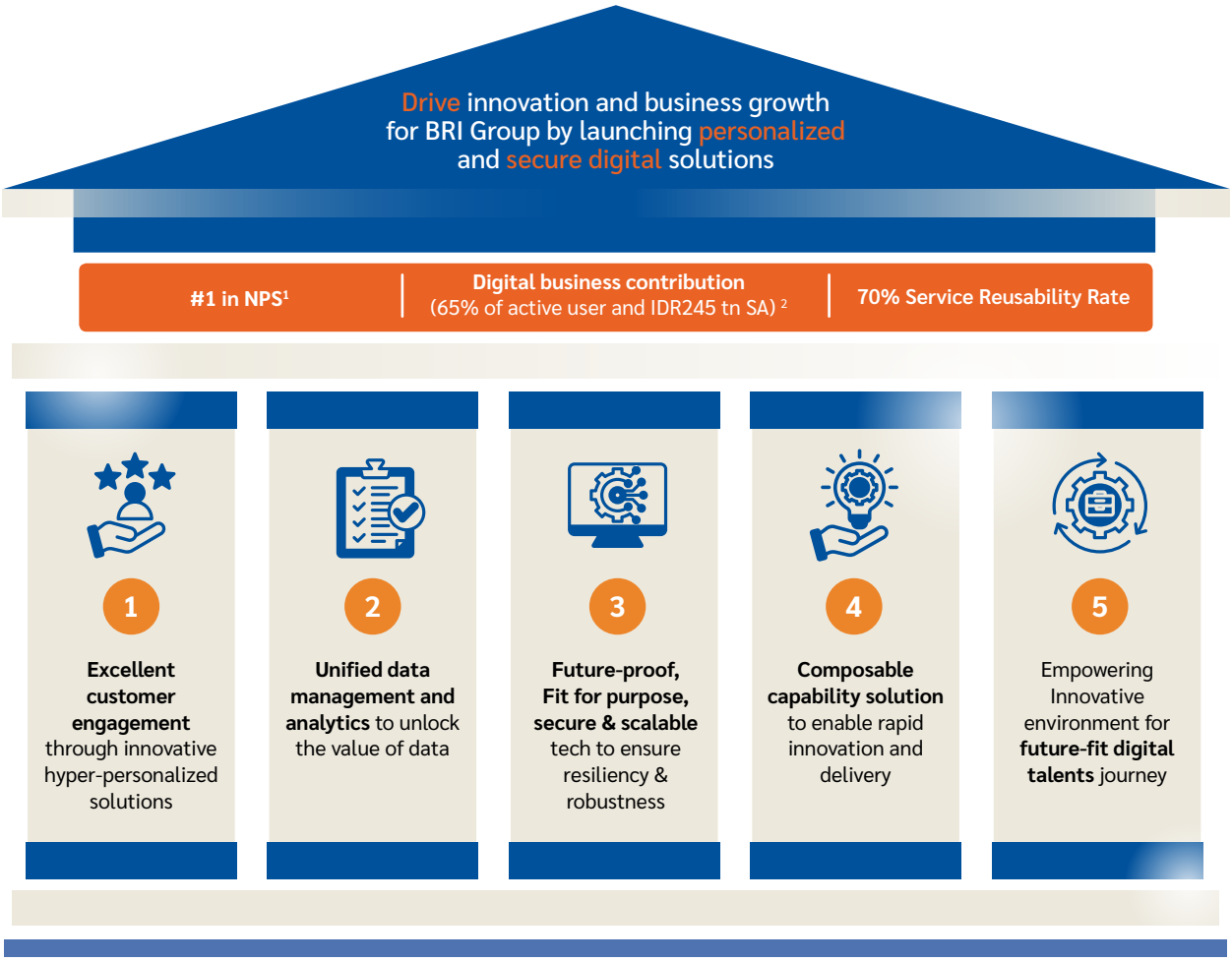
As part of its good governance efforts, BRI has also established the Information Technology Steering Committee. This committee is assigned to provide strategic direction and recommendations to the Board of Directors regarding information technology planning, governance, development, and operations. The establishment of this committee is regulated through Board of Directors Decree Number: 96-DIR/PPM/01/2024.

This evaluation and reorganization step reflects BRI's commitment to ensuring Information Technology becomes the main pillar that supports corporate transformation while adapting to the challenges and opportunities in the digital era.

Information Technology Work Plan 2025

The Digital & IT Directorate has a significant role, not only as a supporter of smooth business operations but also as a driver of business progress through improving Information Technology (IT) capabilities. In the era of fierce competition, this role is key to the success of digital transformation across BRI's business lines.

BRI's vision, as stated in BRIvolution 3.0, to become "The Most Trusted Lifetime Financial Partner for Sustainable Growth", has been used as the basis for formulating the strategic direction of Information Technology.



The Digital & IT Directorate aspires to "Drive innovation and business growth for BRI Group by launching personalized and secure digital solutions" to support BRI's vision through its strategic role in the Digital & IT sector. To realize this aspiration, five key pillars have been identified as the focus of BRI's IT capability development, designed to ensure competitiveness and business sustainability.

1. **Excellent Customer Engagement through Innovative Hyper-Personalized Solutions**
   Utilizing data, advanced analytics, and artificial intelligence (AI) to create solutions tailored to customer interaction and transaction patterns. This focus aims to improve customer experience through a more personalized and relevant approach.

2. **Unified Data Management & Analytics to Unlock the Value of Data**
   Integrate customer data and other supporting data to support fast, accurate and data-driven decision making. This strategy is also designed to increase BRI's competitive advantage through the utilization of data as a strategic asset.

3. **Future-Proof, Fit-for-Purpose, Secure & Scalable Technology to Ensure Resiliency & Robustness**
   Adopting and strengthening technology that is fit for purpose, secure, and scalable so that BRI is able to adapt to challenges and innovations quickly without sacrificing efficiency or system reliability. This pillar ensures that BRI's technology is future-ready and supports resilient operations.

4. **Composable Capability Solutions to Enable Rapid Innovation and Delivery**
   Conducting technology development with a flexible modular components approach to accelerate the product development process efficiently. This approach allows innovative solutions to be launched quickly, according to dynamic business needs.

5. **Empowering an Innovative Environment for Future-Fit Digital Talent Journey**
   Creating a work environment that creates a productive, innovative, and future-oriented work culture. This pillar is designed to develop digital talents ready to face the challenges of modern technology while strengthening the innovation ecosystem at BRI.

These five pillars become the strategic foundation of the Digital & IT Directorate in supporting BRI's digital transformation while ensuring success in achieving the company's vision as *The Most Trusted Lifetime Financial Partner for Sustainable Growth.*

PERFORMANCE SUMMARY OF THE RETAIL FUNDING & DISTRIBUTION DIRECTORATE

Aligned with the initiative to further strengthen retail banking capabilities, BRI consistently provides quality financial services to maintain customer experience in transactions. Strengthening is carried out across all aspects, from the moment customers come to transact at easily accessible service points, whether through self-service and assisted self-service via electronic machines, to prompt and accurate assistance provided by frontline staff, and including complaint management that focuses on a customer-centric approach.

To provide a superior service and transaction experience to customers, throughout 2024, BRI continued to expand the implementation of its branch network with specialized formats, including :

1. The addition of a Flagship Branch at Bumi Serpong Damai branch.
2. The addition of 5 (five) *Smart Branches* at Jakarta Stock Exchange Branch, KAI Bandung Station Cash Office, Tunjungan Plaza Cash Office, Serpong Raya Cash Office, and G-Walk Surabaya Cash Office.
3. The addition of 2 (two) *Community Branches* at BRIWork at Universitas Indonesia and Universitas Katolik Parahyangan which are accessible by students.
4. The rejuvenation of 2 (two) E-Buzz units operating in Jabodetabek area. These E-Buzz units offer services such as *Video Banking*, Digital CS, Deposit and Withdrawal ATMs, and Universal Banker personnel to cater to customer needs.
5. By 2024, there were 7 (seven) Flagship Branches and 19 Smart Branches in various cities across Indonesia, accessible to customers. In addition, there were 6 (six) Community Branches located within universities, and 4(four) additional community branches in the form of BRICafes to serve customers.

In addition to branches with special formats, BRI continues to uphold its commitment to supporting financial literacy in coastal and island regions. In line with the development of banking technology and changes in customer preferences, in December 2024, BRI launched the Teras BRI Kapal Nera Seva service as an enhancement to replace the Teras BRI Kapal Bahtera Seva which had been operating in the Komodo Labuan Bajo Islands area since 2017. Teras BRI Kapal Nera Seva was designed with greater flexibility to reach coastal and island communities, utilizing a speedboat-based vessel, unlike its predecessor which used a larger ship with lower range and speed capabilities. This new service offers operational efficiency while remaining effective in providing services to the coastal and island populations.

To strengthen the customer journey for self-service transactions, BRI has also enhanced the features and reliability of its transaction-supporting machines. The expansion and improvement of these machines are as follows:

1. Enhancing the capabilities of the Digital CS Machine, which previously could only handle account opening, debit card printing, and passbook printing. It now offers services such as debit card issuance, PIN reissue, and account statement printing. Furthermore, the UI/UX has been enhanced to improve the customer service experience.
2. *Re-engineering* of the Cash Recycle Machine (ATM for deposit and withdrawal) to improve its reliability and expand its features, making it even easier for customers to make cash deposits.

BRI is also committed to continually improving the quality of services across its entire network and customer complaint channels by prioritizing a customer-centric approach to maintain customer trust. The improvements have made it easier for customers to submit complaints via self-service, including the BRImo app and the Sabrina Chatbot on WhatsApp. In addition to the Help Center in the BRImo app and the Virtual Assistant Sabrina, BRI has also Voice Over Internet Protocol (VOPI) with internet connectivity. This service offers superior voice quality and a broader, more stable network reach.

Virtual Assistant Sabrina continues to be developed to enhance customer experience and satisfaction. Sabrina can now provide more personalized services, including balance checks, account transaction history, creating and checking complaint status, deactivating BRI Debit Cards, branch service reservations, and information on ATM locations, BRI Branches, BRILink Agents, as well as recommendations and attractive promotions from nearby BRI merchants. As a result of the improvements made throughout 2024, Sabrina was able to handle 40,11% of interactions across all Contact BEI channels with a user satisfaction rate of 80,50% and has received several awards, including:

1. Mata Lokal Award 2024: Best in Personalization Strategy.
2. IDX Channel Anugerah Inovasi Indonesia 2024 (ICAII): Special Award for Product & Business Model Innovation for Virtual and Anti-Fraud Services.
3. Bank Service Excellence Monitor (BSEM) MRI 2024: The Best for BRI Chatbot Service (Sabrina).

To foster innovation and enhance complaint services that meet customer experience expectations, BRI actively participated in the Contact Center competition at the Asia Pacific and national levels. In the Best Contact Center Asia Pacific competition, BRI won the Bronze Medal for the Technology Innovation category. Meanwhile, in The Best Contact Center Indonesia 2024 competition, BRI achieved 4th Runner Up with a total of 22 medals, consisting of 9 Platinum Medals,2 Gold Medals, 5 Silver Medals, and 6 Bronze Medals, with the following details of awards :

1. The Best Contact Center Indonesia 2024 (ICCA)
   a. Platinum – The Best Operations
   b. Platinum – The Best Business Contribution
   c. Platinum – The Best Employee Engagement
   d. Platinum – People Development
   e. Platinum – Technology Innovation
   f. Platinum – Best of The Best Manager
   g. Platinum – Agent Inbound
   h. Platinum – Agent Email
   i. Platinum – Customer Service Onsite
   j. Gold – The Best Customer Experience
   k. Gold – The Best Digital Media
   l. Silver – Data Analytics
   m. Silver – Scheduling
   n. Silver – Supervisor
   o. Silver – Telemarketing
   p. Bronze – Team Leader Customer Service
   q. Bronze – Desk Control
   r. Bronze – Best of The Best Supervisor
   s. Bronze – Best of The Best Team Leader Inbound
   t. Bronze – Agent Premium
   u. Bronze – Back Office
2. The Best Contact Center Asia Pacific (APAC) 2024, held in Singapura
   Bronze– Technology Innovation Category

Bri's efforts to maintain consistent service to meet various customer transaction needs have also been recognized in the "Bank Service Excellence Monitor (BSEM)" and "Satisfaction Loyalty Engagement (SLE)" surveys. The surveys conducted by the research institution MRI in collaboration with Infobank magazine show an improvement in performance across several service aspects, as reflected in the following awards:

Bank Service Excellence Award:
1. The Best untuk Layanan Mobile Banking BRI (BRIMO)
2. The 2nd Best Opening Account via Website
3. The 2nd Best Contact Center
4. The 3rd Best Digital Channel

Satisfaction, Loyalty, Engagement Award:
1. The Best Bank In Satisfaction, Loyalty, Engagement 2025
2. The Best Bank in Customer Engagement
3. The Best Bank in Marketing Customer Engagement
4. The Best Bank in Customer Centricity Index
5. The Best Bank in Customer Resilience Level
6. The Best Bank in Brand Interactivity Index
7. The Most Satisfying Bank in Mobile Banking
8. The 2nd Best Bank In Customer Loyalty
9. The 2nd Best Bank in Net Promoter Score
10. The 2nd Most Satisfying Bank in ATM Service
11. The 2nd Most Satisfying Bank in Services
12. The 3rd Best Bank in Customer Satisfaction
13. The 3rd Most Satisfying Bank in Teller Service
14. The 3rd Most Satisfying Bank in Customer Service

To understand customer satisfaction, loyalty, and engagement with the company, BRI also measured the Net Promoter Score (NPS) and Customer Engagement Index in collaboration with third-party experts in the field. The survey results show that the various improvements made by BRI have strengthened customer attachment and increased their willingness to recommend BRI to others. This is reflected in BRI's NPS achievement of 64, which surpasses the 2024 target of 49.69. Additionally, BRI's Customer Engagement reached 4.67, exceeding the target of 4.55, demonstrating the positive outcomes of BRI's efforts.

As part of its effort to enhance the customer experience, improvements are not only made in front-office services but also in back-office operations. Continuous improvement is carried out by enhancing business processes and accelerating the resolution of customer complaints through the application of Artificial Intelligence (AI) and Robotic Process Automation (RPA) to monitor the Service Level Agreement (SLA).

Since 2024, BRI has also started implementing innovations to improve the quality of customer complaint handling, or Customer Handling Management, covering the aspects of people, processes, and systems. After six months of implementation across all BRI business units, a performance improvement in customer complaint handling was observed. On average, the handling time of customer complaints saw a 5% reduction in Average Handling Time (AHT) and a 22% improvement in Service Level Agreement (SLA) compliance. The First Contact Resolution (FCR), which refers to complaints resolved during the first interaction, increased by 3,8% compared to the period before the implementation. From the customer perspective, survey results show that the willingness of customers to recommend BRI's complaint-handling service increased by 5%, and customer satisfaction with the complaint-handling service improved by 7% following the implementation.

In addition, as part of its effort to deliver an excellent customer experience, BRI consistently standardizes the quality and capabilities of services across all work networks, helpdesk services, and contact center services to ensure business support for business units and resolution of customer complaints. BRI will focus on creating a reliable support system as a business enabler by improving the quality of network management, including offices, e-channels, and services, with a particular emphasis on strengthening complaint-handling management and enhancing capabilities through upskilling for front liners, universal bankers, and middle managers.

In its effort to achieve excellent customer experience by providing products and services that exceed the expectations and needs of customers, BRI has also implemented Market Conduct. In addition to protecting customers using BRI's products and services, the implementation of Market Conduct also enhances customer satisfaction, loyalty, and engagement, and serves as a key strategy to ensure the security and orderliness of banking activities, as well as the sustainability of BRI's business.

Regarding this, as part of its implementation, BRI proactively ensures that its Services, Product Agreements, Financial Literacy, and Inclusion, as well as Customer Data Protection, comply with applicable laws and regulations. This is essential to provide a positive customer experience for every customer, encourage awareness, ability, and independence in protecting themselves, avoiding negative access to a product, and anticipating misunderstandings and conflicts in the future.

PERFORMANCE SUMMARY OF FIXED ASSET MANAGEMENT AND PROCUREMENT

Fixed Assets Management & Procurement (FAMP) has consistently implemented the Fixed Asset Management and Procurement Architecture, "FAMP Bluebook 1.0", which includes a structured and systematic framework, roadmap, and development direction for the management and procurement of fixed assets for the 2021-2025 period. One of FAMP's strategic commitments, which is also aligned with BRI's Corporate Strategy for 2024-2026, is the Digitalization of FAMP as a form of support for the implementation of the Excellent Enabler strategy (Operational Support Reliability). In 2024, FAMP has digitalized business processes through various applications and platforms, as explained below:

1. E-Procurement Application: Development of an end-to-end procurement system integrated with BRI's existing Surrounding Systems to facilitate data and information exchange between other systems and the e-Procurement system.
2. Enhancement of the Online Vendor Registration (TDR) Application: Development of an Integrated Vendor Management system to support the procurement ecosystem by providing a vendor management system based on Vendor Risk Rating (Performance, Sustainability, & Partnership).
3. Enhancement of the Procurement Information System Application: Development of an Integrated Procurement Business Process will be fully digital through the improvement of procurement processes.
4. Support and Service Application: Implementation of a No-Code Platform with features including Carpooling Application (a platform for managing travel requests by connecting BRI's vehicle pool facilities with BRI Division employees), Expedition Tracking Application (a system for monitoring BRI's shipment deliveries from multiple expedition vendors), and Official Residence Needs Fulfillment Application (a platform for managing inventory requests for official residences, handling complaints related to residence damages, and providing direct access via smartphones for official residence occupants).

Throughout 2024, FAMP has carried out 25 (twenty-five) asset optimizations, consisting of 7 (seven) abandoned assets and 18 (eighteen) underutilized assets. Additionally, FAMP remains committed to supporting programs initiated by the Ministry of State-Owned Enterprises (BUMN) that are relevant to FAMP's scope of work, including the utilization of Domestic Products (PDN) and participation in PaDi (Pasar Digital) UMKM. According to Presidential Instruction No. 2 of 2022, FAMP has actively contributed to increasing the utilization of Domestic Products (PDN) in the procurement of goods and services conducted by BRI. In 2024, the realization of PDN utilization at BRI amounted to IDR13,080,814,380,938, representing 95.90% of BRI's total procurement. Meanwhile, the utilization of Local Content Level (TKDN) at BRI reached IDR10,354,032,051,039, accounting for 75.91% of total procurement. Regarding PaDi UMKM spending, in 2024, BRI conducted 10,856 B2B transactions with a total transaction volume of IDR247.53 billion and 10,137 E-Proc transactions with a total transaction volume of IDR13.639 trillion.

FAMP consistently implements the Environmental, Social, and Governance (ESG) concept within its scope of work, in accordance with Financial Services Authority Regulation No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Institutions, Issuers, and Public Companies. Furthermore, FAMP adheres to BRI's internal regulations, as outlined in Board of Directors Circular Letter No. 31-DIR/PLM/05/2022, dated May 30, 2022, regarding Fixed Asset Management and Procurement Based on ESG Principles.

Corporate Governance

"BRI advances the quality of governance implementation by considering stakeholders' interests for sustainability aspects, which are manifested by the affirmation of the integrated capabilities and actualization of corporate integrity. The company's efforts to create good governance are a commitment to foster sustainability that aims to maintain its existence as a trusted and reliable company."

The company's competency in establishing financial growth requires supports by the effectiveness of governance implementation in terms of creating sustainable performance. Also, the good governance quality encourages the company to continuously consider a prudent aspect in every business activity. Top management's commitment to the implementation of governance is the key foundation for the company to forwardly develop a better governance implementation.

The company's integrated capabilities are formed by improving the structure and governance process, while considering best practices in the industry that emphasize on corporate transparency, implementation of check and balance functions, and the effectiveness of corporate strategies. This measure is to support the sustainability of the company's contribution to stakeholders, which includes the national economy. In 2024, BRI adjusted its corporate governance policy, encouraged the implementation of anti-bribery in the internal and external environment. In addition, it also complied with the ASEAN Corporate Governance Scorecard standardization-based disclosure, and satisfied recommendations from the trusted independent parties.

The quality of governance implementation is measured through the company's achievements, which are the results of assessments by independent parties of the company. Standardization and assessment methods are aspects that become a priority in measuring the quality of governance implementation. In 2024, BRI could achieve mature and superior quality of the industrial governance implementation.

Implementation of Corporate Governance With Company Performance

1. Top 50 Big Capitalization Public Listed Company and Best Overall Big Capitalization category awards in the GCG implementation, which was held by The Indonesian Institute for Corporate Directorship (IICD) at the 15th IICD Corporate Governance Conference and Awards 2024.

2. In the Corporate Governance Perception Index (CGPI) ranking of Subsidiaries, there were 2 (two) BRI Subsidiaries that received the predicate of the "Most Trusted", and 4 (four) Subsidiaries that received the predicate "Trusted".

3. The Corporate Governance Perception Index (CGPI) ranking, which was conducted by The Indonesian Institute for Corporate Governance (IICG). BRI achieved the predicate of the "Most Trusted".

4. ESG Rating Assessment from S&P Global in 2024 with a score of 75, placing BRI as a Sustainability Yearbook Member

Objectives of Implementing GCG

The company realizes that business sustainability and success are not only measured by achieving financial performance and increasing profits but also through the implementing results of good governance principles. The implementation of BRI's good corporate governance aims to.

1. Help the Company achieve its vision and mission to become "The Most Valuable Banking Group and Champion of Financial Inclusion in South East Asia".
2. Provide guidelines to all employees on carrying out duties and responsibilities following their job description.
3. Enhance the shareholders' and stakeholders' confidence that the Bank management and oversight are professionally implemented.
4. Support the establishment of policies and decisions made by management based on the principles of good corporate governance.
5. Realizing the creation of good corporate citizen.

Corporate Governance Implementation in 2024

In 2024, the company's commitment to produce the implementation of Sustainable Governance prioritized on improving the quality of the implementation of Governance, including as follows:

1. Transparency of the company's condition in terms of both financial performance, independence of the Board of Directors and Board of Commissioners, and updated information regarding company actions that can be easily accessed through the company's website.
2. Maturity measurement in the implementation of governance was reflected through recognition from external parties, including the predicate "Most Trusted Companies" in the Corporate Governance Perception Index assessment, Top 3 PLC In Indonesia award in the ASEAN Corporate Governance Scorecard, and other awards. In addition, BRI also conducted a self-assessment of the implementation of Governance quantitatively in terms of maturity value and GCG self-assessment, which its value obtained a good predicate.
3. Strengthening the Anti-Bribery and Corruption program through strategic measures, including the Integrity Assessment Survey (SPI) conducted by the Corruption Eradication Commission of the Republic of Indonesia (KPK-RI), Surveillance Certification of ISO 37001:2016 Anti-Bribery Management System in the procurement of goods and services aspect, and PELOPOR education for prospective Anti-Corruption Counselor (PAKSI) candidates.
4. Providing guidelines for employees on the implementation of governance in the Business Unit through the improvement of the governance structure. It consisted of revisions to governance policies in accordance with current provisions and the updating process in the Anti-Bribery Management System.

Quality Improvement Plan of Corporate Governance Implementation in 2025

In 2025, to improve the quality of Governance implementation, BRI has prepared the following plans:

1. Implementation of Governance Self-Assessment, individually and for the BRI Group financial conglomerates.
2. BRI Group participation in the Good Corporate Governance (GCG) ranking/assessment.
3. Satisfaction of the ASEAN Corporate Governance Scorecard (ACGS) implementation.
4. Implementation of ISO 37001:2016 Anti-Bribery Management System surveillance.
5. Participating employees, who have passed the Anti-Corruption Counselor Candidate Training (PELOPOR) in the Anti-Corruption Counselor Certification Program (PAKSI).
6. Re-participating in the Integrity Assessment Survey (SPI) and following up on the recommendations given based on the assessment results in 2024.

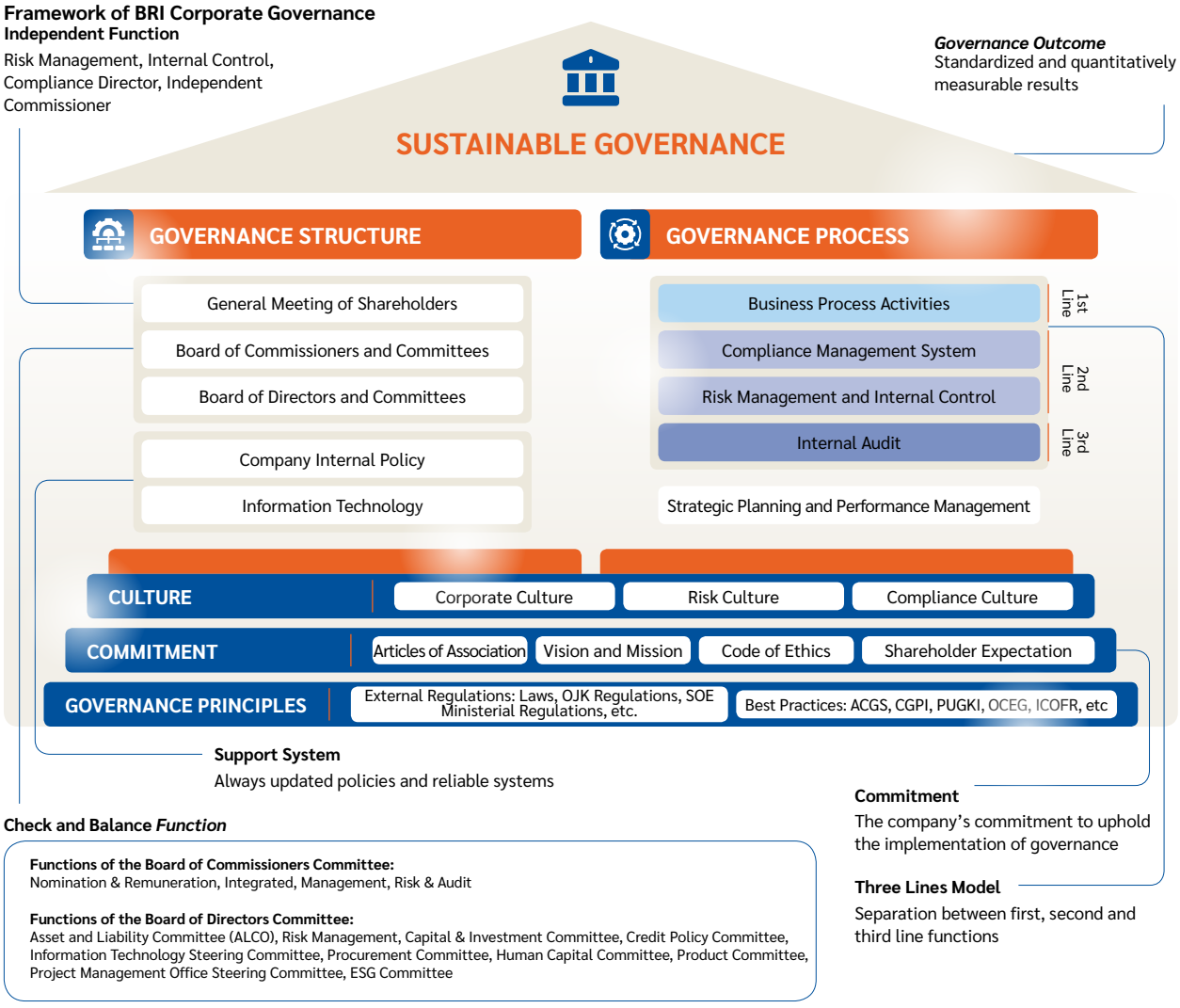
Basic Implementation of Corporate Governance

BRI's implementation of governance is based on compliance with applicable regulations, stakeholder aspirations and the Company's needs. Apart from that, BRI also implements corporate governance referring to best practices applicable in the financial industry. Several regulations that form the basis of guidelines for implementing good corporate governance at BRI include:

1. Law of the Republic of Indonesia concerning Capital Market, Limited Company, and Banking;
2. OJK Regulation (POJK) and Circular Letter of OJK Regulation (SEOJK), mainly regarding Governance, Annual Report, Risk Management, and Publication.
3. Regulation of the Ministry of State-Owned Enterprises concerning Guidelines for Governance and State-Owned Enterprises Organs.
4. Corporate Governance Principles developed by Organization for Economic Cooperation and Development (OECD).
5. ASEAN Corporate Governance Scorecard (ACGS) version 2024, issued by ASEAN Capital Markets Forum (ACMF).
6. General Guidelines for Indonesian Corporate Governance (PUGKI), developed by the Governance Policy National Committee (KNKG).
7. GCG Guidelines for Indonesian Banking, developed by the Governance Policy National Committee (KNKG).
8. Principles for Enhancing Corporate Governance, issued by Basel Committee on Banking Supervision.

Sustainably Good Corporate Governance Implementation

BRI has pillars of good corporate governance, including governance commitment, governance structure, governance process and governance outcomes. These four pillars are realized in the Bank Governance Organ, which consists of the General Meeting of Shareholders (GMS) and the Board of Commissioners and Board of Directors. Each organ has a vital role in ensuring and striving for the implementation of good governance. It is manifested in the implementation of functions, duties, and responsibilities of each organ for the interest of Bank in performing business activity in accordance with Articles of Association and applicable statutory. As a form of commitment to the implementation of Good Corporate Governance, BRI has a Good Corporate Governance Policy (GCG Policy/Charter) which applies to all BRI organizations and people, namely PT Bank Rakyat Indonesia (Persero) Tbk General Corporate Governance Policy No. KU.02-DIR/KEP/10/2023 dated October 10, 2023 Book 1 concerning Governance and Compliance of PT Bank Rakyat Indonesia (Persero) Tbk. GCG Policy/Charter which was formulated based on BRI business developments, evaluation of previous guidelines and GCG best practices covering 4 (four) governance aspects, namely commitment, structure, processes and results which are described in the following chart:



GCG Principles and Implementation Formulation

To ensure the implementation of quality GCG, BRI forms a joint commitment from management and employees to make GCG as the foundation in exercising their business and operational activities. The commitment of the Board of Directors, Board of Commissioners, and BRILiaN personnel is drafted into vision and mission, which are supported by values, such as the company's code of ethics and work culture.

The commitment is supported by policies based on sectoral provisions and aspirations of shareholders. It aims to realize the company's vision and mission, optimally. The company also builds a governance assessment mechanism based on the standardized indicators and through a trusted appraisal institution.

Ultimately, the manifestation of corporate transparency, implementation, processes and efforts in establishing good corporate governance is disclosed through corporate publications, both in annual reports and corporate websites. The purpose is to increase understanding to stakeholders of the structure, processes, and results of applicable governance at BRI.

GCG principles formulation to support BRI's sustainable performance activities is described as follows:

1 TRANSPARENCY

Transparency in presenting information and decision making

2 ACCOUNTABILITY

Clarity of function and implementation of accountability of bank organs

3 RESPONSIBILITY

Compliance of bank management with laws and regulations and the principles of healthy bank management

4 INDEPENDENCE

Professional bank management without influence/ pressure from any party

5 FAIRNESS AND EQUALITY

Fairness and equality in fulfilling stakeholders' rights

Implementation of Good Corporate Governance based on Indonesian Corporate Governance

As a manifestation of the Board of Directors' and Board of Commissioners' commitment in improving the quality implementation of Good Corporate Governance, the Company implements the Corporate Governance standards issued by the Governance Policy National Committee (KNKG), such as the General Guidelines for Indonesian Corporate Governance (PUGKI). This adoption is to support the Company in continuously adapting to the latest developments related to good corporate governance. It includes social and environmental responsibility based on the principles of sustainable development, implementation and transparency of the duties of the Board of Directors and Board of Commissioners, effectiveness of anti-fraud management strategies, and implementation of codes of ethics and conflicts of interest.

BRI confirms the Implementation of Good Corporate Governance through the implementation of 4 (four) pillars of Corporate Governance Principles, which is stated in the 2021 General Guidelines for Indonesian Corporate Governance (PUGKI), which has been updated by the Governance Policy National Committee (KNKG).

Implementation of Good Corporate Governance Principles

Pillar	Explanation	Implementation at BRI
Ethical Behavior	In performing its activities, the corporation always prioritizes honesty, treats all parties respectfully, fulfills commitments, builds and maintains moral values and trust consistently. The corporation pays attention to the interests of shareholders and other stakeholders based on the principles of fairness and equality and is managed independently. Hence, each company organ does not dominate each other and cannot be intervened by other parties.	1. BRI, conducting company activities, always upholds Ethical Behavior, which is manifested through the existence of policies related to ethics that regulate the Bank Code of Ethics and the Employee Code of Ethics, guidelines related to culture that regulate risk culture, compliance and corporate culture. In addition, to maintain employee moral values and stakeholders' trust, BRI implements prevention through the following measures, as follows: a. Effectiveness of Anti-Fraud Strategy. b. Gratification Control Program. c. Anti-Money Laundering Program, Prevention of Terrorism Funding and the Proliferation of Weapons of Mass Destruction d. Availability of Whistleblowing System complaint channels 2. The Company considers the principle of equality and fairness (Equal Treatment) to stakeholders and shareholders. The Company realizes the intended commitment by providing equal information to stakeholders, including through the company website, national mass media, and the company's social media. 3. In addition, the company provides channels for stakeholders to participate in providing recommendations or opinions for the good of the company. Some of the channels provided by the company include General Meeting of Shareholders, Press Release, Public Disclosure, Quarterly Analyst Meeting, and so forth.
Accountability	The corporation can be accountable for its performance in a transparent and fair manner. Therefore, the corporation must be managed properly, measurably, and in accordance with corporate interests, while considering shareholders' and stakeholders' interest. Accountability is a pre-requisite for achieving sustainable performance.	1. The Company has guidelines for the Board of Directors and the Board of Commissioners in exercising their duties and obligations. The guidelines include meeting rules, voting mechanisms, guidelines for conflicts of interest management, and so forth. 2. The availability of a check and balance from the implementation of the Directors' duties. The Directors are responsible and independent from the supervision of the Board of Commissioners. 3. The Company has an accountable and adequate governance structure through the completeness of the Main Organs, Supporting Organs and special Business Units that assist in performing the Directors' and the Board of Commissioners' duties. 4. There are measurable standards in assessing the performance of the Directors, Board of Commissioners and supporting organs that are published transparently through the corporate governance report.
Transparency	To maintain its objectivity in conducting business, the corporation provides material and relevant information in easily accessible and understandable manner by stakeholders. Then, the corporation takes the initiative to disclose, not only issues required by laws and regulations but also any significant issues for decision-making by shareholders, creditors, and stakeholders.	1. BRI establishes corporate transparency based on provisions and best practice in industry. BRI also has Business Units, specifically managing corporate communication to each stakeholder, comprising of: a. Corporate Secretary, being responsible to broadly establish the company's reputation publicly. b. Investor relation, assigned to maintain better relationship with shareholders. c. Service & Contact Center as well as Marketing Communication, realizing the company's products and services transparency to customers. 2. BRI discloses information punctually, accurately, and sufficiently, including compliance aspect to the provisions related to disclosure and reporting to regulator and the interested party. 3. BRI has a directed policy and communication system through reliable channel and it contains recent development of the company's condition. Some communication channels managed by the company are as follows: a. Corporate website at www.bri.co.id b. Social Media • Facebook : BankBRI • Instagram : @bankbri_id • Twitter : @kontakBRI, @promo_BRI, @bankbri_id • Youtube : BANK BRI c. Artificial Intelligence-based Chatbot: Sabrina (via Facebook messenger and WhatsApp/telegram at 081-212-14017
Sustainability	The Corporation complies with laws and regulations and commits to perform its responsibilities towards society and the environment in order to contribute to sustainable development with relevant stakeholders. It is to improve their lives suitably with business interests and the sustainable development agenda.	1. The Company implements governance based on applicable laws and regulations and is not limited to sectoral regulations in the banking sector, but also regulations related to capital markets, soundness business competition, and provisions regarding State-Owned Enterprises. 2. BRI has a committee at the Directors level and Business Units that specifically manages Environmental, Social & Governance aspects to ensure that the company›s commitment to sustainability has been implemented properly. 3. BRI also builds a global standard sustainability report in order to meet stakeholders' expectations regarding BRI›s role in building sustainability in the social and environmental sectors. In addition, BRI has published the Task Force on Climate-Related Financial Disclosures (TCFD Report) to further strength the company›s commitment to environmental sustainability.

Structure of Governance

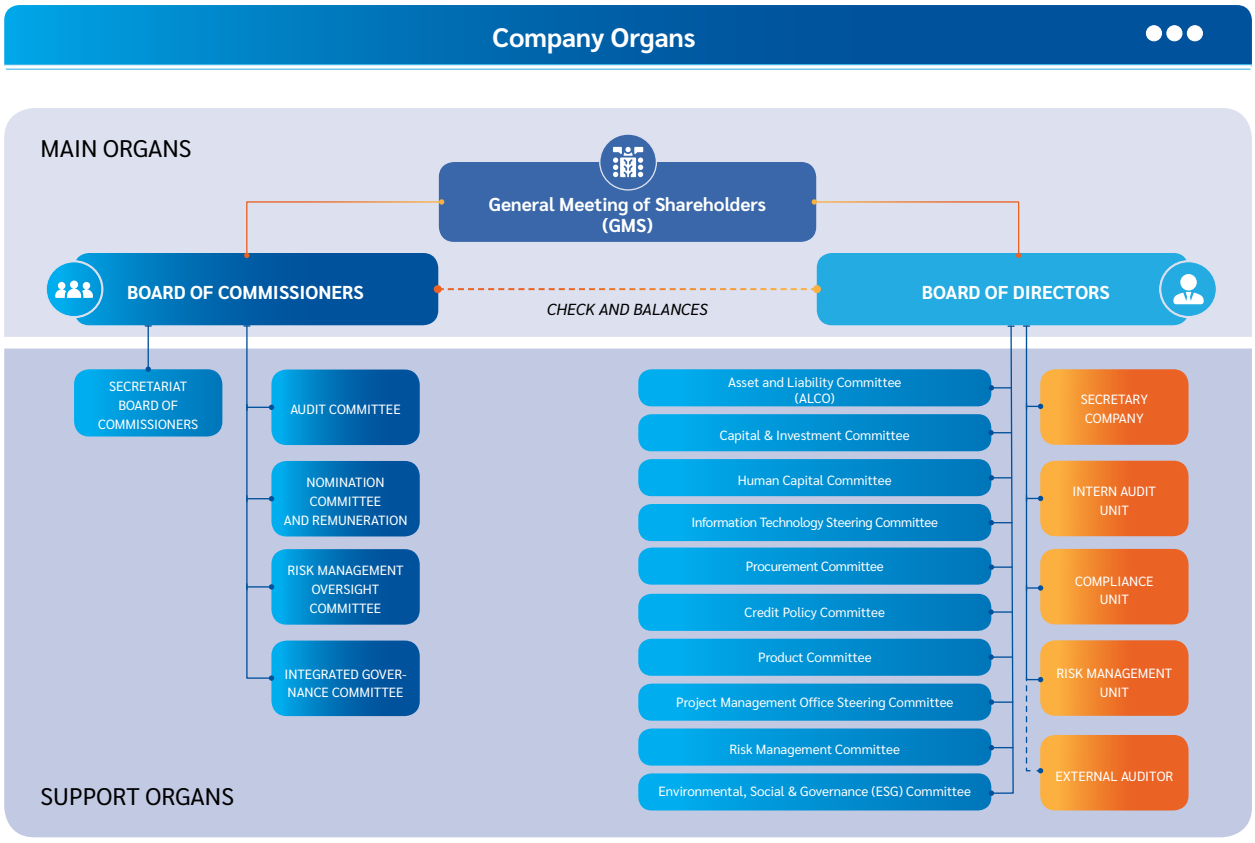
The Company's governance structure consists of Company Organs and Infrastructure.

Company Organs

Based on the Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies, the Company's organs consist of:

1. General Meeting of Shareholders (GMS)
2. Board of Commissioners
3. Board of Directors

The Company's organs were built to ensure that the implementation of the Company's governance principles can run effectively with clear roles and responsibilities so as to create a monitoring check and balance mechanism. Structure includes Main Organs, Supporting Organs and Policies and Procedures as follows:



*explanation of each organ can be found in each sub-chapter in the Annual Report

Governance Infrastructure

Corporate Governance Infrastructure

Based on BRI Board of Directors Circular Letter No. SE.21-DIR/KPD/05/2023 dated May 31, 2023, regarding the Establishment and Management of Policies & Procedures, the hierarchy of Policies & Procedures is illustrated as follows:

1. General Policy is the regulation of the Company's activities and/or business, outlined in a framework of philosophy and/or fundamental principles, and is strategic, high-level, and long-term in nature.
2. Implementation Guidelines (PP) are regulations that contain business process standards/explanations of activities or product regulations and generally applicable provisions. The Implementation Guidelines may also include implementation stages for related functions/organizations, authorities and responsibilities, product specifications, target markets, and terms and conditions.
3. Standard Operating Procedure (SOP) is a more detailed regulation regarding individual work processes in a systematic and detailed manner, including an explanation of who (the executor), does what (the activity performed), and how (the procedure). The Standard Operating Procedure may also include detailed operational guidelines such as the use of systems/applications and activities considered critical within the Division/Desk..

In detail, the Corporate Governance Infrastructure owned by Bank BRI includes:

Issue	Internal Policy
Articles of Association	The Articles of Association of PT Bank Rakyat Indonesia (Persero) Tbk contained in Deed Number 32 dated April 22, 2024, which has received Ratification of Amendments and Acknowledgment of Notification of Amendments to the Articles of Association from the Minister of Law and Human Rights of the Republic of Indonesia dated April 23, 2024.
Implementation of the Directors' and Board of Commissioners' duties	1. The Board of Commissioners has Work Guidelines and Regulations, which is ratified in the Decree of the BRI Board of Commissioners Number 06-KOM/05/2024 dated May 28, 2024. 2. BRI's Board of Directors has established the Guidelines and Rules of Procedure for the Board of Directors, ratified through Decree No. B.299-DIR/SKP/04/2020 dated April 24, 2020
Governance Provisions	1. General Policy of Corporate Governance of PT Bank Rakyat Indonesia (Persero) Tbk No. KU.02-DIR/KEP/10/2023 dated October 10, 2023 Book 1 concerning Governance and Compliance of PT Bank Rakyat Indonesia (Persero) Tbk. 2. General Policy of Corporate Governance of PT Bank Rakyat Indonesia (Persero) Tbk No. KU.02-DIR/KEP/10/2023 dated October 10, 2023 Book 2 concerning Integrated Governance for Financial Conglomerates of PT Bank Rakyat Indonesia (Persero) Tbk. 3. Circular Letter of BRI's Board of Directors No. SE.56-DIR/KEP/10/2022 dated October 31, 2022, concerning the Implementation of the Compliance Function. 4. Circular Letter of BRI's Board of Directors No. SE.09-DIR/KEP/03/2023 dated March 15, 2023, concerning Corporate Governance, as last amended by Circular Letter No. SE.09.c-DIR/KEP/03/2023 dated December 31, 2024, regarding the Third Amendment to Corporate Governance. 5. Standard Operating Procedure No. SO.75-KEP/11/2022 dated November 30, 2022, concerning the Implementation of Good Corporate Governance (GCG).

Issue	Internal Policy
Board of Commissioner, Directors, and Employees Remuneration	1. Joint Decree of the Board of Directors and the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk Number 09-KOM/BRI/07/2019 and 1067-DIR/KHC/07/2019 concerning Amendments to the Joint Decree of the Board of Directors and the Board of Commissioners Number 09-KOM/BRI/11/2017. 2. S.1023/DIR/KPS/11/2017 concerning the Remuneration Governance Policy of PT Bank Rakyat Indonesia (Persero) Tbk.
Committee's Code of Conducts under the Board of Commissioners	1. Decree of the Board of Commissioners of BRI NOKEP: 10-KOM/06/2024 concerning the Guidelines and Rules of Procedure for the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk. 2. Decree of the Board of Commissioners of BRI Nokep. 08-KOM/05/2024 dated May 28, 2024, concerning the Guidelines and Rules of Procedure for the Risk Management Monitoring Committee. 3. Decree of the Board of Commissioners of BRI Number 07-KOM/BRI/05/2024 concerning the Guidelines and Rules of Procedure for the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk. 4. Decree of the Board of Commissioners of BRI Nokep: 09-KOM/05/2024 dated May 28, 2024, concerning the Guidelines and Rules of Procedure for the Nomination and Remuneration Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
Fixed Assets Procurement and Management	Decree of the Board of Directors of BRI No. KU.03-DIR/PLM/06/2024 dated June 25, 2024, concerning the General Policy on Fixed Assets Management & Procurement
Architecture and Policy Management	Board of Directors Circular Letter No. SE.21-DIR/ KPD/05/2023 dated May 31, 2023 concerning the Formation and Management of Policies and Procedures
Planning and Corporate Strategy	1. Board of Directors Circular Letter No. SE.38-DIR/ PPM/06/2022 dated June 23, 2022 concerning Corporate Strategy (Book 1 regarding Long Term Plans). 2. Board of Directors Circular Letter No. SE.38a-DIR/ PPM/06/2022 dated May 23, 2023 concerning the First Amendment to Corporate Strategy (Book 2 regarding the Bank's Business Plan).
Anti-Fraud Strategy Corruption Controlling	1. Directors' Circular Letter No. SE.58b-DIR/ORD/11/2022 dated December 31, 2024 concerning Second Amendment to Implementing Guidelines of Operating Risk Management (Book 5 Anti-Fraud Strategy). 2. Board of Directors Circular Letter No. SE.09-DIR/KEP/03/2023 dated March 2023 concerning Corporate Governance (Book 3 related to Anti-Bribery and Gratification Control) 3. Circular Letter (SE) Number SE.09b-DIR/KEP/03/2023 dated July 31, 2024, concerning the Second Amendment to Corporate Governance regarding Book 4 on the Anti-Bribery Management System ISO 37001:2016 4. Board of Directors Circular Letter No. SE.09-DIR/KEP/03/2023 dated March 15, 2023 concerning Corporate Governance (Book 5 related to State Officials' Wealth Report (LHKPN))
Conflict of Interest	Board of Directors Circular Letter No. SE.09-DIR/KEP/03/2023 dated March 2023 concerning Corporate Governance (Book 1 regarding Handling Conflicts of Interest)
Whistleblowing System	Board of Directors Circular Letter No. SE.09-DIR/KEP/03/2023 dated March 2023 concerning Corporate Governance (Book 2 related to Handling Whistleblowing Systems)
Code of Ethics	Board of Directors Circular Letter No. SE.09a-DIR/KEP/03/2023 dated October 31, 2023 concerning the First Amendment to Corporate Governance (Book 6 related to the Code of Ethics)
Anti-Money Laundering	1. Board of Directors Circular Letter No. SE.41-DIR/KEP/11/2023 dated November 30, 2023 concerning Implementation of the Anti-Money Laundering (AML) Program, Counter Terrorism Financing (CFT) and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (PPPSPM). 2. Standard Operating Procedure No. SO.09-KEP/06/2024 dated June 28, 2024, concerning the Implementation of AML, CFT, and PFPT, as amended by Standard Operating Procedure No. SO.09.a-KEP/06/2024 dated December 31, 2024, concerning the First Amendment to the Implementation of AML, CFT, and PFPT

Corporate Governance Mechanism

The corporate governance process is the method or mechanism used by the company's organs and subordinates in carrying out their functions and duties in realizing the commitment and governance structure, to achieve governance results in accordance with GCG principles. The BRI governance process includes:

1. Implementation of the General Meeting of Shareholders.
2. Implementation of Duties and Responsibilities of the Board of Commissioners and Board of Directors
3. Implementation of Duties and Responsibilities of the Supporting Committees of the Board of Commissioners and Directors
4. Implementation of Duties and Responsibilities of Supporting Organs
5. Strategic Planning and Performance Management
6. Business Processes and Company Activities
7. Risk Management and Internal Control
8. Compliance Management System
9. Internal Audit

Measurement/Testing of GCG Implementation Quality

To ensure that corporate governance results can be adequate, BRI carries out an assessment of the implementation of Corporate Governance every year with the aim of determining the level of quality of implementation of the governance structure and governance processes at BRI. This assessment was also carried out to obtain feedback in order to improve its implementation in the future. This GCG assessment is carried out periodically, consisting of a self-assessment and carried out by an independent third party, as follows:

Internal Assessment

Self Assessment GCG

BRI carries out a self-assessment on the implementation of good corporate governance principles every semester in accordance with the provisions of POJK 17 of 2023 concerning the Implementation of Governance for Commercial Banks and SEOJK No. 13/POJK.03/2017 concerning Implementation of Governance for Commercial Banks. The assessment was carried out comprehensively on the implementation of the principles of good corporate governance covering 3 (three) aspects of corporate governance, namely:

1. *Governance Structure*
   The assessment aims to assess the adequacy of the Bank's governance structure and infrastructure so that the process of good governance principles produces results that are in line with stakeholder expectations.
2. *Governance Process*
   The assessment aims to assess the effectiveness of the process of implementing good governance principles which is supported by the adequacy of the Bank's structured and governance infrastructure so as to produce results that are in line with stakeholder expectations.
3. *Governance Outcome*
   The assessment aims to assess outcomes that meet the expectations of the Bank's stakeholders which are the result of the process of implementing GCG principles and are supported by the adequacy of the Bank's governance structure and infrastructure.

Assessment Criteria

Based on OJK Circular Letter Number 13/POJK.03/2017 the indicators that serve as standards for implementing a corporate governance Self Assessment include 11 (eleven) parameters, consisting of:

1. Implementation of the duties and responsibilities of the Board of Directors
2. Implementation of the duties and responsibilities of the Board of Commissioners
3. Completeness and implementation of the Committee's duties
4. Handling Conflicts of Interest
5. Implementation of compliance functions
6. Implementation of the internal audit function
7. Implementation of the external audit function
8. Implementation of risk management including an internal control system
9. Providing funds to related parties and providing large funds (large exposure)
10. Transparency of the bank's financial and non-financial conditions, reports on the implementation of corporate governance and internal reporting.
11. Bank strategic plan.

The Party Carrying Out The Assessment

The GCG Self Assessment is coordinated by the Compliance Division and evaluated by the Committee under the Board of Commissioners periodically. The results of the GCG Self Assessment are then reported to the OJK.

Self Assessment Results

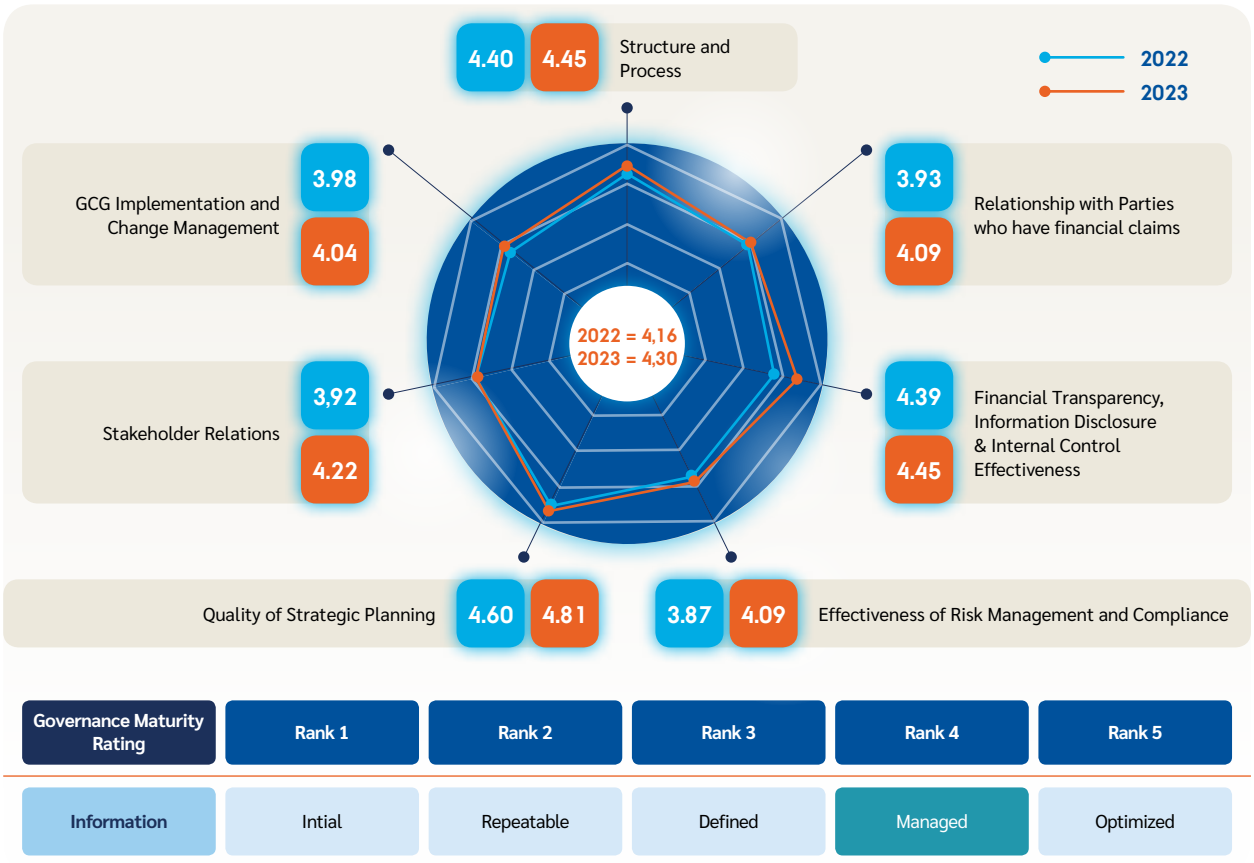
In the corporate governance assessment conducted in 2024, the results of the self-assessment were as follows:

Self Assessment Results (Self Assessment) Implementation of Governance		
Entity	**Rating**	**Rating Definition**
PT Bank Rakyat Indonesia (Persero) Tbk.	2	Reflects that BRI Management has implemented GCG in the Governance Structure, Governance Process and Governance Outcome aspects which are generally good. This is reflected in adequate fulfillment of the principles of Good Corporate Governance. If there are weaknesses in the application of GCG principles, then in general these weaknesses are less significant and can be resolved with normal actions by BRI management.

Analysis	
Governance Structure	The implementation of Good Corporate Governance in the governance structure aspect is generally adequate with the existence of an integrated governance structure, policies, human resources and systems so that it can support the implementation of Good Corporate Governance at BRI. Weaknesses in the governance structure have been followed up so that they do not interfere with the Company's performance.
Governance Process	The implementation of Good Corporate Governance in the governance process aspect has generally gone well, the business processes carried out refer to the established business plan and each company organ has carried out business processes in accordance with their duties and responsibilities. Apart from that, BRI always carries out reviews and evaluations in order to improve the effectiveness of the duties and responsibilities of each company organ. Weaknesses that occur in the implementation of the governance process can be carried out immediately for corrective action.
Governance Results	The implementation of Good Corporate Governance in the governance outcome aspect has generally been carried out well, the process of disclosure and transparency of information, data and reports is in accordance with applicable regulations. Due to weaknesses in the reporting carried out, BRI has developed and perfected the management information and reporting system in order to improve the quality of reporting and make it easier for stakeholders to obtain accurate information.

Governance Maturity Level

The BRI Governance Maturity Assessment is conducted to enhance the implementation of Good Corporate Governance (GCG) and serves as a structured measurement method regarding the structure, processes, and outcomes of governance implementation on a regular basis. BRI has evaluated the governance maturity level for the year 2023, which was conducted in 2024. The governance maturity level score for BRI in 2023 is 4.30 (an improvement compared to the 2022 governance maturity level of 4.16), with details presented in the following diagram:



External Assessment

Corporate Governance Perception Index

CGPI is one of the corporate governance assessments through a research method implemented by The Indonesian Institute for Corporate Governance (IICG) in Indonesian companies. For the past 4 (four) years, BRI has consistently improved and enhanced the GCG implementation comprehensively. Hence, in 2024, BRI achieved the CGPI highest score. This achievement shows BRI management's commitment to continuously and sustainably support the achievement of the company's vision and mission.

The CGPI assessment was carried out on 3 aspects of governance, namely:

- Governance Structure includes corporate governance structure and policy.
- Governance Process includes corporate governance system and mechanism.
- Governance Outcome includes output of GCG implementation process.

The 2024 CGPI Assessment in Subsidiaries

To improve the implementation of Good Corporate Governance in BRI Group, BRI, the holding entity, encourages Subsidiaries to participate in the CGPI assessment event. It is a form of evaluation conducted by external parties on the implementation of Corporate Governance in each Subsidiary. The CGPI value obtained by BRI Group's subsidiaries is as follows.

Implementing Year	Pegadaian	PNM	BANK RAYA	BRI Finance	BRI Life	BRI Insurance	BRI Danareksa Sekuritas
2022	87.81	82.45	-	81.55	83.29	82.33	-
2023	88.42	83.50	-	-	84.40	82.85	-
2024	88.74 **Most Trusted**	84.62 **Trusted**	83.80 **Trusted**	-	85.40 **Must Trusted**	83.95 **Trusted**	81.77 **Trusted**

ASEAN Corporate Governance Scorecard

ACGS is one of the parameters for measuring governance practices agreed by the ASEAN Capital Market Forum (ACMF) and supported by the Asian Development Bank (ADB). It aims to improve governance practices of Listed Companies in ASEAN and supporting Listed Companies in ASEAN to be companies with class assets. The ASEAN Corporate Governance Scorecard (ACGS) criteria adopt the principles of Corporate Governance issued by The Organization for Economic Cooperation and Development (OECD).

1. Shareholder Rights
2. Sustainability and Resilience
3. Disclosure and Transparency.
4. Responsibilities of the Board of Directors and Board of Commissioners

In 2023, BRI was ranked the Top 3 Public Listed Company (PLC) in Indonesia & ASEAN Asset Class PLCs. The implementation of BRI's Corporate Governance referring to the ASEAN Corporate Governance Scorecard is delivered thoroughly on BRI's website at https://www.ir-bri.com/acgs.html

Implementation of Corporate Governance in accordance with Financial Services Authority Provisions

The implementation of aspects and principles of public company governance is regulated in OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Public Company Governance Guidelines and OJK Circular Letter No. 32/SEOJK.04/2015 concerning Public Company Governance Guidelines, which regulates 5 (five) aspects, 8 (eight) principles and 25 (twenty five) recommendations for implementing governance principles.

The implementation of these recommendations in BRI's GCG is as follows:

No	Aspect; Principle; Recommendation			Comply or Explain
A.	**ASPECT 1:** **PUBLIC COMPANY RELATIONSHIP WITH SHAREHOLDERS IN GUARANTEEING SHAREHOLDER RIGHTS.**			
	A.1.	**Principle 1: Increase the value of holding a General Meeting of Shareholders (GMS).**		
		A.1.1.	Public Companies have technical methods or procedures for collecting votes, both openly and privately, that prioritize independence and the interests of shareholders.	The BRI General Meeting of Shareholders is conducted through one vote one share. The voting mechanism is implemented by way of raising hands and the Officer collects voting rights by approaching all present shareholders. The Company has utilized the decision making procedure through voting which prioritizes independence, and the interest of shareholders in accordance with OJK provision, the Company has implemented as follows: – Have a voting procedure in decision making on GMS agenda as stipulated in the BRI GMS Rules of Conduct which is announced to the shareholders through the company's website. – The voting procedure involves Independent Parties, namely a Notary and the Securities Administration Bureau. – The voting process has been regulated in BRI's Articles of Association and the GMS Rules are uploaded on the company's website. Remarks: Comply

No	Aspect; Principle; Recommendation			Comply or Explain
		A.1.2.	All members of the Board of Directors and members of the Board of Commissioners of Public Companies are present at the Annual GMS.	According to the summary of the Minutes of BRI's Annual GMS which was held on March 1, 2024, all members of the Board of Commissioners and Directors attended the BRI Annual GMS. Remarks: Comply
		A.1.3.	A summary of the GMS minutes is available on the Public Company Website for at least 1 (one) year.	The Company made a summary of the minutes of the AGMS in Indonesian and English. The minutes of the meeting will be published on the company's website within 1 (one) working day, Monday, March 4, 2024. The AGMS was held on Friday, March 1, 2024. The minutes of the Bank's AGMS were available for more than 1 (one) year on the BRI website. (www.bri.co.id) Information related to the Annual GMS in 2024 was presented in the General Meeting of Shareholders Sub-Chapter in the Corporate Governance Chapter of this Annual Report. Remarks: Comply
	A.2.	**Principle 2: Improving the Quality of Public Company Communication with Shareholders or Investors.**		
		A.2.1.	Public Companies have a communication policy with shareholders or investors.	The Company has a communication policy with shareholders or investors. This policy covers investor relations activities including analyst m eetings, public exposes aimed at providing shareholders or investors with a clearer understanding of the information that has been published to the public as disclosed by the Corporate Secretary. BRI has a special unit, namely the Investor Relations Division, which functions to manage relationships with investors. Access Annual Report Information Disclosure this and also disclosed through the Website Company (www.bri.co.id and www.ir-bri.com). Remarks: Comply
		A.2.2.	The Public Company discloses the Public Company's communication policy with shareholders or investors on the Website.	Disclosure of communication policies with shareholders or investors has been uploaded on the Company's website, namely www.bri. co.id and www.ir-bri.com. Remarks: Comply
B.	**ASPECT 2: FUNCTIONS AND ROLES OF THE BOARD OF COMMISSIONERS**			
	B.1.	**Principle 3: Strengthen the Membership and Composition of the Board of Commissioners.**		
		B.1.1.	Determining the number of members of the Board of Commissioners takes into account the conditions of the Public Company.	The number of members of BRI's Board of Commissioners as of December 31, 2024 was 10 (ten) people consisting of 7 (seven) Independent Commissioners and 3 (three) non-Independent Commissioners. Remarks: Comply
		B.1.2.	Determining the composition of members of the Board of Commissioners takes into account the diversity of skills, knowledge and experience required.	The composition of members of the Board of Commissioners takes into account the diversity of skills, knowledge and experience required as stated in the Composition and Division of Duties of the BRI Board of Commissioners. Remarks: Comply
	B.2.	**Principle 4: Improving the Quality of Implementation of Duties and Responsibilities of the Board of Commissioners.**		
		B.2.1.	The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.	BRI carries out performance assessments of the Board of Commissioners based on applicable laws and regulations in order to improve the quality of implementation of the duties and responsibilities of the Board of Commissioners and improve BRI's performance on an ongoing basis. The Board of Commissioners has a Self Assessment Policy which is stated in the Board Charter as described in the performance assessment section of the Board of Commissioners of this Annual Report and on the Company's website (www.bri.co.id) Remarks: Comply

No	Aspect; Principle; Recommendation			Comply or Explain
		B.2.2.	The self-assessment policy for assessing the performance of the Board of Commissioners is disclosed in the Public Company's Annual Report.	The Board of Commissioners has a Self Assessment Policy which is stated in the Board Manual as described in the performance assessment section of the Board of Commissioners of this Annual Report and on the Company's website (www.bri.co.id) Remarks: Comply
		B.2.3.	The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes	The Company has a policy regarding the resignation and dismissal of the Board of Commissioners which is contained in the Company's Articles of Association and the resignation policy for the Board of Commissioners is disclosed in the BRI 2024 annual report in the Board of Commissioners Chapter. Remarks: Comply
		B.2.4.	The Board of Commissioners or the Committee that carries out the Nomination and Remuneration function prepares a succession policy in the Nomination process for members of the Board of Directors.	The policy regarding the requirements, procedures for the appointment, dismissal, and succession of the Board of Directors refers to the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises. In addition, as a public company, the Company's policy also refers to the OJK Regulation No.33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. The Board of Directors Succession Policy is presented in the Nomination and Remuneration Committee Chapter in BRI's 2024 annual report. Remarks: Comply
C.	**ASPECT 3: FUNCTIONS AND ROLES OF THE BOARD OF DIRECTORS**			
	C.1.	**Principle 5: Strengthen the Membership and Composition of the Board of Directors.**		
		C.1.1.	Determining the number of members of the Board of Directors takes into account the condition of the Public Company and effectiveness in decision making	The determination of the number of members of the Board of Directors has gone through careful consideration and has referred to OJK Regulation No. 33/ POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies consisting of at least 2 (two) people. The number of members of the BRI Board of Directors in 2024 will be 12 (twelve) Directors. Remarks: Comply
		C.1.2.	Determining the composition of members of the Board of Directors takes into account the diversity of skills, knowledge and experience required.	A fit and proper test is carried out to ensure that the competency, experience and educational background of the members of the Board of Directors are in accordance with the appropriateness based on applicable regulations and the needs of the Company and is disclosed in the Diversity Composition of the Board of Directors section of this Annual Report. Remarks: Comply
		C.1.3.	Members of the Board of Directors who are in charge of accounting or finance have expertise and/or knowledge in the field of accounting.	In accordance with OJK Regulation no. 37/ POJK.03/2019 concerning Transparency and Publication of Bank Reports, the Director in charge/supervise accounting or finance is held by Viviana Dyah Ayu R.K. who has expertise and/or knowledge in the field of accounting, including: Education: Obtained an MBA, Finance & Strategy from Simon School of Business-University of Rochester, United States (2010) Bachelor of Animal Husbandry, from the Bogor Agricultural Institute (2001). Experience: Executive Vice President Subsidiary Management Division Remarks: Comply

No	Aspect; Principle; Recommendation			Comply or Explain
	C.2.	**Principle 6:** **Improving the Quality of Implementation of Directors' Duties and Responsibilities.**		
		C.2.1.	The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.	BRI carries out performance assessments of the Board of Directors based on applicable laws and regulations in order to improve the quality of the implementation of the Board of Directors' duties and responsibilities and improve BRI's performance on an ongoing basis. The Board of Directors has a Self Assessment Policy which is stated in the Board Charter as described in the performance assessment section of the Board of Commissioners of this Annual Report and on the Company's website (www.bri.co.id). Remarks: Comply
		C.2.2.	The self-assessment policy for assessing the performance of the Board of Directors is disclosed in the Public Company's annual report.	The Self Assessment policy on the performance of the Board of Directors has been disclosed in the results section of the Directors' Performance Assessment in the 2024 BRI Annual report. Remarks: Comply
		C.2.3.	The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes.	BRI has a policy regarding the resignation and dismissal of Directors which states the dismissal of a member of the Board of Directors if the person concerned is involved in an action that is detrimental to the Company and/or the State and if the person concerned is found guilty by a court decision that has permanent legal force, as stated in the Board Charter. Policies regarding the resignation and dismissal of Directors are regulated in BRI's Articles of Association. Remarks: Comply
D.	**ASPECT 4: STAKEHOLDER PARTICIPATION**			
	D.1.	**Principle 7:** **Improving Corporate Governance Aspects through Stakeholder Participation.**		
		D.1.1.	Public Companies have policies to prevent insider trading.	BRI Insider Trading policy is regulated under: 1. Circular Letter (SE) Number SE.09.a-DIR/ KEP/03/2023 dated October 31, 2023 concerning the First Amendment to Corporate Governance Book 6 concerning the Code of Ethics 2. Circular Letter (SE) Number SE.09-DIR/ KEP/03/2023 dated March 15, 2023 concerning Corporate Governance Book 1 concerning Conflicts of Interest Remarks: Comply
		D.1.2.	ublic Companies have anti-corruption and anti-fraud policies.	The implementation of the Anti-Fraud Strategy at BRI is regulated in the Board of Directors' Circular Letter Number: SE.58b-DIR/ORD/11/2022 dated December 31, 2024 concerning the Second Amendment to the Guidelines for the Implementation of Operational Risk Management (Book 5 Anti-Fraud Strategy). To improve the ability of banks in preventing fraud and provide a rapid response in handling and completing a fraud event, the management of fraud risk was divided into 2 large activities, namely when the fraud was still a potential risk (managing risk) and after the incident incident occurs (incident handling). This fraud risk management activity was adapted and developed from 4 (four pillars), namely: 1. Prevention 2. Detection 3. Investigation, Reporting and Sanctions 4. Monitoring, Evaluation and Follow Up Lanjut

No	Aspect; Principle; Recommendation			Comply or Explain
				To create a company environment that is free from Corruption, Collusion and Nepotism, BRI has an anti-corruption policy as stated in Circular Letter Number SE.09- DIR/KEP/03/2023 dated March 15, 2023 concerning Corporate Governance Book 3 regarding Anti-Bribery and Gratification Control. To create and implement an Anti-Bribery Management System at PT. Bank Rakyat Indonesia (Persero), BRI have implemented ISO 37001:2016 and adopted the ISO 37001:2016 Anti-Bribery Management System policy as stated in Circular Letter (SE) Number SE.09b-DIR/KEP/03/2023 dated July 31, 2024, concerning the Second Amendment to Corporate Governance. regarding Book 4 regarding ISO 37001:2016 Anti-Bribery Management System. This policy is part of BRI's commitment to preventing corruption. Remarks: Comply
		D.1.3.	Public Companies have policies regarding the selection and improvement of supplier or vendor capabilities.	The Company has a policy regarding BRI Vendor Management as regulated in the Directors' Circular Letter Number SE.18-DIR/ PLM/05/2023 concerning the Procurement of Goods and/or Services for PT Bank Rakyat Indonesia (Persero) Tbk (Book 11). Currently, BRI is developing a Vendor Management System application that is integrated with the BRISMILE application, where the application includes the process of registering and selecting prospective vendors, monitoring, vendor maintenance and evaluating vendor performance so that BRI has a competent vendor database to support procurement implementation. BRI goods and/or services. Remarks: Comply
		D.1.4.	Public Companies have policies regarding fulfilling creditor rights.	The Company has a policy regarding fulfilling creditor rights as stated in every Loan Agreement between BRI and debtors. The agreement states the rights and obligations of both parties, such as transparency of financial reports to creditors. Remarks: Comply
		D.1.5.	Public Companies have a whistleblowing system policy	Policy regarding the Whistleblowing System at BRI which is regulated in Circular Letter Number SE.09-DIR/KEP/03/2023 dated March 15, 2023 concerning Corporate Governance regarding Book 2 regarding the Whistleblowing System regulates the types of violations reported, means of reporting, protection & confidentiality of the reporter, as well as the Whistleblowing System management unit. Remarks: Comply
		D.1.6.	Public Companies have a policy of providing long-term incentives to Directors and employees.	BRI has a policy regarding long-term employee incentives which is regulated in the Board of Directors Circular Letter Number SE.36-DIR/HCS/12/2024 dated December 30, 2024. Explanation of Long-Term Incentives is also regulated in the Employee Welfare Section in BRI's 2024 Annual Report. Remarks: Comply

No	Aspect; Principle; Recommendation			Comply or Explain
E.	**ASPECT 5: INFORMATION DISCLOSURE**			
	E.1.	**Principle 8: Improving the Implementation of Information Disclosure.**		
		E.1.1.	Public Companies make wider use of information technology apart from Websites as a medium for information disclosure.	The Company always to improve the quality of information disclosure to stakeholders through information technology media, in addition to the Company's website. The Omni Channel BRI is an access where BRI customers can obtain information about BRI products and services in full as well as may submit complaints through the following available channels: 1. Direct visits through Customer Service in all BRI operating units 2. Call Centre 1500017 3. Social Media a. Facebook : BankBRI b. Instagram : @bankbri_id c. Twitter : @kontakBRI, @promo_BRI, @bankbri_id 4. Youtube : BANK BRI 5. Chatbot : Sabrina (via Facebook Messenger and WhatsApp/ Telegram 081-212-14017) Remarks: Comply
		E.1.2.	The Annual Report of a Public Company discloses the ultimate beneficial owner in Public Company share ownership of at least 5% (five percent), in addition to disclosure of the ultimate beneficial owner in Public Company share ownership through the main and controlling shareholders.	In the 2024 BRI Annual Report, it conveys the obligation to disclose information regarding shareholders who own 5% (five percent) or more shares of a Public Company, as well as the obligation to disclose information regarding the main and controlling shareholders of a Public Company, both directly and indirectly, up to the last beneficial owner in ownership of the shares. Remarks: Comply

Implementation of Corporate Governance Aspects and Principles in Accordance with the Guidelines of Corporate Governance Principles for Banks Published by The Basel Committee in Banking Supervision

The Governance Guidelines include 12 (twelve) corporate governance principles. The Governance Guidelines are best practice standards that can be used as a reference in implementing corporate governance in banking. The description of its implementation can be conveyed as follows.

Principle	Explanation	Implementation at BRI
Principle 1 Responsibility of the Board of Commissioners	The Board of Commissioners has responsibilities which include: approval and supervision of the implementation of business strategies, governance structures and mechanisms and corporate culture	The scope of the Board of Commissioners' obligations as stated in the Board of Commissioners' Rules of Procedure ratified in the Decree of the BRI Board of Commissioners Number Decree 06-KOM/05/2024 dated May 28, 2024 includes the Board of Commissioners providing opinions and approvals on the Company's work plan consisting of the Company's Long-Term Plan (RJPP), Bank Business Plan (RBB), Company Work Plan and Budget (RKAP), Partnership and Community Development Program Work Plan and Budget (PKBL) as well as directing, monitoring, and evaluating the implementation of the Bank's strategic policies.
Principle 2 Qualifications and Composition of the Board of Commissioners	Members of the Board of Commissioners must have qualities in accordance with their duties and responsibilities, both individually and collectively. The Board of Commissioners must understand its role in supervising and implementing corporate governance, and be able to carry out decision making in a sound and objective manner.	The scope of the Board of Commissioners' obligations as stated in the Board of Commissioners' Code of Conduct in the Board of Commissioners Decree Number 06-KOM/05/2024 dated May 28, 2024 includes the Board of Commissioners' role in ensuring the implementation of Good Corporate Governance in every business activity of the Company at all levels or organizational levels and supervise the implementation of Integrated Governance. In order to implement good corporate governance, the Board of Commissioners is responsible for, among other things: 1. Propose the appointment of a Public Accountant to the GMS 2. Report the results of supervision carried out to the GMS.
Principle 3 Structure and Mechanism of the Board of Commissioners.	The Board of Commissioners must establish appropriate governance structures and practices in carrying out its duties and periodically review its effectiveness.	The Board of Commissioners has committees under the Board of Commissioners to assist in carrying out the duties of the Board of Commissioners, namely the Audit Committee, Risk Management Monitoring Committee, Nomination and Remuneration Committee, and Integrated Governance Committee.
Principle 4 Directors.	Under the direction and supervision of the Board of Commissioners, the Board of Directors is able to manage the Bank's activities in accordance with business strategy, risk appetite, remuneration policies and other policies that have been approved by the Board of Commissioners.	The duties and responsibilities of the Board of Commissioners include providing direction and supervision to the Board of Directors in the management of the Company. The Board of Commissioners gives approval to the company's plans and work and the implementation of the Bank's strategic policies.
Principle 5 Business Group Governance Structure.	In a business group, the Board of Commissioners of the parent company has overall responsibility for the business group and to ensure the establishment and implementation of clean governance practices related to the structure, business and risks of the business group and entity. The Board of Commissioners and Directors must understand the organizational structure of the business group and the risks faced.	BRI's Directors and Board of Commissioners have knowledge and understanding of the company's main business and main risks. This can be seen in the diversity of the Board of Commissioners and Directors and the implementation of the Fit and Proper Test. Apart from that, the Board of Directors and Board of Commissioners also continuously increase their knowledge of the latest banking developments by participating in training and development both at home and abroad.
Principle 6 Risk Management Function.	Banks must have a quality risk management function, be independent, have quality resources and have access to the Board of Commissioners.	BRI has a Risk Management function that functions including identifying, measuring, monitoring and controlling all Company risk exposures carried out by 6 (six) Divisions, namely Market, Portfolio & Enterprise Risk Management Division, Digital Risk Division, Operational Risk Division, Wholesale Credit Risk Analyst Division, Credit Restructuring & Recovery Loan Division, and Credit & Product Risk Policy Division. In an effort to carry out the supervisory function, the Board of Directors communicates the implementation of the risk management function to the Board of Commissioners through the Risk Management Monitoring Committee.

Principle	Explanation	Implementation at BRI
Principle 7 Risk Monitoring and Control Identification.	Risks must be identified, monitored and controlled for all Bank activities. The quality of the risk management infrastructure and internal control must be able to keep up with changes in the Bank's risk profile, external risk conditions and industry practices.	The process of implementing risk management which includes identification, measurement, monitoring and control of risks is carried out on an ongoing basis. Risk management is carried out in all bank activities by referring to the management standard provisions set by the regulator
Principle 8 Risk Communication.	Implementing effective risk governance requires accurate risk communication within the Bank, both between organizations and through reporting to the Board of Commissioners and Directors.	In order to support the implementation of Operational Risk Management (MRO), BRI has prepared an MRO Framework that is adjusted to the principles of Risk Management in ISO 31000:2018 as a guideline for implementing MRO in every line. The MRO Framework is generally divided into 3 (three) main components, namely Business Strategy, Business Management, and Business Enablers. BRI conducts regular discussions on risk management through the Risk Management Forum, the Risk Management Committee, and the Integrated Risk Management Committee.
Principle 9 Compliance.	The Board of Commissioners is responsible for supervising management related to the Bank's compliance risks. The Board of Commissioners must establish a compliance function and provide approval for policies and processes for identifying, assessing, monitoring and reporting, and providing advice on compliance risks.	The implementation of the Board of Commissioners' supervisory function regarding Bank Compliance risks is carried out by the Risk Management Monitoring Committee regarding the application of the precautionary principle to ensure that all business activities and policies are implemented in compliance with all applicable laws and regulations. Review and evaluation of the compliance function is carried out every semester.
Principle 10 of Internal Audit.	The internal audit function must report independent assurance activities to the Board of Commissioners and must support the Board of Commissioners and Directors in encouraging the implementation of effective governance processes and the long-term health of the Bank.	The Internal Audit Business Unit within the BRI organization is directly under the President Director and can communicate and coordinate in terms of supervision with the Board of Commissioners through the Audit Committee. Duties and responsibilities The Internal Audit Business Unit is responsible for carrying out independent and objective assurance and consulting activities designed to provide added value and improve operational activities.
Principle 11 Compensation.	The Bank's remuneration structure must support the implementation of corporate governance and risk management.	BRI's remuneration structure refers to OJK Regulation Number 45/POJK.03/2015 concerning the Implementation of Governance in Providing Remuneration for Commercial Banks. The implementation of BRI's Remuneration Governance is presented in the 2024 BRI Annual Report in the Remuneration Governance Policy Chapter
Principle 12 Disclosure and Transparency.	The implementation of governance by the Bank must be implemented transparently to Shareholders, Depositors, other relevant Stakeholders and Market Participants.	BRI's disclosure and transparency to shareholders is conveyed via the company website www.bri.co.id regarding the latest information. BRI Bank's information disclosure is also conveyed in its Annual Report, Sustainability Report and Public Expose.

Relationship between Structure, Mechanism and Governance Results

Tata kelola perusahaan diterapkan dalam suatu rangkaian terintegrasi yang meliputi 3 (tiga) aspek tata kelola, yaitu *structure, process, dan outcome*. Ketiga aspek tersebut dijalankan oleh BRI guna menjamin tersedianya struktur dan infrastruktur tata kelola yang memadai, memaksimalkan efektivitas proses pelaksanaan tata kelola, dan meningkatkan *outcome* tata kelola untuk memenuhi harapan pemangku kepentingan.

Implementation of Corporate Governance

Shareholders

Shareholders are individual or legal entity as a legitimate owner of the company's shares. Shareholders do not intervene with the function, duties, and authorities of the Board of Commissioners and Board of Directors.

BRI shares are categorized into 2 (two) types, namely:

1. Series A Dwiwarna shares
   Series A Dwiwarna share is owned by the Republic of Indonesia and is non-transferable to any party.
2. Series B shares.
   Series B shares can be owned by the Republic of Indonesia and/or the public.

Shareholders Rights

Holders of Series A Dwiwarna shares and Series B Shares have the same rights and every 1 (one) share gives 1 (one) voting right. Ownership of Dwiwarna Series A Shares provides special rights to the government as the main shareholder as follows:

1. The right to approve in the GMS regarding the following matters:
   a. Approval of amendment to the Articles of Association.
   b. Approval of changes in capital.
   c. Approval of dismissal and appointment of members of the Board of Directors and Board of Commissioners.
   d. Approval on merger, consolidation, expropriation, separation and dissolution.
   e. Approval of remuneration of members of the Board of Directors and Board of Commissioners.
   f. Approval of the transfer of assets based on this Articles of Association requires the approval of the GMS.
   g. Approval regarding participation and reduction in the percentage of equity participation in other companies.
   h. Approval of the use of profits.
   i. Approval regarding investment and long-term financing that is not operational in nature based on this Articles of Association requires the approval of the GMS.
2. The right to nominate members of the Board of Directors and members of the Board of Commissioners.
3. The right to propose the agenda of the GMS.
4. The right to request access to company data and documents, with the mechanism of the use of said rights in accordance with the provisions in the Articles of Association and laws.

Apart from the special rights held by the Series A Dwiwarna Shareholder, the Series A Shareholder and the Series B Shareholder have the same rights as long as it is not regulated otherwise by the Articles of Association, namely:

1. Attend the GMS either directly or through proxy, provide opinion and/or take decision. Each shareholder is entitled to be treated equally and to make a sound according to the type, classification and number of shares owned.
2. Receive accurate and prompt information related to BRI with the principle of equality of information to all shareholders.
3. Receive distribution of dividend and other forms of profit of BRI in proportion to total owned shares.
4. Receive remaining returns from the bank liquidation in the event of bankruptcy.
5. Request a General Meeting of Shareholders by one or more shareholders of either share or jointly representing 1/10 (one ten) or more of the total shares issued by the Company with valid voting rights, in good faith, on the basis of the interests of the Company and does not conflict with the laws and regulations of the Company.
6. Obtain comprehensive and accurate information on the GMS procedures requirement.
7. File a lawsuit against the Bank for any loss resulting from the Bank's acts that are considered unfair and irrational due to the resolutions of GMS, the Board of Directors and/or Board of Commissioners.
8. Request for the Bank to purchase its shares with a fair price with the procedure as stipulated in the Articles of Association/ applicable laws and regulations in the event that the shareholder disagree with the Company's action/ corporate actions that cause such loss to the Shareholders or the Company.
9. Attain corporate information from the Board of Directors and/ or Board of Commissioners at the GMS as far as the requested information is in line with the meeting agenda and does not contradict the Company's interests.
10. Memperoleh keterangan yang berkaitan dengan Perusahaan dari Direksi dan/atau Dewan Komisaris dalam RUPS sepanjang berkaitan dengan mata acara Rapat dan tidak bertentangan dengan kepentingan Perusahaan.
11. Through the GMS, make changes to the Board of Directors and Board of Commissioners together with the Series A Dwiwarna Shareholders with the provision that they represent more than ½ of the total number of shares with valid voting rights.

Responsibilities of Shareholders

1. All Shareholders must be able to:
   a. Separate the ownership of company's assets and of personal assets.
   b. Separate its function as shareholders and as members of the Board of Commissioners or Board of Directors in the event the shareholder holds a position in either organ.
2. The Controlling Shareholder must be able to:
   a. Take into account the interest of minority shareholders and stakeholders pursuant to the prevailing laws and regulations.
   b. Disclose the ultimate shareholders of the Bank to the law enforcement agency, where suspicion of legal breach arises or requested by competent authority.
   c. Exert the accountability and transparent relationship between companies, where the shareholders are also the controlling shareholders of several other companies.
3. The minority shareholders are responsible to exercise their rights pursuant to the Company's Articles of Association and prevailing laws and regulations.

Equal Treatment for Shareholders

BRI upholds equal treatment for all Shareholders which is reflected in:

1. The voting rights shall be calculated on the basis of total shares ownership, with the right to request the GMS for the shareholders at minimum 10%.
2. Providing the same access to information through Investor Relations channel by means of direct interaction at Public Expose, Non-deal Roadshow, Press Conference or 1-on-1 Meeting, Conference Call and Email, as well as Documents availability on the Company's website, Investor Relations, and Indonesia Stock Exchange including the Annual Report, Audited Financial Statement, and Highlights of Company's Financial Performance, etc.
3. The number of Independent Commissioners is above the minimum limit set by the regulator, namely 7 (seven) Commissioners out of the total 10 (ten) Commissioners.
4. Equal treatment for all Shareholders to obtain information disclosure from the Bank, including information related with company performance, financial statements, and the implementation of the GMS.

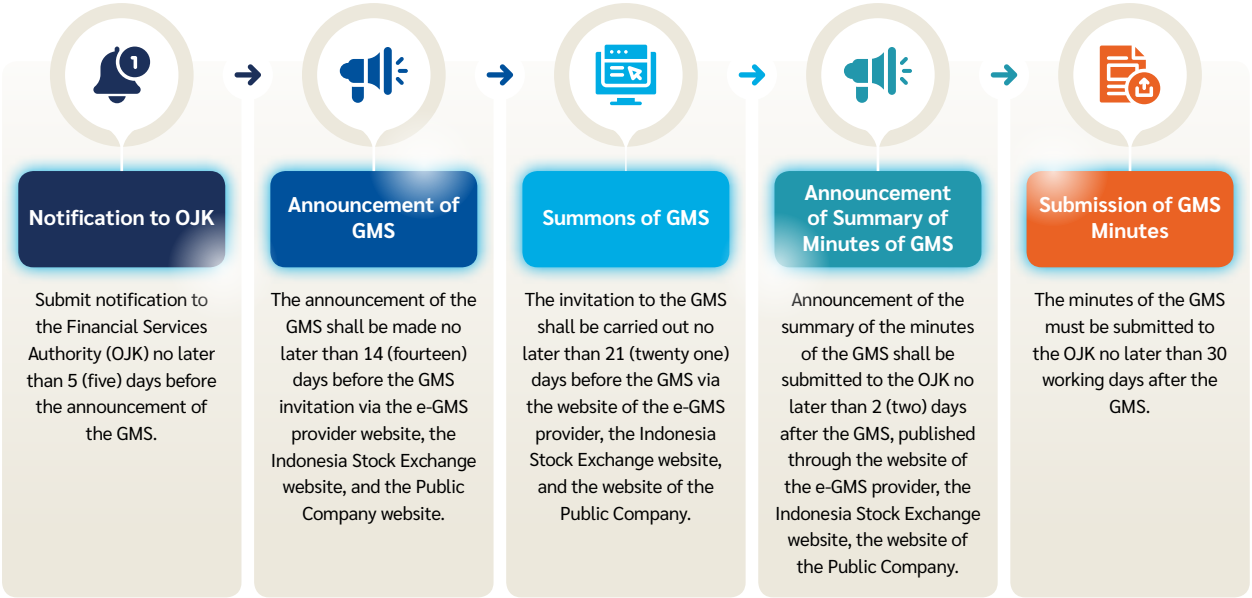
Policy on Shareholders Relations

The relationship between the Company and Shareholders is regulated in the Company's Articles of Association. All communication with Shareholders shall be the responsibility of spokesperson of the company. AThe Company has a spokesperson who is authorized to communicate with Shareholders. All Shareholders must receive equal treatment and information (equitable treatment) in a timely manner as stated in the Directors Circular Number S.08-DIR/06/2014 concerning Service Policy and Information Management of PT Bank Rakyat Indonesia (Persero) Tbk.

General Meeting of Shareholders

GMS Implementation Stages

The stages of holding the 2024 GMS have met the provisions of POJK No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting of Shareholders of a Public Company and/or POJK No. 16/POJK.04/2021 concerning the Implementation of the General Meeting of Shareholders of a Publicly Listed Company Electronically as follows:



Quorum Procedure

No.	Agendas	Attedance Quorum	Quorum of Decision
1.	Amendments to the Articles of Association that requires the approval of the Minister who administers government affairs in the field of law and human rights, except for changes to the Articles of Association in order to extend the period of establishment of the Company.	Attended by shareholders representing at least 2/3 (two thirds) of the total number of shares with valid voting rights.	Approved by more than 2/3 (two thirds) of the total shares with voting rights present at the GMS.
2.	The transfer of assets constituting more than 50% (fifty percent) of total net assets in 1 (one) or more transactions, whether related to one another or not, mada collateral for debt assets constituting more than 50% (fifty percent) of the total net worth in 1 (one) transaction or more, whether related to each other or not, merger, consolidation, acquisition, separation, application for bankruptcy, extension of term of establishment, and dissolution of the Company.	Attended by shareholders representing at least 3/4 (three quarters) of the total number of shares with valid voting rights.	Approved by more than 3/4 (three quarters) of the total shares with voting rights present at the GMS
3.	Changes in rights to shares.	Attended by at least 3/4 (three quarters) of the total number of shares in the classification of shares affected by the change in rights.	Approved by more than 3/4 (three quarters) of the shares with voting rights present at the GMS
4.	Outside of Agenda 1 sd. 3 above which required the approval of the GMS.	Attended by Shareholders representing at least 1/2 (one half) of the total number of shares with valid voting rights	Approved by Shareholders representing at least 1/2 (one half) of the total number of shares with voting rights present at the GMS.
5.	Agenda that required the approval of the GMS only attended by Independent Shareholders.	Attended by more than 1/2 (one half) of the total shares with valid voting rights owned by Independent Shareholders.	Approved by more than 1/2 (one half) of the total shares with valid voting rights owned by Independent Shareholders.

GMS Procedures

The GMS procedures are as follows:

1. Shareholders or their proxies can access or download the GMS Rules of Procedure on the Company's website.
2. The GMS Rules are read out before the GMS begins.
3. Opportunities are given to Shareholders or their proxies present to submit questions/responses and/or proposals to each agenda of the GMS.
4. The Chairperson of the GMS or the party appointed by the Chair of the GMS will answer or respond to questions and/or opinions from the shareholders.
5. Voting is conducted after all questions and/or opinions have been answered. Shareholders or their authorized proxies can only cast votes.
6. The calculation and/or validation of votes in the GMS is carried out by an Independent party namely a Notary assisted by the Share Registrar appointed by the Company.

Efforts to Encourage Shareholders to Attend The GMS

BRI encourage all Shareholders to attend and exercise their rights and authorities in the GMS. The efforts are carried out through:

1. Notifications and summons for the GMS are distributed promptly through the Company's website, the Stock Exchange, and website KSEI.
2. Presenting material from each meeting agenda as a reference for Shareholders.
3. Open access for Shareholders to communicate with the Company regarding the implementation of GMS through the contacts available on the Company Website.
4. Provide a proxy form for Shareholders or Shareholders' proxies to vote at the GMS which can be accessed through the Company's website and/or the Stock Exchange.

Attendance of Shareholders and Other Parties at the GMS

Shareholders, either individually or represented by a power of attorney, are entitled to attend the GMS. Shareholders who are entitled to attend the GMS are shareholders whose names are recorded in the list of shareholders of the Public Company 1 (one) working day before the invitation to the GMS.

BRI accommodates the practice of securing electronic voting in absentia at the General Meeting of Shareholders. For shareholders who cannot attend physically, the company allows shareholders to attend the meeting and cast their votes electronically through the KSEI System facility called eASY. KSEI provides the link, and the company informs shareholders through the Summons for the AGMS and the Rules of Procedure for the AGMS. Shareholders can also grant power of attorney electronically to the Attorney through the eASY.KSEI application or in writing addressed to the Company. The procedures for Granting Power of Attorney for Attendance and Power of Attorney for Voting Rights have been disclosed in the Summons for the AGMS document.

GMS Voting Mechanisms

Every 1 (one) share entitles the holder to cast 1 (one) vote. Before the voting is carried out, the Chairperson of the GMS will explain the voting procedures for each agenda item for which Shareholder approval is requested. The voting procedures in the GMS are:

1. Shareholders or their proxies who are physically present vote abstain or disagree by raising their hands and submitting their voting cards at voting time.
2. Shareholders or their proxies who are physically present and do not raise their hands are deemed to have approved the proposed resolution of the agenda.
3. Shareholders or their proxies who are present electronically vote via e-voting on eASY.KSEI
4. Shareholders or their proxies who cast abstentions are deemed to have cast the same vote as the votes of the majority of shareholders who cast votes.
5. The chairman of the GMS will announce the voting results.
6. Each shareholder can be represented at the GMS by other holders or a third party with a power of attorney. Members of the Board of Directors, members of the Board of Commissioners, Secretary to the Board of Commissioners and Employees of the Company may act as proxies at the GMS, but are prohibited from acting as proxies in voting.

GMS Voting Involving Independent Parties

In holding the GMS, BRI not only invites shareholders but also always involves independent parties, especially in voting and counting votes, namely Notary Fathiah Helmi S.H and PT Datindo Entrycom.

Process of Organizing GMS and Voting

The quorum provisions, voting procedures, including the rules of the Meeting, are disclosed before the GMS begins. Voting can be conducted electronically through the e-voting facility eASY KSEI. This is done by the company to ensure independence and confidentiality for Shareholders during the voting process. Shareholders and/or their proxies attending electronically can cast their votes through e-voting on eASY KSEI

The provisions of quorum and voting procedures are disclosed before the GMS starts. Voting can be done electronically. The decision-making mechanism is firstly by providing an explanation regarding each agenda to be decided by shareholders and the minimum number of quorum resolutions for each proposed agenda. Furthermore, the GMS Summary provides an explanation of the stages of implementation of the GMS, the basis for consideration of each GMS agenda, which will receive shareholder approval, and the results of any questions and answers and/or expression of opinions.

Implementation of the 2024 Annual GMS and its Realization

The Annual GMS was held on March 1, 2024 in accordance with OJK Regulation No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting of Shareholders of a Public Company and/or OJK Regulation No. 16/POJK.04/2020 concerning the Electronic Implementation of the General Meeting of Shareholders of Public Companies, with the following stages:

1. Notified the Chairman of the Financial Services Authority about the planned meeting through Letter Number R.53-DIR/CSC/01/2024 dated January 16, 2024.
2. Published the Meeting Announcement for Shareholders on the websites of PT Kustodian Sentral Efek Indonesia, PT Bursa Efek Indonesia, and the Company on January 23, 2024.
3. Published the Meeting Invitation for Shareholders on the Company's website, PT Bursa Efek Indonesia, and PT Kustodian Sentral Efek Indonesia on February 7, 2024.

Date	Agenda	Description
January 16, 2024	Notification of the Annual General Meeting of Shareholders (AGMS) to the Financial Services Authority (OJK)	Notification of the AGMS to OJK was made less than 5 (five) working days before the AGMS announcement.
January 23, 2024	Announcement of the Annual General Meeting of Shareholders	The AGMS announcement was made 14 (fourteen) days before the AGMS invitation date and was published on the websites of PT Bursa Efek Indonesia, PT Kustodian Sentral Efek Indonesia, and the Company in both Indonesian and English.
February 7, 2024	Invitation to the Annual General Meeting of Shareholders	he AGMS invitation was issued 21 (twenty-one) days before the AGMS and was published on the websites of PT Bursa Efek Indonesia, PT Kustodian Sentral Efek Indonesia, and the Company in both Indonesian and English.
March 1, 2024	Annual General Meeting of Shareholders	
March 4, 2024	Announcement of the Summary of the AGMS Resolutions	PThe Summary of the AGMS Resolutions was submitted to OJK 1 (one) working day after the AGMS and was published on the websites of PT Bursa Efek Indonesia, PT Kustodian Sentral Efek Indonesia, and the Company on March 4, 2024. This was earlier than the requirement under OJK Regulation No. 15/POJK.04/2020, which stipulates that the Summary of the AGMS Resolutions must be announced no later than 2 (two) working days after the AGMS is held.
March 28, 2024	Submission of the Meeting Minutes	The AGMS Minutes were submitted to OJK within 30 (thirty) days after the AGMS

Agenda Items

First	Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Board of Commissioners' Supervisory Report, and Ratification of the Financial Statements for the Micro and Small Business Funding Program for the 2023 Fiscal Year, along with the granting of full release and discharge (volledig acquit et de charge) to the Board of Directors for their management actions and to the Board of Commissioners for their supervisory actions carried out during the 2023 fiscal year.
Second	Determination of the Allocation of the Company's Net Profit for the 2023 Fiscal Year.
Third	Determination of Remuneration (salary/honorarium, facilities, and benefits) for the 2024 Fiscal Year, as well as Bonuses (Tantiem) for the 2023 Fiscal Year for the Board of Directors and Board of Commissioners of the Company.
Fourth	Appointment of a Public Accountant and/or Public Accounting Firm to Audit the Company's Consolidated Financial Statements for the 2024 Fiscal Year, as well as the Financial Statements and Implementation Report of the Micro and Small Business Funding Program for 2024.
Fifth	Report on the Realization of the Use of Funds from Bank BRI's Subordinated Bonds IV in 2023 and Bank BRI's Sustainable Environmental Bonds I Phase II in 2023.
Sixth	Amendments to the Company's Articles of Association.
Seventh	Changes in the Composition of the Company's Management.

Annual GMS Attendance Recapitulation 2024

The attendance of the Board of Commissioners and Board of Directors at the 2024 Annual GMS are as follows:

No.	Name	Position	Attendance
1.	Kartika Wirjoatmodjo	President Commissioner	Present
2.	Rofikoh Rokhim	Deputy Main Commissioner/Independent Commissioner	Present
3.	Awan Nurmawan Nuh	Commissioner	Present
4.	Rabin Indrajad Hattari	Commissioner	Present
5.	Hendrikus Ivo	Independent Commissioner	Present
6.	Dwi Ria Latifa	Independent Commissioner	Present
7.	Heri Sunaryadi	Independent Commissioner	Present
8.	Paripurna Poerwoko Sugarda	Independent Commissioner	Present
9.	Nurmaria Sarosa	Independent Commissioner	Present
10.	Agus Riswanto	Independent Commissioner	Present

No.	Name	Position	Attendance
11.	Sunarso	President director	Present
12.	Catur Budi Harto	Vice director	Present
13.	Handayani	Director of Consumer Business	Present
14.	Supari	Director of Micro Business	Present
15.	Ahmad Solichin Lutfiyanto	Director of Compliance	Present
16.	Agus Noorsanto	Director of Wholesale and Institutional Business	Present
17.	Agus Sudiarto	Director of Risk Management	Present
18.	Agus Winardono	Director of Human Capital	Present
19.	Amam Sukriyanto	Director of Small and Medium Business	Present
20.	Viviana Dyah Ayu R.K.	Director of Finance	Present
21.	Arga Mahanana Nugraha	Director of Digital and Information Technology	Present
22.	Andrijanto	Director of Network and Services	Present

Independent Vote Counting Party

Vote counting as a basis for making decisions at the Meeting was carried out by PT Datindo Entrycom as the Securities Administration Bureau. Next, the validation was carried out by Fathiah Helmi, SH., Notary in Jakarta.

Opportunity to Submit Statements/Opinions and Voting

The Shareholders or their proxies were given the opportunity to ask questions and/or express opinions in each Agenda Item of the Meeting. The number of Shareholders or their proxies, whether attending physically and/or electronically, who submitted questions and/or opinions during the Meeting, as well as the results of the decision-making process through voting, including e-Proxy votes via eASY. KSEI, are as follows.

Agendas	In Favor	Against	Abstain	Question/ Opinion
First	135.227.759.694 votes or 99,271% of all shares with valid voting rights present at the Meeting	1.832.504 votes or	991.108.963 votes or 0,727% of all shares with valid voting rights present at the Meeting.	1 (one)
Second	135.798.149.713 votes or 99,689% of all shares with valid voting rights present at the Meeting	0 votes or 0% of all shares with valid voting rights present at the Meeting	422.551.448 votes or 0,310% of all shares with valid voting rights present at the Meeting	1 (one)
Third	123.387.944.660 votes or 90,579% of all shares with valid voting rights present at the Meeting	12.410.143.153 votes or 9,110% of all shares with valid voting rights present at the Meeting	422.613.348 votes or 0,310% of all shares with valid voting rights present at the Meeting	None
Fourth	135.721.156.176 votes or 99,633% of all shares with valid voting rights present at the Meeting	36.993.538 votes or 0,027% of all shares with valid voting rights present at the Meeting	462.551.447 votes or 0,339% of all shares with valid voting rights present at the Meeting	None
Fifth	This Agenda was a report. Therefore, the Company did not vote for decision making at the meeting.			None
Sixth	122.235.809.794 votes or 89,733% of all shares with valid voting rights present at the Meeting	13.356.134.934 votes or 9,804% of all shares with valid voting rights present at the Meeting	628.756.433 votes or 0,461% of all shares with valid voting rights present at the Meeting	None
Seventh	92.633.975.975 votes or 67,268% of all shares with valid voting rights present at the Meeting	43.279.680.626 votes or 31,771% of all shares with valid voting rights present at the Meeting	1.307.044.560 votes or 0,959% of all shares with valid voting rights present at the Meeting	None

Annual GMS Resolution and Realization 2024

Resolutions	Realization in 2024	Reason for Not Realized yet
Agenda of the Second Meeting **Decision** 1. Approved the Company's Annual Report, including the Supervisory Report of the Board of Commissioners for the Fiscal Year 2023, which ended on December 31, 2023. 2. Ratified: a. The Company's Financial Statements for the Fiscal Year 2023, which ended on December 31, 2023, as audited by the Public Accounting Firm Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global), in accordance with Report Number 00035/2.1032/AU.1/07/1681-4/1/I/2024 dated January 31, 2024, with an unqualified opinion in all material respects; and b. The Financial Statements of the Micro and Small Business Funding Program for the Fiscal Year 2023, which ended on December 31, 2023, as audited by the Public Accounting Firm Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global), in accordance with Report Number 00042/2.1032/AU.2/10/1681-4/1/II/2024 dated February 6, 2024, with an unqualified opinion in all material respects. 3. With the approval of the Company's Annual Report, including the Supervisory Report of the Board of Commissioners, and the ratification of the Company's Financial Statements and the Financial Statements of the Micro and Small Business Funding Program (PUMK), all for the Fiscal Year 2023, which ended on December 31, 2023, the General Meeting of Shareholders (GMS) grants full release and discharge of responsibilities (volledig acquit et de charge) to all members of the Board of Directors for the management actions of the Company and to all members of the Board of Commissioners for the supervisory actions of the Company carried out during the Fiscal Year 2023, which ended on December 31, 2023, provided that such actions are not classified as criminal offenses and are reflected in the aforementioned reports. **Status: Implemented**	1. The Annual Report, including the Consolidated Financial Statements for the fiscal year ending December 31, 2024, was published on February 7, 2024. 2. The GMS has approved the Annual Report, including the Supervisory Report of the Board of Commissioners for the fiscal year ending December 31, 2023. 3. The GMS has approved the Financial Statements of the Micro and Small Business Funding Program for the fiscal year ending December 31, 2023. 4. The GMS has granted full release and discharge of responsibilities (**acquit et de charge**) to the Board of Directors for management actions and to the Board of Commissioners for supervisory actions carried out during the fiscal year ending December 31, 2023.	Fully Implemented
Agenda of the Second Meeting **Decision** Approved the use of the Company's consolidated net profit attributable to the owners of the parent entity for the Fiscal Year 2023, amounting to IDR 60,099,862,976,229.60 (sixty trillion – ninety-nine billion – eight hundred sixty-two million – nine hundred seventy-six thousand – two hundred twenty-nine rupiah – sixty cents), as follows: 1. At least IDR 48,102,283,288,576 (forty-eight trillion – one hundred two billion – two hundred eighty-three million – two hundred eighty-eight thousand – five hundred seventy-six rupiah) or IDR 319 (three hundred nineteen rupiah) per share is allocated as Cash Dividend. This amount includes the Interim Dividend distributed to Shareholders on January 18, 2024, totaling IDR 12,666,431,963,136 (twelve trillion – six hundred sixty-six billion – four hundred thirty-one million – nine hundred sixty-three thousand – one hundred thirty-six rupiah) or IDR 84 (eighty-four rupiah) per share. Accordingly, the remaining cash dividend to be paid to Shareholders is at least IDR 35,435,851,325,440 (thirty-five trillion – four hundred thirty-five billion – eight hundred fifty-one million – three hundred twenty-five thousand – four hundred forty rupiah) or IDR 235 (two hundred thirty-five rupiah) per share. Payment will be executed under the following conditions: a. The portion of the Republic of Indonesia amounts to IDR 25,714,901,623,444 (twenty-five trillion – seven hundred fourteen billion – nine hundred one million – six hundred twenty-three thousand – four hundred forty-four rupiah), including the Interim Dividend paid to the Republic of Indonesia on January 18, 2024, totaling IDR 6,771,322,057,584 (six trillion – seven hundred seventy-one billion – three hundred twenty-two million – fifty-seven thousand – five hundred eighty-four rupiah). Consequently, the remaining cash dividend to be paid is at least IDR 18,943,579,565,860 (eighteen trillion – nine hundred forty-three billion – five hundred seventy-nine million – five hundred sixty-five thousand – eight hundred sixty rupiah) to be deposited into the State Treasury Account.	All dividends (including interim dividends) were paid by the Company on March 28, 2024, with the following details: 1. Republic of Indonesia: IDR 25,714,901,623,444 was deposited into the State Treasury Account. 2. Public Shareholders: IDR 22,387,381,665,132. 3. The Remaining Net Profit for the Fiscal Year 2023 that was not distributed as Dividends has been recorded as Retained Earnings based on the Financial Statements for Fiscal Year 2023.	Fully Implemented

Resolutions	Realization in 2024	Reason for Not Realized yet
b. The Dividend for Fiscal Year 2023 is proportionally distributed to each Shareholder whose name is recorded in the Shareholders' Register on the recording date. c. The Board of Directors is authorized and empowered, with the right of substitution, to: i. Determine the schedule and procedures related to the Dividend Payment for Fiscal Year 2023 in accordance with applicable regulations.. ii. Deduct Dividend Tax in accordance with applicable tax regulations. iii. Handle other technical matters as required under applicable regulations. 2. An amount of up to Rp11.997.579.687.653,60 (eleven trillion – nine hundred ninety-seven billion – five hundred seventy nine million – six hundred eighty-seven thousand – six hundred fifty-three rupiah – sixty cents) shall be allocated s retained earnings. **Status: Implemented**		
Third Meeting Agenda **Decision** 1. Approving the granting of authority and power to the Series A Dwiwarna Shareholder to determine for the Members of the Board of Commissioners: a. Tantiem/Performance Incentives/Special Incentives for the 2023 Financial Year and/or Long-Term Incentives for the 2024-2026 Financial Years, in accordance with applicable regulations; and b. Honorarium, Allowances, and Facilities for the 2024 Financial Year. 2. Approving the granting of authority and power to the Board of Commissioners, with prior written approval from the Series A Dwiwarna Shareholder, to determine for the Board of Directors: a. Tantiem/Performance Incentives/Special Incentives for the 2023 Financial Year and/or Long-Term Incentives for the 2024-2026 Financial Years, in accordance with applicable regulations; and b. Salary, Allowances, and Facilities for the 2024 Financial Year. **Status: Fully Implemented**	1. Remuneration (salary/honorarium, facilities, and allowances) for the 2024 Financial Year and tantiem for the 2023 Financial Year for the Board of Commissioners have been determined by the Series A Dwiwarna Shareholder as per Letter No. SR-198/MBU/04/2024. 2. Remuneration (salary/honorarium, facilities, and allowances) for the 2024 Financial Year and tantiem for the 2023 Financial Year for the Board of Directors have been determined by the Board of Commissioners based on Board of Commissioners Letter No. SR.12-KOM/04/2024, with the approval of the Series A Dwiwarna Shareholder as per No. SR-198/MBU/04/2024.	Fully Implemented
Fourth Meeting Agenda **Decision** 1. Approving the appointment of Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global) as the Public Accounting Firm to audit the Company's Consolidated Financial Statements, Financial Statements and Implementation of the Micro and Small Business Funding Program, as well as other reports for the 2024 Financial Year. 2. Approving the granting of authority and power to the Company's Board of Commissioners to: a. Appoint a Public Accountant and/or Public Accounting Firm to audit the Company's Consolidated Financial Statements for other periods in the 2024 Financial Year for the Company's purposes and interests; and b. Determine the audit service fees and other terms for the Public Accountant and/or Public Accounting Firm, as well as appoint a Replacement Public Accountant and/or Public Accounting Firm in the event that Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global) is unable, for any reason, to complete the audit services for the Company's Consolidated Financial Statements for the 2024 Financial Year and/or other periods in the 2024 Financial Year, as well as the Financial Statements and Implementation of the Micro and Small Business Funding Program for the 2024 Financial Year, including determining the audit service fees and other terms for the Replacement Public Accountant and/or Public Accounting Firm. **Status: Fully Implemented**	The Board of Commissioners has appointed and determined the audit service fees and other terms for Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited) to audit the Company's Consolidated Financial Statements for other periods in the 2024 Financial Year for the Company's purposes and interests.	Fully Implemented
Fifth Meeting Agenda This agenda item is for reporting purposes only. Therefore, the Company did not conduct voting for decision-making.	The General Meeting of Shareholders (GMS) has received the Report on the Realization of the Use of Funds from the 2023 Subordinated Bonds IV of Bank BRI and the 2023 Sustainable Environmental Bonds Phase II of Bank BRI.	Fully Implemented

Resolutions	Realization in 2024	Reason for Not Realized yet
Sixth Meeting Agenda **Decision** 1. Approved amendments to the Company's Articles of Association to align with applicable laws and regulations, including: (a) Law No. 4 of 2023, dated January 12, 2023, on the Development and Strengthening of the Financial Sector; (a) OJK Regulation No. 17 of 2023, dated September 14, 2023, on Governance Implementation for Commercial Banks; (b) Minister of SOEs Regulation No. PER-2/MBU/03/2023, dated March 24, 2023, on Governance Guidelines and Significant Corporate Activities of SOEs; (c) Minister of SOEs Regulation No. PER-3/MBU/03/2023, dated March 24, 2023, on SOE Organs and Human Resources; and (e) Other relevant regulations. 2. Approved the restructuring of all provisions in the Company's Articles of Association in accordance with the amendments mentioned in point 1, as attached to the minutes of the notarial deed. 3. Granted authority and power to the Board of Directors, with substitution rights, to take all necessary actions related to the Meeting's decision, including but not limited to drafting and restating the entire Articles of Association in a Notarial Deed, adjusting the amendments if required by the relevant authorities, submitting the amendments for approval and acknowledgment from the relevant authorities, and taking any necessary actions for this purpose without exception. **Status: Fully Implemented**	The latest amendments to the Articles of Association are documented in Deed No. 32, dated April 22, 2024, regarding the Statement of the Annual General Meeting of Shareholders of PT Bank Rakyat Indonesia (Persero) Tbk.	Fully Implemented
Sixth Meeting Agenda **Decision** 1. Honorably dismissing the following individuals from their positions as Company Management: 1). Mr. Catur Budi Harto as Vice President Director 2). Mr. Agus Noorsanto as Director of Wholesale and Institutional Business 3). Mr. Agus Sudiarto as Director of Risk Management 4). Mr. Hendrikus Ivo as Independent Commissioner Each was appointed based on the resolutions of the Extraordinary General Meeting of Shareholders (EGMS) in 2019 dated September 2, 2019; the EGMS in 2019 dated September 2, 2019 in conjunction with the EGMS in 2021 dated October 7, 2021; the EGMS in 2019 dated September 2, 2019; and the Annual General Meeting of Shareholders (AGMS) for the Fiscal Year 2018 dated May 15, 2019. Their dismissal is effective from the closing of the Meeting, with gratitude for their contributions of effort and thought during their tenure as Company Management. 2. Changing the nomenclature of the positions of the Company's Board of Directors as follows: Previously: Director of Small and Medium Business; Changed to: Director of Commercial, Small and Medium Business; Previously: Director of Network and Services; Changed to: Director of Retail Funding and Distribution 3. Reassigning the following individuals as members of the Company's Board of Directors: Sdr. Amam Sukriyanto; Mr. Amam Sukriyanto Previously: Director of Small and Medium Business Changed to: Director of Commercial, Small and Medium Business Mr. Andrijanto Previously: Director of Network and Services Changed to: Director of Retail Funding and Distribution	1. The appointed commissioner has completed and passed the OJK Fit & Proper Test, as confirmed in OJK Decision No. KEPR-70/D.03/2024 dated August 8, 2024. 2. The updated company management structure has been documented in Deed No. 10, dated September 23, 2024, as per the Annual GMS decision of PT Bank Rakyat Indonesia (Persero) Tbk.	Fully Implemented

Resolutions	Realization in 2024	Reason for Not Realized yet
Each was appointed based on the resolution of the Extraordinary General Meeting of Shareholders (EGMS) on January 21, 2021, and the resolution of the Annual General Meeting of Shareholders (AGMS) on March 1, 2022, with their respective terms continuing for the remaining period in accordance with the appointment resolutions. 1. Appointing the following individuals as members of the Company's Management: 1). Mr. Catur Budi Harto as Vice President Director 2). Mr. Agus Noorsanto as Director of Wholesale and Institutional Business 3). Mr. Agus Sudiarto as Director of Risk Management 4). Mr. Haryo Baskoro Wicaksono as Independent Commissioner The term of office for the appointed members of the Board of Directors and Board of Commissioners, as mentioned in point 4, shall be in accordance with the Company's Articles of Association, considering the prevailing capital market regulations, and without limiting the right of the General Meeting of Shareholders (GMS) to dismiss them at any time. 2. With the dismissal, changes in job nomenclature, reassignment of duties, and appointment of members of the Board of Directors and Board of Commissioners as referred to in points 1, 2, 3, and 4, the composition of the Company's Board of Directors and Board of Commissioners is as follows: **Board of Directors:** 1) President Director: Mr. Sunarso 2) Vice President Director: Mr. Catur Budi Harto 3) Director of Consumer Business: Ms. Handayani 4) Director of Micro Business: Mr. Supari 5) Director of Compliance: Mr. Ahmad Solichin Lutfiyanto 6) Director of Wholesale and Institutional Business: Mr. Agus Noorsanto 7) Director of Risk Management: Mr. Agus Sudiarto 8) Director of Human Capital: Mr. Agus Winardono 9) Director of Commercial, Small and Medium Business: Mr. Amam Sukriyanto 10) Director of Finance: Ms. Viviana Dyah Ayu R.K. 11) Director of Digital and Information Technology: Mr. Arga Mahanana Nugraha 12) Director of Retail Funding and Distribution: Mr. Andrijanto **Boards of Commissioners** 1) President Commissioner: Mr. Kartika Wirjoatmodjo 2) Vice President Commissioner / Independent Commissioner: Ms. Rofikoh Rokhim 3) Commissioner: Mr. Awan Nurmawan Nuh 4) Commissioner: Mr. Rabin Indrajad Hattari 5) Independent Commissioner: Mr. Dwi Ria Latifa 6) Independent Commissioner: Mr. Heri Sunaryadi 7) Independent Commissioner: Mr. Paripurna Poerwoko Sugarda 8) Independent Commissioner: Mr. Agus Riswanto 9) Independent Commissioner: Ms. Nurmaria Sarosa 10) Independent Commissioner: Mr. Haryo Baskoro Wicaksono* Notes: *) The appointed Board of Commissioners member can only perform duties and functions after obtaining approval from the Financial Services Authority (OJK) for the Fit & Proper Test. 3. Newly appointed Board of Commissioners members, as referred to in point 4, may only carry out their duties and functions after obtaining approval from the Financial Services Authority (OJK) for the Fit & Proper Test and complying with applicable laws and regulations. In the event that a Board of Commissioners member is later declared unqualified in the Fit & Proper Test by OJK, they shall be honorably dismissed as of the date of the OJK decision. 4. The Board of Directors is requested to submit a formal written request to OJK to conduct the Fit & Proper Test for the appointed Board of Commissioners members as referred to in point 4. 5. Board of Directors and Board of Commissioners members appointed as referred to in point 4 who still hold other positions prohibited by law from being concurrently held with a position in the Board of Directors or Board of Commissioners of a State-Owned Enterprise must resign or be dismissed from their current position. Authority and power, with substitution rights, are granted to the Company's Board of Directors to formalize the resolutions of this Meeting in the form of a Notarial Deed and to appear before a Notary or relevant official, making necessary adjustments or corrections if required by the authorities, to facilitate the implementation of this Meeting's resolutions. **Status: Fully Implemented**		

Annual GMS Implementation and its Realization 2023

The Annual GMS was held on March 13, 2023 according to OJK Regulation No. 15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies and/or OJK Regulation No. 16/POJK.04/2020 concerning Implementation of Electronic General Meeting of Shareholders of Public Companies, with the following stages:

1. Notifying the plan to hold the Meeting to the Chairman of the Financial Services Authority with Letter Number R.57-DIR/CSC/01/2023 dated January 26, 2023.
2. Contains the publication of the Invitation to the Meeting to Shareholders through the websites of PT Kustodian Sentral Efek Indonesia, PT Bursa Efek Indonesia and the Company on February 2, 2023.
3. Contains the publication of the Invitation to the Meeting to Shareholders through the websites of the Company, PT Bursa Efek Indonesia, and PT Kustodian Sentral Efek Indonesia on February 17, 2023.

Date	Agenda	Description
January 26, 2023	Annual GMS Notification to OJK	Notification of AGMS to OJK less than 5 (five) working days before to the announcement of the GMS.
February 2, 2023	Annual GMS Announcement	Announcement of the AGMS 14 (fourteen) days prior to the date of the summons for the AGMS and has been posted on the PT Bursa Efek Indonesia website, PT Kustodian Sentra Efek Indonesia and the Company in Indonesian and English.
February 17, 2023	Annual GMS Invitation	Invitation for the AGMS 21 (twenty one) days prior to the AGMS and has been posted on the website of PT Bursa Efek Indonesia, PT Kustodian Sentra Efek Indonesia and the Company's website in Indonesian and English.
March 13, 2023	Annual GMS	The 2023 Annual GMS will be held on March 13, 2023 at BRI Head Office, Jl. Jend Sudirman Kav 44-46, Jakarta 10210
March 14, 2023	Summary Minutes of Annual GMS Announcement	The announcement of the summary of the minutes of the GMS had been submitted to the OJK 1 (day) after the GMS and published on the websites of PT Bursa Efek Indonesia, PT Kustodian Sentra Efek Indonesia and the Company and the Company's website. Dated March 14, 2023, it was published in the print media, such as Investor Daily and the Jakarta Post. This was faster than the provisions of POJK No. 15 / POJK.04 / 2020, which stated that the announcement of the summary of the minutes of the GMS resolutions is no later than 2 (two) working days after the GMS is held.
April 12, 2023	Minutes of Meeting Submission	The minutes of the GMS are submitted to the OJK approximately 30 (thirty) days after the AGM.

In accordance with Article 42 section (2) of Law Number 40 of 2007 concerning Limited Company as amended by Law Number 11 of 2020 concerning Job Creation (Law of Limited Company), Article 41 section (1) point a of the POJK GMS and Article 25 section (4) point a of the Company's Articles of Association, the Meeting might be held if it was attended by the Series A Dwiwarna Shareholders and other Shareholders and/or their authorized representatives, collectively representing more than ½ (one half) of the total shares with valid voting rights.

Furthermore, in accordance with Article 42 paragraph (2) of the Company Law, Article 41 paragraph (1) letter c OJK Regulation GMS and Article 25 paragraph (4) letter a of the Company's Articles of Association, the resolutions of the Meeting Agenda were valid if approved by the Series A Dwiwarna Shareholder and the Shareholders. Other shares and/or their legal representatives who together represented 1/2 (one half) of the total shares with voting rights present at the Meeting.

In accordance with the attendance quorum calculation conducted by PT Datindo Entrycom as the Company's Securities Administration Bureau, the total shares present and/or represented at the Meeting amounted to 136.071.001.108 shares which was equivalent to 90,171% of the total number of shares with valid voting rights that had been registered. issued by the Company.

Agenda Items

First	Approval of the Annual Report and Ratification of the Consolidated Financial Statements of the Company, Approval of the Supervisory Report of the Board of Commissioners, and Ratification of the Financial Statements for the Micro and Small Business Funding Program for the 2022 Fiscal Year, along with the Granting of Full Release and Discharge of Responsibility (volledig acquit et de charge) to the Board of Directors for their management actions and the Board of Commissioners for their supervisory actions carried out during the 2022 fiscal year.
Second	Determination of the Allocation of the Company's Net Profit for the 2022 Fiscal Year.
Third	Determination of Remuneration (salary/honorarium, facilities, and allowances) for the 2023 Fiscal Year, as well as Performance Bonuses (Tantiem) for the 2022 Fiscal Year for the Board of Directors and Board of Commissioners.
Fourth	Appointment of a Public Accountant and/or Public Accounting Firm to Audit the Company's Consolidated Financial Statements for the 2023 Fiscal Year, as well as the Financial Statements and Implementation Report for the Micro and Small Business Funding Program for 2023.
Fifth	Approval of the Company's Resolution Plan and the Update of the Company's Recovery Plan.
Sixth	Report on the Realization of the Use of Proceeds from the Continuous Public Offering of Bonds and the Limited Public Offering for Capital Increase with Preemptive Rights I in 2021.
Seventh	Approval of the Repurchase of Shares Issued by the Company (Buyback) and the Disposal of Treasury Shares Resulting from the Buyback.
Eighth	Changes in the Company's Management Structure.

Annual GMS Attendance Recapitulation 2023

The entire Board of Commissioners and Directors were present at the 2023 Annual GMS. The details of the attendance of the Board of Commissioners and Directors are as follows.

No.	Name	Position	Attendance
1.	Kartika Wirjoatmodjo	President Commissioner	Present
2.	Rofikoh Rokhim	Deputy President Commissioner/Independent Commissioner	Present
3.	Hadiyanto	Commissioner	Present
4.	Rabin Indrajad Hattari	Commissioner	Present
5.	Hendrikus Ivo	Independent Commissioner	Present
6.	Dwi Ria Latifa	Independent Commissioner	Present
7.	Heri Sunaryadi	Independent Commissioner	Present
8.	Paripurna Poerwoko Sugarda	Independent Commissioner	Present
9.	Nurmaria Sarosa	Independent Commissioner	Present
10.	Agus Riswanto	Independent Commissioner	Present
11.	Sunarso	President Director	Present
12.	Catur Budi Harto	Vice President Director	Present
13.	Arga Mahanana Nugraha	Director of Digital and Information Technology	Present
14.	Handayani	Director of Consumer Business	Present
15.	Supari	Director of Micro Business	Present
16.	Ahmad Solichin Lutfiyanto	Director of Compliance	Present
17.	Agus Noorsanto	Director of Wholesale and Institutional Business	Present
18.	Agus Sudiarto	Director of Risk Management	Present
19.	Agus Winardono	Director of Human Capital	Present
20.	Amam Sukriyanto	Director of Small and Medium Business	Present
21.	Viviana Dyah Ayu R.K.	Director of Finance	Present
22.	Andrijanto	Director of Network and Services	Present

Independent Vote Counting Party

Vote counting as a basis for making decisions at the Meeting was carried out by PT Datindo Entrycom as the Securities Administration Bureau. Next, the validation was carried out by Fathiah Helmi, SH., Notary in Jakarta.

Opportunity to Submit Questions/Opinions and Results of Voting

Shareholders were given the opportunity to ask questions and/or opinions in each Meeting Agenda. The number of Shareholders who submitted questions and/or opinions at the Meeting, as well as the results of decision making through voting were as follows.

Agendas	In Favor	Against	Abstain	Question/ Opinion
First	135,440,592,847 votes or 99.537% of all shares with valid voting rights present at the Meeting	13,477,373 votes or 0.010% of all shares with valid voting rights present at the Meeting	616,930,888 or 0.453% of all shares with valid voting rights present at the Meeting	1 (one)
Second	135,639,487,467 votes or 99.683% of all shares with valid voting rights present at the Meeting	3,473 votes or 0.000003% of all shares with valid voting rights present at the Meeting	431,510,168 votes or 0.317% of all shares with valid voting rights present at the Meeting	None
Third	126,437,892,593 votes or 92.921% of all shares with valid voting rights present at the Meeting	9,323,836,566 votes or 6.852% of all shares with valid voting rights present at the Meeting	309,271,949 votes or 0.227% of all shares with valid voting rights present at the Meeting	None
Fourth	133,816,867,555 votes or 98.343% of all shares with valid voting rights present at the Meeting	1,862,685,797 votes or 1.369% of all shares with valid voting rights present at the Meeting	391,447,756 votes or 0.288% of all shares with valid voting rights present at the Meeting	None
Fifth	135,749,756,080 votes or 99.764% of all shares with valid voting rights present at the Meeting	3,473 votes or 0.000003% of all shares with valid voting rights present at the Meeting	321,241,555 votes or 0.236% of all shares with valid voting rights present at the Meeting	None
Sixth	This Agenda was a report. Therefore, the Company did not vote for decision making at the meeting.			None
Seventh	132,136,015,948 votes or 97.108% of all shares with valid voting rights present at the Meeting	3,607,432,108 votes or 2.651% of all shares with valid voting rights present at the Meeting	327,553,052 votes or 0.241% of all shares with valid voting rights present at the Meeting	1 (one)
Eighth	92,770,309,437 votes or 68.178% of all shares with valid voting rights present at the Meeting	42,011,550,436 votes or 30.874% of all shares with valid voting rights present at the Meeting	1,289,141,235 votes or 0.947% of all shares with valid voting rights present at the Meeting	None

Resolution and Realization of The 2023 AGMS

Resolutions	Realization in 2023	Reason for Not Realized yet
First Agenda **Decision** 1. Approved the Annual Report, including the ratification of: a. The Company's Consolidated Financial Statements for the fiscal year ending December 31, 2022, audited by Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited) under Report No. 00060/2.1032/AU.1/07/1681-3/1/II/2023 dated February 6, 2023, with an unqualified opinion. b. The Supervisory Report carried out by the Board of Commissioners for the fiscal year ending on December 31, 2022, as stated in the 2022 Annual Report. 5. Accepted and ratified the Financial Statements of the Micro and Small Business Funding Program for the fiscal year ending December 31, 2022, audited by Purwantono, Sungkoro & Surja under Report No. 00079/2.1032/AU.2/10/1681-3/1/II/2023 dated February 15, 2023, with an unqualified opinion. 6. With the approval of the Annual Report, including the ratification of the Consolidated Financial Statements, the Supervisory Report of the Board of Commissioners, and the PUMK Report for the fiscal year ending December 31, 2022, the Meeting grants full acquittal and discharge (acquit et de charge) to the members of the Board of Directors for management actions and to the members of the Board of Commissioners for supervisory actions carried out during the fiscal year ending December 31, 2022, provided that such actions are not considered criminal and have been reflected in the aforementioned reports and supporting documents.	1. The Annual Report, including the Consolidated Financial Statements for the fiscal year ending December 31, 2022, has been published; 2. The General Meeting of Shareholders (GMS) approved the Annual Report and the Supervisory Report of the Board of Commissioners for the fiscal year ending December 31, 2022; 3. The GMS approved the PUMK report for the fiscal year ending December 31, 2022; 4. The GMS granted full acquittal and discharge (acquit et de charge) to the Board of Directors for management actions and to the Board of Commissioners for supervisory actions carried out during the fiscal year ending December 31, 2022;	Completely Realized
Second Agenda **Decision** Approved the use of the consolidated net profit attributable to the owners of the parent entity for the fiscal year 2022 amounting to IDR 51,170,312,486,481.20 (fifty-one trillion one hundred seventy billion three hundred twelve million four hundred eighty-six thousand four hundred eighty-one Rupiah twenty cents) as follows: 1. 85% or at least IDR 43,494,765,613,509.02 (forty-three trillion four hundred ninety-four billion seven hundred sixty-five million six hundred thirteen thousand five hundred nine Rupiah two cents) is designated as Cash Dividends to be distributed to Shareholders, including the Interim Dividend distributed to Shareholders on January 27, 2023, amounting to IDR 8,602,823,028,828 (eight trillion six hundred two billion eight hundred twenty-three million twenty-eight thousand eight hundred twenty-eight Rupiah). Thus, the remaining cash dividend to be paid to Shareholders is at least IDR 34,891,942,584,681.02 (thirty-four trillion eight hundred ninety-one billion nine hundred forty-two million five hundred eighty-four thousand six hundred eighty-one Rupiah two cents). The payment shall be made under the following conditions: a. The portion of the Republic of Indonesia's dividend based on at least 53.19% shareholding is at least IDR 23,153,100,328,010.20 (twenty-three trillion one hundred fifty-three billion one hundred million three hundred twenty-eight thousand ten Rupiah twenty cents), including the interim dividend distributed on January 27, 2023, amounting to IDR 4,594,825,681,932 (four trillion five hundred ninety-four billion eight hundred twenty-five million six hundred eighty-one thousand nine hundred thirty-two Rupiah). Thus, the remaining cash dividend to be paid is at least IDR 18,558,274,646,078.20 (eighteen trillion five hundred fifty-eight billion two hundred seventy-four million six hundred forty-six thousand seventy-eight Rupiah twenty cents), which will be deposited into the State Treasury Account.	All dividends (including interim dividends) have been fully paid by the Company, with the following details: 1. The Republic of Indonesia received IDR 23,153,100,328,010.20, which was deposited into the State Treasury Account; 2. Public shareholders received IDR 20,341,665,285,498.82, paid proportionally to each Shareholder whose name was recorded in the Shareholder Register on the recording date. 3. The remaining net profit for 2022 that was not distributed as dividends has been recorded as retained earnings based on the 2023 financial statements.	Completely Realized

Resolutions	Realization in 2023	Reason for Not Realized yet
b. The 2022 fiscal year dividend shall be paid proportionally to each Shareholder whose name is recorded in the Shareholder Register on the recording date. c. The Board of Directors is authorized and given the power of attorney, with the right of substitution, to: i. Determine the schedule and distribution procedure related to the payment of the 2022 fiscal year dividend following applicable regulations. ii. Deduct the dividend tax in accordance with applicable tax regulations. iii. Address other related technical matters under applicable provisions. 2. The remaining 15% or a maximum of IDR 7,675,546,872,972.18 (seven trillion six hundred seventy-five billion five hundred forty-six million eight hundred seventy-two thousand nine hundred seventy-two Rupiah eighteen cents) will be allocated as retained earnings.		
Third Agenda **Decision** 1. Approved the granting of authority and power to the Series A Dwiwarna Shareholder to determine for Members of the Board of Commissioners: a. Tantiem/Performance Incentives/Special Incentives for the Fiscal Year 2022; and b. Salary/Honorarium, Benefits and Facilities for the Fiscal Year 2023. 2. Approved the granting of authority and power to the Board of Commissioners, subject to prior written approval from the Series A Dwiwarna Shareholder, to determine for Members of the Board of Directors: a. Tantiem/Performance Incentives/Special Incentives for the Fiscal Year 2022; and b. Salary/Honorarium, Benefits and Facilities for the Fiscal Year 2023.	The remuneration (salary/honorarium, facilities, and allowances) for the fiscal year 2023, as well as the Tantiem for the fiscal year 2022 for the Board of Directors and Board of Commissioners, has been determined by the Board of Commissioners based on the approval of the Series A Dwiwarna Shareholder, as stated in Letter No. SR-21/Wk2.MBU.A/07/2022.	Completely Realized
Fourth Agenda **Decision** 1. Approved the appointment of Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited) as the Public Accounting Firm to audit the Company's Consolidated Financial Statements for the fiscal year 2023, as well as the Financial Statements and Implementation of the Micro and Small Business Funding Program for the fiscal year 2023; 2. Approved the granting of authority and power to the Board of Commissioners to: a. Appoint a Public Accountant and/or Public Accounting Firm to audit the Company's Consolidated Financial Statements for other periods in the fiscal year 2023 for the Company's purposes and interests. b. Determine the audit fees and other terms for the Public Accountant and/or Public Accounting Firm, as well as appoint a Replacement Public Accountant and/or Public Accounting Firm if Purwantono, Sungkoro & Surja, for any reason, is unable to complete the audit of the Company's Consolidated Financial Statements for the fiscal year 2023 and/or other periods in the fiscal year 2023, including determining audit fees and other terms for the Replacement Public Accountant and/or Public Accounting Firm.	The Board of Commissioners has appointed and determined the audit fees and other requirements for KAP Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited) to audit the Company's Consolidated Financial Statements for other periods in the fiscal year 2023 for the purposes and interests of the Company.	Completely Realized
Fifth Agenda **Decision** 1. Approved the Resolution Plan that has been prepared and submitted by the Company to the Indonesia Deposit Insurance Corporation (LPS); 2. Approved the update of the Recovery Plan that has been prepared and submitted by the Company to the Financial Services Authority; 3. Approved the granting of authority and power to the Board of Commissioners and the Board of Directors of the Company to take any and all necessary actions related to the Recovery Plan in compliance with OJK Regulation No. 14/POJK.03/2017 on Recovery Plans for Systemic Banks and other related regulations.	The GMS approved the Company's Resolution Plan, including granting authority and power to the Board of Commissioners and the Board of Directors to take necessary actions related to the implementation of the Recovery Plan.	Completely Realized
Sixth Agenda **Decision** This agenda item is for reporting purposes only. Therefore, no voting was conducted for decision-making at the Meeting.	The GMS received the report on the realization of the use of funds from the Sustainable Environmental Bonds Phase I Year 2022 Public Offering and the Limited Public Offering.	Completely Realized

Resolutions	Realization in 2023	Reason for Not Realized yet
Sevent Agenda **Decision** 1. Approved the buyback of the Company's shares that have been issued and listed on the Indonesia Stock Exchange (IDX) with a total buyback amount of up to IDR 1,500,000,000,000 (one trillion five hundred billion Rupiah), subject to applicable licenses, regulations, and laws 2. Approved the transfer of buyback shares retained as treasury stock for the implementation of the Employee Stock Ownership Program and/or for Directors and Commissioners who meet the eligibility requirements to own Company shares and/or other programs in accordance with the Financial Services Authority approval and applicable laws and regulation 3. Granted authority and power to the Board of Directors to execute the buyback. 4. Granted authority and power to execute the transfer of buyback shares retained as treasury stock to: a. The Board of Directors for the Employee Stock Ownership Program and/or other programs in accordance with the approval from the Financial Services Authority b. he Board of Directors, subject to the approval of the Series A Dwiwarna Shareholder, for the Stock Ownership Program for Directors and/or Commissioners who meet the eligibility requirements to own Company shares, including determining Remuneration (Salary/Honorarium, Facilities, and Allowances) and Tantiem/Performance Incentives/Special Incentives for the Board of Directors and/or the Board of Commissioners of the Company	The GMS approved the share buyback carried out in stages by the Board of Directors.	1. The Company was still in the process of repurchasing its shares until September 14, 2024. 2. The transfer of shares resulting from the share buyback was pending until the Company completes the repurchase of all shares.
Eighth Agenda **Decision** 1. Honorably dismissed the following individuals as Members of the Board of Commissioners and the Board of Directors of the Company: a. Mr. Sunarso as President Director b. Mr. Supari as Director of Micro Business c. Mr. Ahmad Solichin Lutfiyanto as Director of Compliance d. Mr. Hadiyanto as Commissioner The respective members of the Board of Commissioners and the Board of Directors were appointed based on the resolutions of the Extraordinary General Meeting of Shareholders (EGMS) in 2019 on January 3, 2019, and September 2, 2019, as well as the Annual General Meeting of Shareholders (AGMS) for the 2017 fiscal year on March 22, 2018, and subsequent resolutions. The dismissal of the Members of the Board of Commissioners and the Board of Directors is effective upon the closing of the Meeting, with gratitude expressed for their contributions during their tenure. 2. Appointed the following individuals as Members of the Board of Commissioners and the Board of Directors of the Company: a. Mr. Sunarso as President Director b. Sdr. Supari sebagai Direktur Bisnis Mikro c. Mr. Ahmad Solichin Lutfiyanto as Director of Compliance d. Mr. Awan Nurmawan Nuh as Commissioner 3. The term of office for the appointed Members of the Board of Commissioners and the Board of Directors is a maximum of five (5) years from the date of appointment, subject to capital market regulations, without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time 4. With these dismissals and appointments, the composition of the Company's Board of Commissioners and Board of Directors is as follows: **Board of Commissioners** President Commissioner: Kartika Wirjoatmodjo Vice President Commissioner/Independent Commissioner: Rofikoh Rokhim Commissioner: Awan Nurmawan Nuh* Commissioner: Rabin Indrajad Hattari Independent Commissioner: Hendrikus Ivo Independent Commissioner: Dwi Ria Latifa Independent Commissioner: Heri Sunaryadi Independent Commissioner: Paripurna Poerwoko Sugarda Independent Commissioner: Agus Riswanto Independent Commissioner: Nurmaria Sarosa	Commissioners appointed at the 2023 GMS have completed and obtained approval for the Fit and Proper Test from the Financial Services Authority in accordance with the Decision Letter of the Financial Services Authority Board of Commissioners No. KEPR-160/D.03/2023 dated December 8, 2023.	Completely Realized

Resolutions	Realization in 2023	Reason for Not Realized yet
Board of Directors President Director: Sunarso Vice President Director: Catur Budi Harto Director of Consumer Business: Handayani Director of Micro Business: Supari Director of Compliance: Ahmad Solichin Lutfiyanto Director of Wholesale & Institutional Business: Agus Noorsanto Director of Risk Management: Agus Sudiarto Director of Human Capital: Agus Winardono Director of Small & Medium Business: Amam Sukriyanto Director of Finance: Viviana Dyah Ayu R.K. Director of Digital & Information Technology: Arga Mahanana Nugraha Director of Networks & Services: Andrijanto Note: *) The newly appointed Commissioner may only assume duties upon obtaining approval from the Financial Services Authority for the Fit & Proper Test. 5. The newly appointed Members of the Board of Commissioners as stated in item 2 may assume their duties only after receiving approval from the Financial Services Authority for the Fit & Proper Test and complying with applicable laws and regulations. If any of the appointed Members of the Board of Commissioners or Board of Directors is later declared unapproved by the Financial Services Authority in the Fit & Proper Test, they shall be honorably dismissed from their position as of the date of the Financial Services Authority's decision. 6. Newly appointed Members of the Board of Commissioners and Board of Directors who currently hold other positions prohibited by law from being held concurrently with the role of Commissioner in a State-Owned Enterprise must resign or be dismissed from their current positions. 7. Granted authority and power to the Board of Directors, with the right of substitution, to take all necessary actions related to the resolutions of this Meeting, in compliance with applicable laws and regulations, including documenting these resolutions in a Notarial Deed, notifying the Ministry of Law and Human Rights, and requesting the Financial Services Authority to conduct the Fit & Proper Test on the newly appointed Board of Commissioners. Additionally, the Board of Directors is granted the authority and power, with the right of substitution, to document all resolutions of this Meeting in the form of a Notarial Deed, appear before a Notary or relevant authorities, and make any necessary adjustments as required by regulatory bodies for the execution of the resolutions.		

GMS Decisions in The Fiscal Year and 1 (One) Year Prior to The Fiscal Year Which are Realised in The Fiscal Year

All decisions of the 2024 GMS have been realized in 2024 and the 2023 GMS has been realized in 2023. So there are no decisions of the 2023 GMS that have not been realized in 2024.

Board of Directors

Duties and Responsibilities of the Board of Directors

Following the Articles of Association, the Board of Directors is collegially responsible for managing the Company and representing the Company in and out of court matters. The Board of Directors is obliged to prioritize the Company's interests following the aims and objectives of the Company while still complying with the provisions of the applicable laws and regulations, the Articles of Association, and the resolutions of the GMS.

Responsibilities to the Board of Commissioners and Shareholders
1. Implementing the GMS resolutions.
2. Prepare the Corporate LongTerm Plan, Bank Business Plan, Work Plan and Budget and other work plans and changes to be submitted for approval from the Board of Commissioners
3. Conduct the GMS based on a written request from one or more shareholders representing at least 1/10 (one ten) of the total shares issued with valid voting rights.
4. Prepare and maintain a shareholders registry and special lists containing shareholdings of the commissioners and directors including their families within the Bank and in other companies.
5. Consult the lending facility above a certain amount to the Board of Commissioners by referring to the prevailing provisions.
6. Submit an Annual Report following the review by the Board of Commissioners within a period of no later than 5 (five) months after the ending of fiscal year to the General Meeting of Shareholders for approval.

Responsibilities in Accounting and Annual Report
1. Conduct and maintain the Bank's books and administration in accordance with the prevailing practices of the company.
2. Ensure the Bank's accounting system is in accordance with financial accounting standards and internal control principles, particularly in terms of financial management, recording, retention and control.
3. Prepare Annual Report and Periodic Financial Report.

Responsibilities on Risk Management
1. Ensure the adequacy of processes and systems to identify, assess and control the risks encountered by the Bank.
2. Monitor and valuate the existence of a sound management process to assess the adequacy of risk management system and internal control, financial reporting and compliance.
3. Ensure the existence of an effective control system to ensure the reliability and integrity of information, compliance with applicable policies, procedures, rules and laws, safeguards of the Bank's assets, the efficient use of economic resources, and the achievement of defined objectives and targets for operations.

Responsibilities on Organization
Create an organizational structure, tasks and assign clear responsibilities, including management appointments.

Rights and Authority of The Board of Directors

In carrying out its duties and responsibilities, the Board of Directors has the authority as regulated in the Company's Articles of Association as follows:
1. Establish Policies in accordance with the management of the Company.
2. Arrange the delegation of authority of the Board of Directors to represent the Company inside and outside the court to one or several members of the Board of Directors specifically appointed for such purpose, or to a personnel and/ or other entity.
3. Administer the regulations on the Company's manpower, including determining salaries, pensions or benefits and other income for the Company's employees pursuant to the prevailing laws and regulations.
4. Appoint and discharge the Company's employees pursuant to the Company's manpower regulations and prevailing laws and regulations.
5. Appoint and discharge the Corporate Secretary.
6. Write-off bad loans hereinafter reported to the Board of Commissioners.
7. Not to recollect interest receivables, penalties, costs and other receivables besides the basis in order to pay off the Company's receivables.
8. Release the right to collect or not collect any more bad debts that have been written off in the context of loan settlement, either in part or in whole, which is implemented based on the policy determined by the Board of Directors with the approval of the Board of Commissioners and within the amount of the write-off ceiling (limit) that has been determined by the GMS which will remain in effect until a new ceiling (limit) is determined by the GMS.
9. Forming committees according to needs.
10. Take or perform all other actions and deeds with regard to the management and ownership of the Company's assets, bind the Company to other parties and/or bind other parties to the Company, and representing the Company inside and outside the court with respect to all matters and in all events, with the limitations as provided in the laws and regulations, the Articles of Association and/or the Resolutions of the GMS.

Board of Directors Tenures

The members of the Board of Directors are appointed for a period starting from the closing of the GMS or the date determined by the GMS that appointed them and ending at the closing of the 5th (fifth) Annual GMS after the date of their appointment with the condition that it may not exceed a period of 5 (five) years, but without reducing the right of the GMS to dismiss members of the Board of Directors at any time before their term of office ends. After the term of office ends, members of the Board of Directors may be reappointed by the GMS for one term of office.

Board of Directors Criterias

The criteria for the Board of Directors of BRI had met the requirements as stipulated in the OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies and OJK Regulation Number 17/POJK.03/2023 concerning the Implementation of Governance for Commercial Banks, Minister of SOEs Regulation No. PER-3/MBU/03/2023 on SOE Organs and Human Resources, and other applicable regulations.

General Qualifications

1. An individual who is capable of carrying out legal actions.
2. Domiciled in Indonesia.
3. Within 5 (five) years prior to his appointment and during his tenure, never:
   a. Declared bankrupt;
   b. Become a member of the Board of Directors or a member of the Board of Commissioners who is found guilty of causing a company to be declared bankrupt; or
   c. Sentenced for committing a crime that is detrimental to state finances and/or related to the financial sector.
   d. Never been a member of the Board of Directors and/or a member of the Board of Commissioners during his/her term of office:
      i. Has never held an Annual GMS;
      ii. His/her accountability as a member of the Board of Directors and/or member of the Board of Commissioners has never been accepted by the GMS or has never provided accountability as a member of the Board of Directors and/or member of the Board of Commissioners to the GMS; and
      iii. Has ever caused a company that has obtained a permit, approval, or registration from the OJK to fail to fulfill its obligation to submit an annual report and/or financial report to the OJK.
4. Does not hold concurrent position as:
   a. Member of the Board of Directors of SOEs, Regional owned enterprises, or private enterprises;
   b. Member of the Board of Commissioners/ Supervisory Board of the SOE;
   c. Structural and functional positions in the central or local government institutions;
   d. Member in the structure of political party and or legislative candidate/member and or candidate of head/deputy head of region and or
   e. Other positions that may inflict conflict of interests and/or other positions pursuant to the prevailing laws and regulations.
5. Have integrity, dedication, understand company management issues related to one of the management functions, have adequate knowledge in the banking business sector, and be able to provide sufficient time to carry out his/her duties.
6. Do not have any family ties with members of the Bank's Board of Directors and/or Board of Commissioners up to the third degree, either vertically or horizontally, including family ties resulted from marriage.

Compliance with the Fit and Proper Assessment

OJK Regulation No. 27/POJK.03/2016 concerning the Fit and Proper Assessment and Financial Services Authority Circular Letter No. 39/SEOJK.03/2016 concerning the Fit and Proper Assessment for Prospective Controlling Shareholders, Prospective Members of the Board of Directors, and Prospective Members of the Board of Commissioners of Banks stipulates that members of the Board of Directors and members of the Board of Commissioners must obtain approval from OJK before carrying out their actions, duties and functions as the Main Party. In this regard, members of the Board of Directors and members of the Board of Commissioners must have and meet the requirements of integrity, financial reputation, adequate knowledge in the banking sector and relevant to their position, experience, expertise and competence in the banking sector and/or finance and the ability to carry out strategic management in order to develop a healthy bank.

Board of Directors' Working Guidelines and Procedures

BRI Board of Directors has in place the BOD Board Charter, based on the Decree Nokep B.299-DIR/SKP/04/2020 dated April 24, 2020. The BOD Board Charter contains work rules and guidance of the Board of Directors in performing their respective duties aligned with the vision and mission to be achieved by the Company. The BOD Board Charter contains among others.

The Board of Directors Charter contains:

1. General provisions for the positions of members of the Board of Directors
2. Duties and responsibilities of the Board of Directors
3. Authority and obligations of the Board of Directors
4. Company values
5. Board of Directors' work ethic
6. Board of Directors working hours
7. Board of Directors Meeting
8. Membership Structure of the Board of Directors
9. Reporting and Accountability of the Board of Directors

Board of Directors Duties

In accordance with the Decree of NOKEP: 1046-DIR/PPM/04/2024 concerning the Determination of the Job Descriptions of the Directors and Senior Executive Vice President (SEVP) of PT Bank Rakyat Indonesia (Persero) Tbk. Established on April 3, 2024, are as follows:

Table of Directors' Duties

Name	Position	Task Field
Sunarso	President Director	Carrying out internal duties and authority: a. Directing the Company's strategy and work plans. b. Leading all Directorates and Sub Directorates responsible for the management of the Company. c. Achievement of Company targets. In accordance with statutory regulations, the Articles of Association and/or Decisions of the General Meeting of Shareholders to ensure that the Company's business and activities are carried out in accordance with the Company's objectives.
Catur Budi Harto	Vice President Director	Carrying out internal duties and authority: a. Directing the Company's strategy and work plans. b. Leading all Directorates and Sub Directorates responsible for the management of the Company. c. Achievement of Company targets. In accordance with statutory regulations, the Articles of Association and/or Decisions of the General Meeting of Shareholders to ensure that the Company's business and activities are carried out in accordance with the Company's objectives.
Viviana Dyah Ayu R.K.	Director of Finance	Carrying out internal duties and authority: a. Achievement of Company targets in Management Contracts. b. Preparation and implementation of strategies and development of the Company & Finance Directorate as well as the Change Management & Transformation Office Sub-Directorate. c. Achievement of targets for the Finance Directorate and Change Management & Transformation Office Sub-Directorate. d. Subsidiary Company business development (according to assignments stipulated in separate provisions). e. Coaching the performance of the Regional Office (according to assignments determined in separate provisions). f. Organizational Management of Directorates, Sub Directorates and collaboration with related stakeholders. In accordance with statutory regulations, the Articles of Association and/or Decisions of the General Meeting of Shareholders to ensure that the Company's business and activities are carried out in accordance with the Company's objectives.
Agus Noorsanto	Director of Wholesale and Institutional Business	Carrying out internal duties and authority: a. Achievement of Company targets in Management Contracts. b. Preparation and implementation of strategies and development of the Wholesale & Institutional Business Directorate and the Treasury & Global Services Business Sub-Directorate. c. Achievement of wholesale and institutional business targets as well as treasury and global services business. d. Subsidiary Company business development (according to assignments stipulated in separate provisions). e. Coaching the performance of the Regional Office (according to assignments determined in separate provisions). f. Organizational Management of Directorates, Sub-Directorates and collaboration with related stakeholders. In accordance with statutory regulations, the Articles of Association and/or Decisions of the General Meeting of Shareholders to ensure that the Company's business and activities are carried out in accordance with the Company's objectives.

Name	Position	Task Field
Supari	Director of Micro Business	Carrying out internal duties and authority: a. Achievement of Company targets in Management Contracts. b. Preparation and implementation of strategies and development of the Micro Business Directorate and Ultra Micro Business Sub-Directorate. c. Achievement of micro and ultra-micro business targets (including BRILink business, business incubation and implementation and distribution of Government Programs). d. Subsidiary Company business development (according to assignments stipulated in separate provisions). e. Coaching the performance of the Regional Office (according to assignments determined in separate provisions). f. Organizational Management of Directorates, Sub Directorates and collaboration with related stakeholders. In accordance with statutory regulations, the Articles of Association and/or Decisions of the General Meeting of Shareholders to ensure that the Company's business and activities are carried out in accordance with the Company's objectives.
Agus Sudiarto	Director of Risk Management	Carrying out internal duties and authority: a. Achievement of Company targets in the Management Contract. b. Preparation and implementation of strategies and development of the Risk Management Directorate. c. Achievement of targets of the Risk Management Directorate. d. Subsidiary Company business development (according to assignments stipulated in separate provisions). e. Coaching the performance of the Regional Office (according to assignments determined in separate provisions). f. Organizational Management of Directorates, Sub Directorates and collaboration with related stakeholders. In accordance with statutory regulations, the Articles of Association and/or Decisions of the General Meeting of Shareholders to ensure that the Company's business and activities are carried out in accordance with the Company's objectives.
Arga Mahanana Nugraha	Director of Digital and Information Technology	Carrying out internal duties and authority: a. Achievement of Company targets in Management Contracts. b. Preparation and implementation of strategies and development of the Digital & Information Technology Directorate and Operations Sub-Directorate. c. Achievement of targets for the Digital & Information Technology Directorate and Operations Sub-Directorate. d. Subsidiary Company business development (according to assignments stipulated in separate provisions). e. Coaching the performance of the Regional Office (according to assignments determined in separate provisions). f. Organizational Management of Directorates, Sub Directorates and collaboration with related stakeholders. In accordance with statutory regulations, the Articles of Association and/or Decisions of the Company's Executive Board Meeting to ensure the Company's business and activities are carried out in accordance with the Company's objectives.
Ahmad Solichin Lutfiyanto	Director of Compliance	Carrying out internal duties and authority: a. Achievement of Company targets in Management Contracts. b. Preparation and implementation of strategies and development of the Compliance Directorate. c. Achievement of Compliance Directorate targets. d. Coaching the performance of the Regional Office (according to assignments determined in separate provisions). e. Directorate Organizational Management and collaboration with related stakeholders. In accordance with statutory regulations, the Articles of Association and/or Decisions of the General Meeting of Shareholders to ensure that the Company's business and activities are carried out in accordance with the Company's objectives.
Handayani	Director of Consumer Business	Carrying out internal duties and authority: a. Achievement of Company targets in Management Contracts. b. Preparation and implementation of strategies and development of the Consumer Business Directorate. c. Achievement of consumer business targets. d. Subsidiary Company business development (according to assignments stipulated in separate provisions). e. Coaching the performance of the Regional Office (according to assignments determined in separate provisions). f. Directorate Organizational Management and collaboration with related stakeholders. In accordance with statutory regulations, the Articles of Association and/or Decisions of the General Meeting of Shareholders to ensure that the Company's business and activities are carried out in accordance with the Company's objectives.

Name	Position	Task Field
Agus Winardono	Director of Human Capital	Carrying out internal duties and authority: a. Achievement of Company targets in Management Contracts. b. Preparation and implementation of strategies and development of the Human Capital Directorate and Human Capital Strategy Sub-Directorate. c. Achievement of targets for the Human Capital Directorate and Human Capital Strategy Sub-Directorate. d. Subsidiary Company business development (according to assignments stipulated in separate provisions). e. Coaching the performance of the Regional Office (according to assignments determined in separate provisions). f. Organizational Management of Directorates, Sub Directorates and collaboration with related stakeholders. In accordance with statutory regulations, the Articles of Association and/or Resolutions of the General Meeting of Shareholders to ensure that the Company's business and activities are carried out in accordance with the Company's objectives.
Andrijanto	Director of Retail Funding and Distribution	Carrying out internal duties and authority: a. Achievement of Company targets in Management Contracts. b. Preparation and implementation of strategies and development of the Retail Funding and Distribution Directorate. c. Achievement of funding business targets, retail payment business, network targets and services. d. Subsidiary Company business development (according to assignments stipulated in separate provisions). e. Coaching the performance of the Regional Office (according to assignments determined in separate provisions). f. Organizational Management of Directorates, Sub Directorates and collaboration with related stakeholders. In accordance with statutory regulations, the Articles of Association and/or Resolutions of the General Meeting of Shareholders to ensure that the Company's business and activities are carried out in accordance with the Company's objectives.
Amam Sukriyanto	Director of Commercial, Small and Medium Business	Carrying out internal duties and authority: a. Achievement of Company targets in Management Contracts. b. Formulation and implementation of strategies and development of the Commercial, Small and Medium Business Directorate and Commercial Business Sub Directorate. c. Achievement of small business targets (including Small KUR), medium businesses, value chains and commercial businesses. d. Subsidiary Company business development (according to assignments stipulated in separate provisions). e. Coaching the performance of the Regional Office (according to assignments determined in separate provisions). f. Organizational Management of Directorates, Sub Directorates and collaboration with related stakeholders. In accordance with statutory regulations, the Articles of Association and/or Resolutions of the General Meeting of Shareholders to ensure that the Company's business and activities are carried out in accordance with the Company's objectives.

Policy of Concurrent Position of Board of Directors

Board of Directors are prohibited from holding concurrent positions as described below, namely:

1. Members of the Board of Directors in State-Owned Enterprises, Regional-Owned Enterprises, private-owned enterprises.
2. Member of the Board of Commissioners/Supervisory Board of State-Owned Enterprises.
3. Other Structural and functional positions in central and/or regional government agencies/institutions.
4. Political party administrators, members of the DPR, DPD, DPRD Level I, and DPRD Level II and/or regional head/deputy regional head candidates.
5. Other positions that may cause conflicts of interest and/or other positions following the applicable laws and regulations.

Table of Concurrent Position of Board of Directors

Name	Position	Position in Companies/ Other Agencies	Company name/ Other Agencies
Sunarso	President director	-	-
Catur Budi Harto	Vice President Director	-	-
Viviana Dyah Ayu R.K.	Director of Finance	-	-
Agus Noorsanto	Director of Wholesale and Institutional Business	-	-
Supari	Director of Micro Business	-	-
Agus Sudiarto	Director of Risk Management	-	-
Arga Mahanana Nugraha	Director of Digital and Information Technology	-	-
Ahmad Solichin Lutfiyanto	Director of Compliance	-	-
Handayani	Director of Consumer Business	-	-
Agus Winardono	Director of Human Capital	-	-
Andrijanto	Director of Retail Funding and Distribution	-	-
Amam Sukriyanto	Director of Commercial, Small and Medium Business	-	-

Board of Directors Conflict of Interest Management

Members of the Board of Directors are prohibited from using the Company for personal, family, and/or other party interests that may harm or reduce the profits and the reputation of the Company and its subsidiaries. In addition, members of the Board of Directors are prohibited from taking and/or receiving personal benefits, either directly or indirectly, in the Company's activities other than remuneration/income (salary/honorarium, facilities, and allowances) and bonuses determined following applicable regulations.

Members of the Board of Directors who have a conflict of interest in the Company's transactions and/or corporate actions are required to declare the conflict of interest and cannot be involved in the decision-making process related to the transaction and/or corporate action. Any transaction containing a conflict of interest must first obtain the approval of independent shareholders before the transaction is implemented.

In 2024, there were no BRI corporate actions containing a conflict of interest and carried out by members of the Board of Directors.

Board of Directors Meetings

Board of Directors Meetings Policy

The Board of Directors meeting policies that have been regulated in the Board of Directors Work Guidelines are:

Time and place

1. The Board of Directors is required to hold regular Board of Directors meetings at least 1 (one) time every month. In addition to meetings of the Board of Directors, together with the Board of Commissioners, the Board of Directors periodically at least 1 (one) time in 4 (four) months must hold a meeting with the Board of Commissioners.
2. Meetings in principle are held on certain days in the current month. Meetings can be scheduled on another day if:
   a. It is deemed necessary by 1 (one) or more members of the Board of Directors.
   b. At the written request of 1 (one) person or more members of the Board of Commissioners.
   a. Meetings may be held at the Company's domicile or in other places within the territory of the Republic of Indonesia or where the Company conducts business activities. Based on specific considerations, meetings can be held through conferences (via electronic media, including teleconferencing media, video conferences or other electronic media facilities).
3. The Board of Directors is required to schedule a meeting for the following year before the end of the fiscal year with an agenda that is adjusted to the Management Calendar. The scheduling of the meeting is determined in the Board of Directors Meeting.

Meeting Agenda and Materials

Proposed agendas and meeting materials for the Board of Directors are submitted no later than 5 (five) working days before the meeting is held. Apart from the scheduled meetings, meeting materials are submitted no later than before the meeting is held.

Meeting Invitation

1. The summons for the meeting shall be delivered directly to each meeting participant in writing by letter and/or electronic mail and/or digital message and/or other means with adequate receipts.
2. The summons for the meeting shall include the agenda, presenters, date, time, and place of the meeting.
3. Submitted at least 5 (five) working days before the Board of Directors meeting is held, without taking into account the date of the summons and the date of the meeting, or a shorter period if the situation is urgent.

Quorum and Decision Making

1. The meeting is legal and has the right to make binding decisions if it is attended and/or represented by more than 2/3 (two-thirds) of the total members of the Company's Board of Directors
2. Board of Directors meetings are chaired by the President Director. If the President Director is absent or unable to attend, the Deputy President Director will chair the Board of Directors Meeting.
3. In the event that deliberation to reach a consensus is not reached, then the decision is taken by voting based on the affirmative votes of at least 2/3 (two thirds) of the number of valid votes cast at the Board of Directors Meeting. If the voting results do not reach at least 2/3 (two thirds), then the Board of Directors Meeting does not make a decision on the agenda.
4. Each member of the Board of Directors and/or Board of Commissioners had the right to cast 1 (one) vote and an additional 1 (one) vote for the member of the Board of Directors and/or Board of Commissioners that he/she legally represented in the meeting.
5. In the event that there is a proposal with more than 2 (two) alternative decisions and the voting results have not obtained more than ½ (one half) of the votes for 1 (one) alternative decision, then a re-vote will be carried out for 2 (two) alternative decisions with the total majority of votes, so that more than 2/3 (two thirds) of the valid votes cast at the Board of Directors Meeting are obtained in agreement.
6. A blank vote (abstain) is deemed to approve the proposal submitted at the meeting. Invalid votes are considered nonexistent and are not counted in determining the number of votes cast at the meeting.
7. Voting regarding individuals is carried out using a closed ballot without a signature, while voting regarding other matters is carried out verbally, unless the chairman of the meeting determines otherwise without any objection based on the majority vote of the members of the Board of Directors and/or Board of Commissioners present.
8. Every member of the Board of Directors and/or Board of Commissioners who personally in any way, directly or indirectly, has an interest in a transaction or contract, whether existing or future, with the Company being one of the parties, must state the nature of the interest in the meeting. Therefore, the member of the Board of Directors and/or the Board of Commissioners concerned is not entitled to vote on matters related to the transaction or contract.

Meeting Minutes

1. The meeting results must be stated in the Minutes of Meeting, which is valid evidence for members of the Board of Directors regarding the decisions taken.
2. Minutes of the meeting must at least include:
   a. Place, date, and time the meeting was held.
   b. Agenda discussed.
   c. Attendance list signed by meeting participants.
   d. The length of the meeting.
   e. Decision was taken.
   f. Matters discussed, including statements of disapproval and/or objection (dissenting opinion) along with the reasons, if any.
3. The Company documents minutes of the meeting.

Board of Directors Meeting Plan

The Board of Directors is obliged to hold regular Board of Directors Meetings at least 1 (one) time every month. The Board of Directors Meeting schedule is scheduled to be held every Monday. Board of Directors meetings can be scheduled on other days if deemed necessary.

The Board of Directors' Meeting Agenda for 2025 is explained in the following table.

No.	Meeting Agenda in 2025	Time
1	Performance Evaluation and Report for the Fiscal Year 2024	Second week of January 2025
2	First Quarter Performance Evaluation in 2025	First week of April 2025
3	Second Quarter Performance Evaluation in 2025	First week of July 2025
4	Third Quarter Performance Evaluation in 2025	Second week of October 2025
5	Forth Quarter Performance Evaluation in 2025	Second week of January 2025
6	Evaluation and Business Plan Revision Strategy for the Bank (2025–2027)	Second week of June 2025
7	Corporate Work Plan and Budget for 2026	Forth week of June 2025
8	Operational Activities and Corporate Decisions Requiring Approval from the Board of Commissioners	To be conducted at least once a month in the year 2025.

Agenda, Dates and Participants of The Board of Directors' Meetings

Throughout 2024, the agenda, dates and participants of the Board of Directors Meetings are as follows.

Table of Board of Directors Meetings

No.	Date	Agenda	Attendance List of Directors						
			President Director	Vice President Director	Director of Risk Management	Director of Human Capital	Director of Finance	Director of Wholesale and Institutional Business	
1	January 2, 2024	- ARCI Updates and Follow-ups - Update of BRI 2024 GMS	1	1	1	1	1	1	
2	January 08, 2024	- BRI Corporate Action Update - BRI Management Contract 2024	1	1	1	1	1	1	
3	January 15, 2024	- Compilation Update - IKN Update	1	1	1	1	1	1	
4	January 22, 2024	- MSME Business Index	1	1	1	1	1	1	
5	January 29, 2024	- Issuance of Non-Foreign Currency DPK - BRI Financial Performance in 2023: 1. Update of Figures as of December 31, 2023 and Audit Progress 2. Analyst Meeting and Publication of BRI's Financial Performance for the Fourth Quarter of 2023 3. Press Conference Analyst Meeting	1	1	1	1	1	1	
6	February 5, 2024	- BRI Corporate Action Update - Proposed Dividend Payout Ratio	1	1	1	1	1	1	
7	February 13, 2024	- BRI Integrated Event - Employee Compensation and Benefits	1	1	1	1	1	1	
8	February 19, 2024	- 2024 AGM Update - Compensation and Benefits	1	1	1	1	1	1	
9	February 26, 2024	- Subsidiary Company - BBSP Awardee Career Development Journey - Human Capital Strategy (People & Culture)	1	1	1	1	1	1	
10	March 4, 2024	- BRI Communication Synergy 2024 - BRI Initiative Update on Payment Transactions	1	1	1	1	1	1	
11	March 13, 2024	- Health Facilities Management as an implementation of PER-03/MBU/03/2023	1	1	1	1	1	1	

	Director of Commercial, Small and Medium Business	Director of Digital and Information Technology	Director of Micro Business	Director of Retail Funding and Distribution	Director of Compliance	Director of Consumer Business	Director in attendance	Total Directors	Quorum
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	0	11	12	91,67%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%

No.	Date	Agenda	Attendance List of Directors						
			President Director	Vice President Director	Director of Risk Management	Director of Human Capital	Director of Finance	Director of Wholesale and Institutional Business	
12	March 18, 2024	- Security Biometric Validation Platform - Update on Homecoming with BUMN - February Performance and Concern 2024	1	1	1	1	1	1	
13	March 25, 2024	- BRIFIRST Project Update - Micro and Small Loan Quality Management	1	1	1	1	1	1	
14	April 1, 2024	- Performance Q1 2024 - Business Unit Evaluation Method 2024 - BRI Corporate Action Update	1	1	1	1	1	1	
15	April 16, 2024	- BRI Human Capital Demographic Update	1	1	1	1	1	1	
15	April 22, 2024	- MSME Business Index Q2 2024 - Analyst Meeting and Publication of Financial Report Q1 2024 - Brilian Shine "Transformation Leadership"	1	1	1	1	1	1	
16	April 29, 2024	- Update Progress People and Culture Roadmap - BRI Negative Sentiment and News on Social Media	1	1	1	1	1	1	
17	May 6, 2024	- SME Pipeline Management Update - Proposed Postir RKAP 2024 Revised	1	1	1	1	1	1	
19	May 13, 2024	- Loan Quality Improvement Strategy Update - Loan Quality Projection	1	1	0	1	1	1	
20	May 20, 2024	- UKO KPI Adjustment - BRI Corporate Action Update - Fraud Investigation Results Update	1	1	1	1	1	1	
21	May 27, 2024	- Learning Program Journey Micro Business Line - Workers Compensation and Benefits in 2024 - BGLF and Anniversary Logo - Fraud Investigation Results Update	1	1	1	1	1	1	
22	June 03, 2024	- KC Metro and SBH Evaluation - BRI Corporate Action Update	1	1	1	1	1	1	
23	June 10, 2024	- Results of the organizational effectiveness survey - Update of RKAP and RBB	1	1	1	1	1	1	

	Director of Commercial, Small and Medium Business	Director of Digital and Information Technology	Director of Micro Business	Director of Retail Funding and Distribution	Director of Compliance	Director of Consumer Business	Director in attendance	Total Directors	Quorum
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	11	12	91,67%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%

No.	Date	Agenda	Attendance List of Directors						
			President Director	Vice President Director	Director of Risk Management	Director of Human Capital	Director of Finance	Director of Wholesale and Institutional Business	
24	June 19, 2024	- Marketer Compensation and Benefits Update 2024 - Loan Quality Improvement Strategy Update - Update on Culture Barometer	1	1	1	1	1	1	
25	June 24, 2024	- KBUMN ICOFR Diagnostic Report Progress Update - Business Process Architecture - Revision of RKAP 2024 and RBB 2024-2026 - Terms of Reference BRI Group Leadership Forum	1	1	1	1	1	1	
26	July 1, 2024	- BRIBRAIN - Growing quality consumer Loan - Regulatory Review & Roadmap for Implementation of the Personal Data Protection Act	1	1	1	1	1	1	
27	July 8, 2024	- Resilience Strategy Update - Board of Management Forum updates - Secondary Accrued Interest	1	1	1	1	1	1	
28	July 15, 2024	- BRIsat Satellite Operational Update - Fraud Investigation Results Update - Sponsorship Proposal for League 1 2024-2025	1	0	1	1	1	1	
29	July 22, 2024	- Kupedes loan insurance follow-up plan - BMSI Q2 2024 Update - Analyst Meeting and Publication of BRI Q2 Financial Report	1	1	1	1	1	1	
30	July 29, 2024	- BRI Corporate Action Update	1	1	1	1	1	1	
31	August 5, 2024	- BRILiaN Independence Week 2024 - BOD Retreat 2024 - LTI Board of Management 2024-2026	0	1	1	1	1	1	
32	August 12, 2024	- Kupedes Loan Insurance - BRI Corporate Plan Update 2025 - 2029 - BRI Collegial KPI 2024	1	1	1	1	1	1	
33	August 19, 2024	- Finalization of 2029 Aspirations & Discussion Regarding BRI Fundamental Questions - BRI Corporate Action Update	1	1	1	1	1	1	
34	August 26, 2024	- BRI Corporate Action Update - White Paper Update	1	1	1	1	1	1	

	Director of Commercial, Small and Medium Business	Director of Digital and Information Technology	Director of Micro Business	Director of Retail Funding and Distribution	Director of Compliance	Director of Consumer Business	Director in attendance	Total Directors	Quorum
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	0	1	11	12	91,67%
	1	1	1	1	1	1	11	12	91,67%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	0	1	10	12	83,33%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%

No.	Date	Agenda	Attendance List of Directors						
			President Director	Vice President Director	Director of Risk Management	Director of Human Capital	Director of Finance	Director of Wholesale and Institutional Business	
35	September 02, 2024	- Alternative Design of BRI Calendar 2025 - BRI 129th Anniversary Theme - Update of BRI DPLK Supervisory Board & Total Investment Solution for BRI Human Capital - White Paper Update: Project Cyperus	1	1	1	1	1	0	
36	September 9, 2024	- Corporate Customer White Paper Update - RKAP Posture 2025 & Corporate Strategy 2025 and 2027	1	1	1	1	1	1	
37	September 17, 2024	- Regulatory Review of OJK Regulation 20/2023 and OJK Regulation 11/2024 - Recovery Progress	1	1	1	1	1	1	
38	September 23, 2024	- BRI Corporate Action Update - White Paper Update: Project Garuda - Board of Management Facilities	1	1	1	1	1	1	
39	September 30, 2024	- 2025 Board of Directors LTI and KPI Update - Brilianpreneur 2025 - Implementation of OJK Regulation 13 of 2024 (Transparency & Publication of Prime Lending Rates for Conventional Commercial Banks)	1	1	1	1	1	0	
40	October 7, 2024	- Investment Arrangement of PT Bali Kerthi Development Fund Ventura by PT Bahana Artha Ventura - Corporate Customer White Paper Update	1	1	1	1	1	1	
41	October 14, 2024	- Corporate Governance Perception Index (CGPI) Observation / Assessment Plan Update - Radisi Prognosis Performance 2024 - KUR Study of KUR Interest Subsidy Payments	1	1	1	1	1	1	
42	October 21, 2024	- Journey Marketing Communication - Update of BRI Recovery Plan 2024-2025 and BRI Resolution Plan 2024-2026	1	1	1	1	1	1	
43	October 28, 2024	- BMSI Index - Analyst Meeting & Publication of Financial Report Q3 2024 - Financial Performance Forecast December 2024	1	1	1	1	1	1	

	Director of Commercial, Small and Medium Business	Director of Digital and Information Technology	Director of Micro Business	Director of Retail Funding and Distribution	Director of Compliance	Director of Consumer Business	Director in attendance	Total Directors	Quorum
	1	1	1	1	1	1	11	12	91,67%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	0	11	12	91,67%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	11	12	91,67%
	0	1	1	1	1	1	11	12	91,67%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1		1	11	12	91,67%
	1	1	1	1	1	1	12	12	100,00%

No.	Date	Agenda	Attendance List of Directors						
			President Director	Vice President Director	Director of Risk Management	Director of Human Capital	Director of Finance	Director of Wholesale and Institutional Business	
44	November 4, 2024	- RKAP 2025, RBB 2025-2027, & BRI Collegial KPI 2025 - BRI's Sustainable Finance Action Plan (RAKB) 2025 - White Paper Update: Project Amanah	1	1	1	1	1	1	
45	November 11, 2024	- Follow-up on Regulatory Review on OJK Regulation 20/2023 and OJK Regulation 11/2024 - Himbara ATM Integration Progress Update By Jalin - Update on Provisions of Government Regulation No. 47 of 2024 Concerning Write-off of Bad Debts for Micro, Small and Medium Enterprises	1	1	1	1	1	1	
46	November 18, 2024	- Corporate Customer White Paper Project Update - BRISat White Paper Project Update - Non-DPK Funding Plan 2025	0	1	1	1	1	1	
47	November 25, 2024	- Brivolution 3.0 Corporate Plan Finalization - RKAP and RBB 2025 - 2027 - 2025 National Working Meeting	1	1	1	1	1	1	
48	December 2, 2024	- Capital Plan 2025-2029 and Interim Dividend Payment 2024 - Loan Performance Remodeling Update 2024 - OJK Audit Results 2024	1	1	1	1	1	1	
49	December 9, 2024	- BRI BRI's 129th Anniversary - 2024 Write-off Update - Review of Options and Impact of Implementation of OJK Regulation 11 - Execution Architecture Brivolution 3.0	1	1	1	1	1	1	
50	December 16, 2024	- Follow-up on the Implementation of OJK Regulation 11/2024 - Micro Finance Outlook 2025	1	1	1	1	0	1	
51	December 23, 2024	- Implementation of PMK 74/2024 - 2025 Regional Working Meeting	1	1	1	1	1	1	
52	December 30, 2024	- Ransomware issue update - December 2024 Prognosis - 2025 Guidance KPI Regional Head, Business Manager & Relationship Manager 2025 - BRI UMKM Expo(rt) 2025 - MSME Loan Event Update	0	1	1	1	1	1	

	Director of Commercial, Small and Medium Business	Director of Digital and Information Technology	Director of Micro Business	Director of Retail Funding and Distribution	Director of Compliance	Director of Consumer Business	Director in attendance	Total Directors	Quorum
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	0	11	12	91,67%
	1	1	1	1	1	1	11	12	91,67%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	12	12	100,00%
	1	1	1	1	1	1	11	12	91,67%
	1	1	1	1	1	0	11	12	91,67%
	1	1	1	1	1	1	11	12	91,67%

Joint Meetings of Board of Directors and Commissioners

The joint meeting of the Board of Directors and the Board of Commissioners has been presented in the Sub-Chapter Meeting of the Board of Commissioners with the Board of Directors in the Chapter on Corporate Governance in this Annual Report.

Meeting Frequency and Attendance

Table of Frequency of Attendance of Board of Directors Meetings

Name	Position	Board of Directors Meeting			Joint Meeting of the Board of Directors and the Board of Commissioners			GMS		
		Number and Percentage of Attendance			Number and Percentage of Attendance			Number and Percentage of Attendance		
		Number of Meetings	Number of Attendance	Percentage	Number of Meetings	Number of Attendance	Percentage	Number of Meetings	Number of Attendance	Percentage
Sunarso	President Director	52	49	94,23%	12	12	100%	1	1	100%
Catur Budi Harto	Vice President Director	52	51	98.08%	11	11	100%	1	1	100%
Viviana Dyah Ayu R.K.	Director of Finance	52	51	98,08%	17	17	100%	1	1	100%
Agus Noorsanto	Director of Wholesale and Institutional Business	52	50	96,15%	10	8	80%	1	1	100%
Supari	Director of Micro Business	52	52	100%	10	10	100%	1	1	100%
Agus Sudiarto	Director of Risk Management	52	51	98.08%	14	14	100%	1	1	100%
Arga Mahanana Nugraha	Director of Digital and Information Technology	52	52	100%	10	10	100%	1	1	100%
Ahmad Solichin Lutfiyanto	Director of Compliance	52	49	94,23%	11	11	100%	1	1	100%
Handayani	Director of Consumer Business	52	48	92,13%	11	11	100%	1	1	100%
Agus Winardono	Director of Human Capital	52	52	100%	12	12	100%	1	1	100%
Andrijanto	Director of Retail Funding and Distribution	52	52	100%	9	9	100%	1	1	100%
Amam Sukriyanto	Director of Commercial, Small and Medium Business	52	51	98.08%	9	9	100%	1	1	100%

Training and/or Competency Improvement of Members of the Board of Directors

BRI is subject to and complies with the OJK Regulation (POJK) Number 24 of 2022 which regulates the obligation of banks to carry out sustainable management and development of the quality of human resources owned by the company. Training and/or improving the competence of members of the Board of Directors has been regulated in the Decree of the Board of Directors NOKEP S.43-DIR/SKP/01/2018 concerning the Policy on Orientation and Education Programs for Directors and the Board of Commissioners. In ensuring that all Directors understand the roles and responsibilities, characteristics, and operations of the Company, as well as understand the latest developments in regulations and best practices, then at least once a year the Board of Directors will improve competence or refresh knowledge through Executive Education activities, certification, and other activities. The implementation of the Board of Directors education program aims to:

1. Increasing the insight and knowledge of the Board of Directors in accordance with their fields and business developments.
2. Increasing relationships and relationships with external stakeholders.
3. Supporting the implementation of duties and responsibilities that are supported by knowledge of educational outcomes.
4. Developing the professional knowledge, competence and leadership abilities of the Directors in line with the latest developments in the industry and good corporate governance.
5. Similar to education, introduction and development programs for the Board of Directors became an important part of the learning and development process of the Company in addition to strengthening the structure and strengthening the governance of the Company.

Education programs are carried out by members of the Board of Directors at least once a year and/or as needed. The training and or competency improvement that has been attended by active Directors until December 2024 are as follows.

Name	Position	Types of Training and Development Materials Competence/Training	Implementation Time and Place	Organizer
Sunarso	President Director	Risk Management Certification Alignment Program (SMR) for BOD, BOC, SEVP	Jakarta, November 29, 2024	BARa
Catur Budi Harto	Vice President Director	Risk Management Certification Alignment Program (SMR) for BOD, BOC, SEVP	Jakarta, November 29, 2024	BARa
		Global Risk Management	Rome, September 9 – 12, 2024	SDA Bocconi School of Management
Viviana Dyah Ayu R.K.	Director of Finance	Risk Management Certification Alignment Program (SMR) for BOD, BOC, SEVP	Jakarta, November 29, 2024	BARa
		Advanced Level Chartered Accountant Certification Program	Jakarta, Oktober 25, 2024	IAI
Agus Noorsanto	Director of Wholesale and Institutional Business	Risk Management Certification Alignment Program (SMR) for BOD, BOC, SEVP	Jakarta, November 29, 2024	BARa
		Corporate Business Model Innovation	Madrid, July 1 – 5, 2024	IE Business School
Supari	Director of Micro Business	Risk Management Certification Alignment Program (SMR) for BOD, BOC, SEVP	Jakarta, November 29, 2024	BARa
Agus Sudiarto	Director of Risk Management	Risk Management Certification Alignment Program (SMR) for BOD, BOC, SEVP	Jakarta, November 29, 2024	BARa
		Talent Management Reloaded	Berlin, September 18 – 20, 2024	we.CONNECT Global Leader

Name	Position	Types of Training and Development Materials Competence/Training	Implementation Time and Place	Organizer
Arga Mahanana Nugraha	Director of Digital and Information Technology	Risk Management Certification Alignment Program (SMR) for BOD, BOC, SEVP	Jakarta, November 29, 2024	BARa
		Leading Digital Business Transformation	Lausanne, June 17 – 21, 2024	IMD - International Institute for Management Development
Ahmad Solichin Lutfiyanto	Director of Compliance	Risk Management Certification Alignment Program (SMR) for BOD, BOC, SEVP	Jakarta, November 29, 2024	BARa
		Gartner Security & Risk Management Summit	London, September 23 -25, 2024	Gartner
Handayani	Director of Consumer Business	Risk Management Certification Alignment Program (SMR) for BOD, BOC, SEVP	Jakarta, November 29, 2024	BARa
		Leading High Performance Teams	Lausanne, September 3 – 6, 2024	IMD - International Institute for Management Development
Agus Winardono	Director of Human Capital	Risk Management Certification Alignment Program (SMR) for BOD, BOC, SEVP	Jakarta, November 29, 2024	BARa
		Talent Management Reloaded	Berlin, September 18 -20, 2024	we.CONNECT Global Leader
Andrijanto	Director of Retail Funding and Distribution	Risk Management Certification Alignment Program (SMR) for BOD, BOC, SEVP	Jakarta, November 29, 2024	BARa
		Asia Retail Banking Inner Circle	Singapore, September 5 – 6, 2024	McKinsey & Company
Amam Sukriyanto	Director of Commercial, Small and Medium Business	Risk Management Certification Alignment Program (SMR) for BOD, BOC, SEVP	Jakarta, November 29, 2024	BARa
		Leading Change in an Age of Digital Transformation	Fontainebleau, September 9 – 12, 2024	INSEAD - Institut Européen d'Administration des Affaires

Orientation Program for New Board of Directors

BRI has a company orientation and introduction policy for newly appointed members of the Board of Directors, orientation is given in relation to their duties and responsibilities. The Orientation Program is organized by the Corporate Secretary for new members of the Board of Directors. This orientation program is implemented to comply with the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Article 43 stipulates that members of the Board of Commissioners/Supervisory Board and members of the Board of Directors who are appointed for the first time must be given an introduction program regarding the relevant BUMN. The orientation program for new Directors was in the form of:

1. Requesting presentations to obtain explanations on various aspects deemed necessary, involving the relevant business unit/divisions.
2. Holding meetings with members of the Board of Commissioners/Directors to discuss various current issues in the Company or other required information.
3. Conducting visits to various business locations of Bank BRI.
4. Requesting data/documents related to the vision and mission of the Company, Bank BRI policies, Medium and long term Strategy and Plans, performance and finances of Bank BRI.
5. Conducting discussions with the relevant Business Unit to obtain explanations on various aspects deemed necessary and provide feedback to the relevant Business Unit.

During 2024 there was no new Directors so there was no implementation of an orientation program for new Directors.

Risk Management Certification

Name	Position	Certification/ Refreshment		
		Certification Institution	Tingkat	Publication Year
Sunarso	President director	LSPP	Level 7	2024
Catur Budi Harto	Vice President Director	LSPP	Level 7	2024
Viviana Dyah Ayu R.K.	Director of Finance	LSPP	Level 7	2024
Agus Noorsanto	Director of Wholesale and Institutional Business	LSPP	Level 7	2024
Supari	Director of Micro Business	LSPP	Level 7	2024
Agus Sudiarto	Director of Risk Management	LSPP	Level 7	2024
Arga Mahanana Nugraha	Director of Digital and Information Technology	LSPP	Level 7	2024
Ahmad Solichin Lutfiyanto	Director of Compliance	BSMR	Level 7	2024
Handayani	Director of Consumer Business	LSPP	Level 7	2024
Agus Winardono	Director of Human Capital	LSPP	Level 7	2024
Andrijanto	Director of Retail Funding and Distribution	LSPP	Level 7	2024
Amam Sukriyanto	Director of Commercial, Small and Medium Business	LSPP	Level 7	2024

Decisions and Implementation of Directors' Duties

During 2024, the Board of Directors carried out the duties and responsibilities, including but not limited to:

1. Carry out GMS consisting of 1 (one) Annual GMS.
2. Prepare the Company's Long Term Plan (RJPP), Bank Business Plan, Company Work Plan and Budget and other work plans
3. Prepare Annual Reports and Financial Reports.
4. Ensure that the Bank's accounting system complies with financial accounting standards and internal control principles, especially in terms of financial management, recording, storage and supervision.
5. Ensure the adequacy of processes and systems to identify, assess and control the risks faced by the Bank.
6. Carry out internal meetings of the Board of Directors and with related divisions.
7. Create organizational structure, tasks and define clear responsibilities including appointment of management.

In addition, the decisions of the Board of Directors were decided through a Committee forum formed by the Board of Directors as well as the Board of Directors Meeting Forum reported in detail in the 2024 Board of Directors Meeting Sub-Chapter in the Corporate Governance Chapter of this Annual Report.

Performance Assessment of Committees Under the Board of Directors and The Basis of The Assessment

In supporting the effectiveness and efficiency of carrying out the duties and responsibilities of managing the Bank, BRI's Board of Directors is assisted by ten committees that are under and directly responsible to the Board of Directors. As of December 31, 2024, BRI has 10 (ten) committees under the Board of Directors as follows:

No	Committee	Decision Letter Number
1.	Asset And Liability Committee (ALCO)	1564-DIR/PPM/07/2023
2.	Capital & Investment Committee	94-DIR/PPM/01/2024
3.	Human Capital Committee	95-DIR/PPM/01/2024
4	Information Technology Steering Committee	96-DIR/PPM/01/2024

No	Committee	Decision Letter Number
5.	Procurement Committee	97-DIR/PPM/01/2024
6.	Loan Policy Committee	98-DIR/PPM/01/2024
7.	Product Committee	99-DIR/PPM/01/2024
8.	Project Management Office Steering Committee (PMO SC)	100-DIR/PPM/01/2024
9.	Risk Management Committee	101-DIR/PPM/01/2024
10.	Environmental, Social & Governance {ESG) Committee	102-DIR/PPM/01/2024

The Board of Directors assesses that in 2024 all Committees have carried out their duties optimally. The performance evaluation procedure for committees under the Board of Directors is conducted periodically by comparing the committee's performance results with the evaluation criteria. The assessment uses performance result criteria in the form of each committee's contribution to the Company, including reports and recommendations provided to the Board of Directors. The performance results and contributions of each Committee have been discussed in the Committee meeting with the Board of Directors. Information on the Committee meetings is presented in the Sub-Chapter of Committees under the Board of Directors in this Annual Report.

Mechanism of Resignment and Termination of Board of Directors

Dismissal The term of office of a member of the Board of Directors ends when:

1. Passed away
2. End of tenure
3. Dismissed at the GMS, due to reasons deemed appropriate by the General Meeting of Shareholders for the interests and objectives of the Company.
4. Declared bankrupt by Commercial Court decision with permanent legal force or put under remission based on court decision.
5. No longer meets the requirements as a member of the Board of Directors based on BRI's Articles of Association and other applicable laws and regulations, including prohibited concurrent positions, as well as resignation. A member of the Board of Directors has the right to resign from his position by notifying BRI in writing of his intention and BRI is obliged to hold a General Meeting of Shareholders to decide on the request for resignation of a member of the Board of Directors within a period of no later than 60 (sixty) days after receipt of the letter of resignation. Board of Commissioners

Board of Commissioners Duties and Responsibilities

The Board of Commissioners is in charge of supervising management policies, the general course of management both regarding the Company and the Company's business carried out by the Board of Directors as well as providing advisory committees to the Board of Directors including supervision of the implementation of the Company's Long-Term Plan, Work Plan and Company's Budget as well as the provisions of the Articles of Association and Meeting Resolutions. General Shareholders, as well as applicable laws and regulations, for the benefit of the Company and in accordance with the purposes and objectives of the Company.

In carrying out its duties, the Board of Commissioners is obliged to:

1. Carry out duties, authority and responsibilities in good faith and with the principle of prudence.
2. Provide advice, direct, monitor and evaluate the implementation of integrated governance, risk management and compliance as well as the Bank's strategic policies, in accordance with the provisions of laws and regulations, the articles of association and/or GMS decisions.
3. Provide opinions and approval for the Company's Annual Work Plan and Budget as well as other work plans prepared by the Board of Directors, in accordance with the provisions.
4. Follow developments in the Company's activities, provide opinions and suggestions to the GMS regarding any issues deemed important for the management of the Company.
5. Report to Series A Dwiwarna Shareholders if there are symptoms of declining Company performance.
6. Propose to the GMS the appointment of a Public Accountant who will audit the Company's books.
7. Examine and review periodic reports and annual reports prepared by the Board of Directors and sign the annual report.
8. Provide explanations, opinions and suggestions to the GMS regarding the Annual Report, if requested.
9. Prepare minutes of meetings of the Board of Commissioners and keep a copy.
10. Report to the Company regarding his and/or his family's share ownership in the Company and other Companies.
11. Provide a report on the supervisory tasks that have been carried out during the previous financial year to the GMS.
12. Provide explanations regarding all matters asked or requested by Series A Dwiwarna shareholders, taking into account the laws and regulations, especially those that apply in the Capital Market sector.
13. The Board of Commissioners is prohibited from participating in decision making on the Company's operational activities, except:

a. provision of funds to related parties as regulated in the provisions regarding the Maximum Limit for Providing Bank Loan; And
b. other matters stipulated in the Company's Articles of Association or applicable laws and regulations. Decision making on the Company's operational activities by the Board of Commissioners as referred to in point d is part of the supervisory duties of the Board of Commissioners so that it does not negate the responsibility of the Board of Directors for the implementation of the Company's management.

14. Supervise the Board of Directors' follow-up on audit findings or examinations and recommendations from the Bank's Internal Audit Business Unit, External Auditor, results of supervision by the Financial Services Authority, and/or results of supervision by other authorities.
15. Report to the Financial Services Authority no later than 5 (five) working days after discovery:
    a. Violations of laws and regulations in the fields of finance, banking and those related to the Bank's business activities; and/or
    b. Circumstances or predicted conditions that could endanger the continuity of the Company's business.
16. In order to support the effective implementation of its duties and responsibilities, the Board of Commissioners is obliged to form at least:
    a. Audit Committee;
    b. Nomination and Remuneration Committee;
    c. Risk Management Monitoring Committee; and
    d. Integrated Governance Committee.
17. Ensure that the committees formed by the Board of Commissioners carry out their duties effectively.
18. Evaluate the performance of committees that help carry out their duties and responsibilities on a regular basis.
19. In implementing supervision related to the Risk Management function, the Board of Commissioners has the authority, duties and responsibilities:
    a. conduct evaluation and approval of Risk Management policies and strategies;
    b. conduct evaluation of the Board of Directors' accountability for the implementation of Risk Management policies and strategies as referred to in letter a; and
    c. carry out supervision and provide advice on the implementation of Risk Management functions in accordance with the provisions of laws and regulations, articles of association, and/or decisions of the GMS/ Minister.
20. In carrying out supervision related to the Internal Audit function, the Board of Commissioners has the authority, duties and responsibilities:
    a. ensure that the Board of Directors of BUMN and BUMN Subsidiaries have an Internal Audit Unit (SPI) that carries out the Internal Audit function.
    b. provide approval for the appointment and dismissal of the head of SPI proposed by the Board of Directors.
    c. ensure that SPI has access to information and/or data regarding BUMN that is necessary to carry out its duties.
    d. provide approval for the Internal Audit Charter proposed by the Board of Directors by taking into account the proposals from SPI.
    e. review the effectiveness and efficiency of the Internal Control System based on information obtained from SPI at least once in 1 (one) year.
    f. appoint an independent quality controller from an external party to conduct a review of SPI performance (quality assurance review) at least once in 3 (three) years.
    g. carry out supervision and provide advice on the implementation of other Internal Audit functions in accordance with the provisions of laws and regulations, articles of association, and/or decisions of the GMS/ Minister.
21. In implementing supervision related to the Integrated Governance function, the Board of Commissioners has the authority, duties and responsibilities:
    a. evaluate and approve the Integrated Governance policy.
    b. supervise the implementation of Integrated Governance in BUMN Subsidiaries to align with the Parent BUMN Risk Management policy.
    c. supervise the implementation of the duties and responsibilities of the Board of Directors of the Parent BUMN, and provide direction or advice to the Board of Directors of the Parent BUMN on the implementation of the Integrated Governance policy.
    d. evaluate the Integrated Governance policy and provide direction for improvement.
    e. supervise the implementation of Integrated Governance in BUMN Subsidiaries to align with the Integrated Governance policy of the Parent BUMN and BUMN Subsidiaries.
    f. supervise and provide advice on the implementation of other Integrated Governance functions in accordance with the provisions of laws and regulations, articles of association, and/or decisions of the GMS/Minister.
22. In implementing supervision related to the Remuneration and Nomination functions, the Board of Commissioners has the authority, duties and responsibilities:
    a. implement remuneration policies in accordance with the OJK Regulation regarding the implementation of governance in providing remuneration for commercial banks.
    b. implement nomination policies:
        i. provide recommendations regarding the system and procedures for the selection and/or replacement of members of the Board of Directors and members of the Board of Commissioners to the GMS;
        ii. provide recommendations regarding candidates for members of the Board of Directors and/or candidates for members of the Board of Commissioners to the GMS; and

iii. conduct evaluations and assessments of the performance of the Board of Directors. More detailed regulations regarding the authority, duties, and responsibilities of the Nomination and Remuneration function are regulated in the General Policy on Human Capital and the Rules of Procedure of the Nomination and Remuneration Committee.

23. Have guidelines and work regulations that are binding for each member of the Board of Commissioners, which must at least include:
    a. duties, responsibilities, and authorities of the Board of Commissioners;
    b. regulation of authority and decision procedures of the Board of Commissioners;
    c. regulation of work ethics of the Board of Commissioners;
    d. regulation of meetings of the Board of Commissioners;
    e. prohibitions against the Board of Commissioners;
    f. evaluation of the performance of the Board of Commissioners; and
    g. pattern of working relations between the Board of Commissioners and the Board of Directors.
24. Provide time to carry out tasks and responsibilities optimally in accordance with work guidelines and regulations.
25. Maintain all data and information related to the Bank submitted by the Board of Directors, and in accordance with the provisions of laws and regulations.
26. Carry out other obligations in the context of supervisory and advisory duties, as long as they do not conflict with laws and/or GMS decisions.

Each member of the Board of Commissioners was jointly and severally responsible for the Company's losses caused by mistakes or negligence of members of the Board of Commissioners in carrying out their duties, unless the member of the Board of Commissioners concerned could prove:

1. The loss was not due to his fault or negligence.
2. Had carried out supervision in good faith, full of responsibility, and prudence for the benefit and in accordance with the aims and objectives of the Company.
3. Did not have a conflict of interest, either directly or indirectly, over supervisory actions that resulted in losses.
4. Had taken action to prevent the occurrence or continuation of the loss.

President Commissioner Duties and Responsibilities

1. Lead the implementation of the Board of Commissioners' meeting and the Board of Commissioners' Meeting with the Board of Directors.
2. Lead the implementation of the General Meeting of Shareholders (GMS).
3. Coordinate and monitor the implementation of the work program of the Board of Commissioners.
4. Coordinate the activities of the Board of Commissioners in the context of supervising the implementation of the duties and responsibilities of the Board of Directors.

Rights and Authorities of The Board of Commissioners

The Board of Commissioners has the authority to:

1. Verify books, letters, and other documents, review cash for verification purpose and other securities, and check the Company's assets.
2. Enter the yard, building and office used by the Company.
3. Requesting an explanation from the Board of Directors and/or other officials regarding all issues related to the management of the Company.
4. Knowing all policies and actions that have been and will be carried out by the Board of Directors.
5. Requesting the Board of Directors and/or other officials under the Board of Directors with the knowledge of the Board of Directors to attend the Board of Commissioners meeting.
6. Appoint and dismiss a Secretary to the Board of Commissioners, at the suggestion of the Series A Dwiwarna Shareholder.
7. Establish an Audit Committee and other committees, if deemed necessary, taking into account the Company's capabilities.
8. Use experts for certain matters and for a certain period of time at the expense of the Company, if deemed necessary.
9. Dismiss members of the Board of Directors temporarily by stating the reasons if the Member of the Board of Directors acts contrary to the Company's Articles of Association or there are indications of taking actions that are detrimental to the Company or neglecting their obligations or there are urgent reasons for the Company.
10. Take actions to manage the Company under certain conditions for a certain period of time in accordance with the provisions of the Company's Articles of Association.
11. Attend Board of Directors meetings and provide views on matters discussed
12. Approved the appointment and dismissal of the Corporate Secretary and/or Head of the Internal Audit Business Unit.
13. Provide written approval for the actions of the Board of Directors as stipulated in Article 12 paragraph 7 of the Company's Articles of Association.
14. Carry out other supervisory authorities as long as they do not conflict with the laws and regulations, the Articles of Association and/or the resolutions of the GMS.

Decision Needs Approval of the Board of Commissioners

The Company's Articles of Association regulate the decisions of the Board of Directors which must be approved by the Board of Commissioners, namely:

1. Releasing/transferring and/or pledging the Company's assets, except for assets that are recorded as inventory and assets in the context of carrying out main business activities that are commonly carried out by companies engaged in the banking sector based on the criteria and values according to the Limits of Authority of the Board of Commissioners and with due observance of laws and regulations invitations in the capital market and banking sector.
2. Write off fixed assets due to certain conditions which:
   a. lost;
   b. destroyed;
   c. damaged and cannot be transferred (total loss);
   d. the transfer costs are greater than the economic value obtained from the transfer;
   e. dismantled to be rebuilt or built into other fixed assets, the budget for which has been determined through the ratification of the Company's Work Plan and Budget (RKAP);
   f. dismantled not to be rebuilt in connection with other programs that have been planned in the RKAP;
   g. dismantled to be rebuilt in connection with government programs; and/or
   h. based on laws and/or court decisions that have permanent legal force, the fixed assets are no longer owned or controlled by the Company.
3. Establish cooperation with business entities or other parties, in the form of joint operation (KSO), business cooperation (KSU), licensing cooperation, Build, Operate and Transfer (BOT), Build, Transfer, and Operate (BTO), Build, Operate and Own /BOO) and other agreements that have the same nature as the criteria and values in accordance with the Limits of Authority of the Board of Commissioners.
4. Determine and change the Company's logo.
5. Establish an organizational structure 1 (one) level below the Board of Directors.
6. Make capital investments, releasing capital investments including changes in capital structure with a certain value determined by the Board of Commissioners in other companies, subsidiaries and joint ventures that are not in the context of rescuing receivables by taking into account provisions in the Capital Market and Banking sectors.
7. Establish subsidiaries and/or joint ventures with a certain value determined by the Board of Commissioners by taking into account provisions in the Capital Markets and Banking sectors.
8. Propose representatives of the Company to become candidates for Members of the Board of Directors and Board of Commissioners in subsidiaries that make significant contributions to the Company and/or have strategic value as determined by the Board of Commissioners.
9. Carry out mergers, amalgamations, takeovers, separations and dissolutions of subsidiaries and joint ventures with a certain value determined by the Board of Commissioners by taking into account provisions in the Capital Markets and Banking sectors.
10. Carry out actions which are included in material transactions as determined by the laws and regulations in the capital markets sector with a certain value determined by the Board of Commissioners, unless the actions are included in material transactions which are excluded by the laws and regulations in force in the Capital Markets sector.
11. Actions that have not been stipulated in the RKAP.

Board of Commissioners Tenure

Members of the Board of Commissioners are appointed for a term starting from the date determined by the GMS that appoints them and ending at the closing of the 5th (fifth) Annual GMS after the date of their appointment, with the condition that it may not exceed a period of 5 (five) years, with due observance of laws and regulations in the Capital Market sector, but without reducing the right of the GMS to dismiss members of the Board of Commissioners at any time before their term of office ends. After their term of office ends, members of the Board of Commissioners may be reappointed by the GMS for one term of office.

The Board of Commissioners Criteria

The criteria for members of the BRI Board of Commissioners are compiled based on OJK Regulation Number 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies, OJK Regulation Number 17 of 2023 concerning the Implementation of Governance for Commercial Banks, OJK Regulation Number 27/03.POJK/2016 concerning the Assessment of Capability and Compliance for Main Parties of Financial Services Institutions and internal provisions of the BRI Board of Commissioners Decree of the Board of Commissioners Number Decree 07-KOM/BRI/07/2015 concerning the Nomination Policy for Members of the Board of Commissioners and Board of Directors.

General Qualification	Those who may be appointed as members of the Board of Commissioners are individuals who meet the following requirements at the time of appointment and during their term of office: 1. Have good character, morals and integrity; 2. Capable of carrying out legal actions; 3. In the 5 (five) years prior to appointment and during term of office: a. Never been declared bankrupt; b. Never been a member of the Board of Directors and/or a member of the Board of Commissioners who was found guilty of causing a company to be declared bankrupt; c. Never been convicted of committing a crime that is detrimental to state finances and/or related to the financial sector; and d. Never been a member of the Board of Directors and/or a member of the Board of Commissioners who during their term of office: i. Has never held an Annual GMS; ii. His/her accountability as a member of the Board of Directors and/or member of the Board of Commissioners has never been accepted by the GMS or has never provided accountability as a member of the Board of Directors and/or member of the Board of Commissioners to the GMS; and iii. Has caused a company that has obtained a permit, approval, or registration from the OJK Regulation to fail to fulfill its obligation to submit an annual report and/or financial report to the OJK Regulation. 4. Have a commitment to comply with laws and regulations; 5. Have knowledge and/or expertise in the fields required by the Company; and 6. Fulfill other requirements as specified in: a. Public Company Law; b. Legislation in the Capital Market sector; c. Legislation in the banking sector; and d. Other laws and regulations applicable to and related to the Company. 7. Not holding multiple positions: a. as a member of the board of directors, member of the board of commissioners, member of the sharia supervisory board, or executive officer at a financial institution or financial company, whether a bank or non-bank; b. as a member of the board of directors, member of the board of commissioners, member of the sharia supervisory board, or executive officer at more than 1 (one) non-financial institution or company, whether domiciled in or outside the country; c. as a member of the Board of Commissioners/Supervisory Board of a BUMN, except based on a special assignment from the Minister. d. as a member of the Board of Directors at a BUMN, other business entity or holding a position that based on laws and regulations is prohibited from being held concurrently with the position of member of the Board of Commissioners/ Supervisory Board of a BUMN, or a position that may give rise to a conflict of interest with the BUMN concerned, e. in the field of functional duties at a bank financial institution and/or non-bank financial institution domiciled in or outside the country; f. in other positions that may give rise to a conflict of interest in carrying out duties as a member of the Board of Commissioners; g. other positions in accordance with the provisions of laws and regulations. 8. Not including concurrent positions, if: a. members of the Board of Commissioners serve as members of the board of directors, members of the board of commissioners or executive officers who carry out supervisory functions in 1 (one) non-bank subsidiary company controlled by the Bank; b. Non-Independent Commissioners carry out functional duties from the Bank's shareholders in the form of legal entities in the Bank and/or the Bank's business group; and/or c. members of the Board of Commissioners hold positions in non-profit organizations or institutions, as long as this does not result in the person concerned neglecting the implementation of duties and responsibilities as a member of the Board of Commissioners. 9. Independent Commissioners are prohibited from holding concurrent positions as public officials. Fulfillment of the above requirements is proven by a statement signed by the prospective member of the Board of Commissioners and submitted to the Company.
Fulfillment of OJK Regulation No.27/03. POJK/2016 on Fit and Proper Test for Main Entity of Financial Services Institution	Prospective Members of the Board of Commissioners must obtain approval from the OJK Regulation before carrying out their actions, duties and functions as Members of the Board of Commissioners. In obtaining the said approval, Members of the Board of Commissioners must meet the requirements of integrity, financial reputation, and competence in the fit and proper assessment conducted by the OJK Regulation.
Fulfillment of OJK Circular Letter 39/SEOJK.03/ 2016 concerning Fit and Conformity Assessment for Prospective Controlling Shareholders, Prospective Members of the Board of Directors, and Prospective Members of the Board of Commissioners of Banks	Member of the Board of Commissioners shall have: 1. Adequate knowledge in banking field and relevant with the positions. 2. Experiences and skills in banking and/or financial fields. 3. Capabilities to carry out strategic management for the bank soundness development.

Board of Commissioners Work Guidelines and Rules of Procedure

The Board of Commissioners has a Work Guideline and Work Rules for the Board of Commissioners which was ratified in the Decree of the BRI Board of Commissioners Number 06-KOM/05/2024 dated May 28, 2024. Work Guidelines and Rules of Procedure of the Board of Commissioners is a reference for the Board of Commissioners in carrying out its duties and as a basis for implementing Good Corporate Governance for the Board of Commissioners. The contents of the Work Guidelines and Rules of Procedure of the Board of Commissioners are as follows:

Chapter	Discussion
Chapter I	Introduction 1.1 Legal Basis 1.2 General Understanding
Chapter II	Company Values, Organizational Structure, and Code of Ethics 2.1 Company Values 2.2 Organizational Structure, Membership and Code of Ethics
Chapter III	Work Guidelines and Regulations 3.1 Objectives, Authorities, Duties and Responsibilities 3.2 Prohibitions 3.3 Division of Work 3.4 Working Hours 3.5 Self-Assessment 3.6 Meeting Governance and Decision Making 3.7 Orientation and Training of the Board of Commissioners 3.8 Reports and Correspondence
Chapter IV	Closing

Board of Commissioners' Supervision Duties

The supervisory duties of the Board of Commissioners are as follows.

Table of Duties of the Board of Commissioners

Name	Position	Duties
Kartika Wirjoatmodjo	President Commissioner	• Nomination and Remuneration Committee • Integrated Governance Committee
Rofikoh Rokhim	Vice President Commissioner / Independent Commissioner	• Chairman of the Nomination and Remuneration Committee • Integrated Governance Committee • Risk Management Monitoring Committee • Audit Committee
Rabin Indrajad Hattari	Commissioner	• Nomination and Remuneration Committee • Risk Management Monitoring Committee
Dwi Ria Latifa	Independent Commissioner	• Nomination and Remuneration Committee • Risk Management Monitoring Committee
Hendrikus Ivo [1]	Independent Commissioner	• Nomination and Remuneration Committee • Integrated Governance Committee • Audit Committee
Heri Sunaryadi	Independent Commissioner	• Nomination and Remuneration Committee • Integrated Governance Committee • Risk Management Monitoring Committee • Audit Committee
Paripurna Poerwoko Sugarda	Independent Commissioner	• Nomination and Remuneration Committee • Integrated Governance Committee
Agus Riswanto	Independent Commissioner	• Nomination and Remuneration Committee • Audit Committee
Nurmaria Sarosa	Independent Commissioner	• Nomination and Remuneration Committee • Risk Management Monitoring Committee

Name	Position	Duties
Awan Nurmawan Nuh	Commissioner	• Nomination and Remuneration Committee • Risk Management Monitoring Committee
Haryo Baskoro Wicaksono [2]	Independent Commissioner	• Nomination and Remuneration Committee • Integrated Governance Committee • Risk Management Monitoring Committee • Audit Committee

Note:
[1] Hendrikus Ivo has resigned from his position since March 1, 2024
[2] Haryo Baskoro Wicaksono has been in office since March 1, 2024

Concurrent Position of The Board of Commissioner Policy

The policy of concurrent positions of members of the BRI Board of Commissioners refers to the provisions of the OJK Regulation Number 17 of 2023 dated September 14, 2023 concerning the Implementation of Governance for Commercial Banks and the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, with the following details:

1. Members of the Board of Commissioners are prohibited from holding concurrent positions:
   a. As a member of the Board of Directors, member of the Board of Commissioners, member of the Sharia Supervisory Board, or executive officer at a financial institution or financial company, both bank and non-bank.
   b. As a member of the Board of Directors, member of the Board of Commissioners, member of the Sharia Supervisory Board, or executive officer in more than 1 (one) non-financial institution or company, whether domiciled at home or abroad;
   c. as a member of the Board of Commissioners/Supervisory Board of a BUMN, except based on a special assignment from the Minister.
   d. as a member of the Board of Directors of a BUMN, other business entity or holding a position that based on laws and regulations is prohibited from being held concurrently with the position of a member of the Board of Commissioners/Supervisory Board of a BUMN, or a position that may give rise to a conflict of interest with the BUMN concerned,
   e. in the field of functional duties at a bank financial institution and/or non-bank financial institution domiciled in or outside the country;
   f. in other positions that may give rise to a conflict of interest in carrying out duties as a member of the Board of Commissioners;
   g. other positions in accordance with the provisions of laws and regulations.
2. Does not include concurrent positions, if:
   a. Members of the Board of Commissioners serve as members of the Board of Directors, members of the Board of Commissioners or executive officers who carry out supervisory functions in 1 (one) non-bank subsidiary company controlled by the Bank;
   b. Non-Independent Commissioners carry out functional duties from the Bank's shareholders in the form of legal entities in the Bank and/or the Bank's business group; and/or
   c. Members of the Board of Commissioners hold positions in non-profit organizations or institutions.
3. Candidates for members of the Board of Commissioners who have positions as intended in number 2 are required to make a statement to:
   a. Maintain integrity.
   b. Avoid all forms of conflict of interest.
   c. Avoid actions that could harm the Bank and/or cause the Bank to violate the precautionary principle while serving as a member of the Board of Commissioners.
4. Independent Commissioners are prohibited from holding concurrent positions as public officials.

Table of Concurrent Positions of the Board of Commissioners

Name	Position	Position at Other Companies/ Institutions	Name of Company/ Other Institutions
Kartika Wirjoatmodjo	President Commissioner	Deputy Minister of SOEs	Ministry of State Owned Enterprises
Rofikoh Rokhim	Vice President Commissioner / Independent Commissioner	Lecturers and Researchers	Universitas Indonesia
Rabin Indrajad Hattari	Commissioner	Secretary of the Ministry of SOEs	Ministry of State Owned Enterprises
Dwi Ria Latifa	Independent Commissioner	Lawyer	Ria Latifa & Partner Law Office
		President Commissioner	PT Bersua Utama Indonesia
Hendrikus Ivo [1]	Independent Commissioner	-	-
Heri Sunaryadi	Independent Commissioner	Independent Commissioner	PT Tower Bersama Infrastructure Tbk
Paripurna Poerwoko Sugarda	Independent Commissioner	Lecturers	Universitas Gajah Mada
		President Commissioner	PT Kaltim Methanol Industri
Agus Riswanto	Independent Commissioner	-	-
Nurmaria Sarosa	Independent Commissioner	-	-
Awan Nurmawan Nuh	Commissioner	Inspector General	Kementerian Keuangan
Haryo Baskoro Wicaksono [2]	Independent Commissioner	-	-

Note:
[1] Hendrikus Ivo has resigned from his position since March 1, 2024
[2] Haryo Baskoro Wicaksono has been in office since March 1, 2024

Board of Commissioners Conflict of Interest Management

Board of Commissioners that have conflict of interest in the Company's transaction and/or corporate action must declare such conflict of interest and therefore he/she is not included in the decisionmaking process of such transaction and/or corporate action. Any transaction with a conflict of interest shall first obtain the approval of the independent shareholders prior to its execution.

In 2024 there were no BRI corporate transactions or actions containing conflict of interest by Board of Commissioners.

Independent Commissioner

The Board of Commissioners has fulfilled the requirements of OJK Regulation no. 17 of 2023, which was issued on September 14, 2023, and pertains to the Governance Implementation for Commercial Banks. The regulation states that the number of Independent Commissioners should be at least 50% (fifty per cent) of the total number of members of the Board of Commissioners. As of December 31, 2024, there were 7 (seven) people out of 10 (ten) members of the Board of Commissioners (70%).

Independent Commissioner Determination Criteria

The criteria for Independent Commissioners refer to the provisions of OJK Regulation no. 17 of 2023 dated September 14, 2023 concerning Implementation of Governance for Commercial Banks. The criteria for Independent Commissioners are as follows:

Independent Commissioner Criteria	Independent Commissioner							
	Rofikoh Rokhim	Dwi Ria Latifa	Hendrikus Ivo [1]	Heri Sunaryadi	Agus Riswanto	Paripurna Poerwoko Sugarda	Nurmaria Sarosa	Haryo Baskoro Wicaksono[2]
Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for reappointment as Independent Commissioner of the Issuer or Public Company in the following period	√	√	√	√	√	√	√	√
Do not own shares directly or indirectly in the Issuer or Public Company	√	√	√	√	√	√	√	√
Has no affiliation with the Issuer or Public Company, members of the Board of Commissioners, members of the Board of Directors, or significant shareholder of the Issuer or Public Company	√	√	√	√	√	√	√	√
Does not have a business relationship, directly or indirectly related to the business activities of the Issuer or Public Company	√	√	√	√	√	√	√	√

Note:
[1] Hendrikus Ivo has resigned from his position since March 1, 2024
[2] Haryo Baskoro Wicaksono has been in office since March 1, 2024

Independent Commissioner's Statement

Rofikoh Rokhim

Dwi Ria Latifa

Hendrikus Ivo

Heri Sunaryadi

Paripurna Poerwoko Sugarda

Agus Riswanto

Nurmaria Sarosa

Haryo Baskoro Wicaksono

Board of Commissioners' Meetings

Meeting Policy

The implementation of the Board of Commissioners' meeting was regulated in the Board of Commissioners' Guidelines and Rules of Conduct. The Board of Commissioners' Meetings consisted of the Internal Meetings of the Board of Commissioners, the Meetings of the Board of Commissioners and the Board of Directors and the Meetings of the Board of Commissioners and Directors. Joint meetings of the Board of Directors and the Board of Commissioners took place on an ongoing basis and can be initiated by the Board of Commissioners or the Board of Directors in order to obtain a unified view and alignment of actions, including the Board of Commissioners in supervising and providing advice.

Meeting Organizing Mechanism

1. Meetings of the Board of Commissioners shall be held periodically at least once a month.
2. Meeting with Directors shall be held periodically at least once in four months;.
3. The meetings may be held at any time at the request of one or more Commissioners or at the request of the Directors, stating the matters to be discussed.
4. The meeting call must be made by the President Commissioner. If the President Commissioner is prevented or absent, which does not need to be proven to a third party, then the meeting call for the Board of Commissioners is made by the Deputy President Commissioner and if the Deputy President Commissioner is not present or absent or prevented, which does not need to be proven to a third party, then the meeting call can be made by a member of the Board of Commissioners.
5. The Meeting Call by the Board of Commissioners with the Board of Directors must be made in writing and delivered or submitted directly to each member of the Board of Commissioners with adequate receipt, or electronic mail (e-mail) no later than five days before the meeting is held, without taking into account the date of the call and the date of the meeting, or in a shorter time if in urgent circumstances.
6. The Board of Commissioners meeting invitation shall be in writing, and delivered physically or through electronic media.
7. The meeting invitations as stated above are not required for meetings that have been scheduled by the decision in the meeting held previously.
8. In special situations, which are extraordinary in nature (extraordinary situation) related to sudden proposals from the Board of Directors and require immediate decision-making, the Board of Commissioners may call a meeting in less than 1 (one) day or
9. At any time through any media that is possible in the situation.
10. The meeting guidelines is set as follows:
    a. The meeting invitation must include the event/agenda, date, time, and venue of the meeting.
    b. The meeting is held at the Company's domicile or elsewhere within the territory of the Republic of Indonesia or at the Company's place of business.
    c. The agenda and schedule of the meeting are the responsibility of the Secretary of the Board of Commissioners by considering input from the Board of Commissioners.
    d. The Secretary of the Board of Commissioners is responsible for assisting, organizing and preparing the meeting, preparing, and distributing the meeting agenda and discussion materials.
    e. In the event that the Board of Commissioners meeting invites the Board of Directors/Directors, the Secretary of the Board of Commissioners may coordinate with the Company's Secretariat Division.

f. The materials for the Board of Commissioners meeting inviting the Board of Directors/Directors must be provided to the Board of Commissioners no later than three working days before the meeting takes place, so that the Board of Commissioners has the opportunity to review the information and/or request additional information before the meeting.

11. The meeting is legitimate and has the right to take binding decision if attended or represented by more than half of total member of the Board of Commissioners.
12. Meeting materials for the Board of Commissioners are distributed to all meeting participants no later than 5 (five) working days before the meeting is held, unless the meeting is held outside of schedule, meeting materials can be submitted before the meeting is held.

Decision-Making

1. The decisions of the Board of Commissioners Meeting shall be based on deliberation to reach a consensus. If a decision based on deliberation to reach consensus is not reached, then the decision shall be taken by voting based on agreed votes of more than one-half of the total legitimate votes taken at the meeting.
2. The meeting chairman shall inform the conclusion and decision at the end of every meeting.
3. All meeting decisions are binding for all members of the Board of Commissioners.
4. Any recommendations proposed by the Committee and requiring the approval of the Board of Commissioners can be made through a meeting mechanism and/or written approval from the Board of Commissioners (circular).
5. Member of the Board of Commissioners can have a proxy in the meeting by other member of the Board of Commissioners with written attorney specifically provided for such matter and a member of the Board of Commissioners can only represent one other member of the Board. In this proxy, the absence members of the Board of Commissioners can submit his/her opinions on the concurrence of the meeting discussions and this opinion will be legitimately valid.
6. If a member of the Board of Commissioners and/or Directors cannot attend the meeting physically, then a member of the Board of Commissioners and/or Directors shall participate in the discussion via teleconference, video conference, or other electronic media according to applicable rules.

Voting Rights

1. Voting rights in the meeting is stipulated as follows:
   a. Every Member of the Board of Commissioners has the right to cast one vote and one additional vote for a legitimate proxy at the meeting;
   b. The abstain voting considered as affirmative vote in the meeting. Invalid votes are considered nonexistent and are not counted to determine the number of votes cast in the meeting.
   c. Voting on persons is conducted with closed ballots without signature, whereas voting on other matters is carried out verbally, unless the chairman determines otherwise without objection based on the majority of votes present;
   d. Every Member of the Board of Commissioners who personally, in any way, directly or indirectly, has an, interest in a proposed transaction, contract or proposed contract in which the Company is a party, shall be declared the nature of its interests in a meeting and is not entitled to participate in voting on matters relating to the transaction or contract.
   e. Invited guests are not granted any authority in decision making.
2. The Board of Commissioners may also take a valid decision without holding the Board of Commissioners Meeting provided that all members of the Board of Commissioners have been notified in writing and all members of the Board of Commissioners gave their written approval and sign the agreement. the decisions taken have the same validity as decisions taken legitimately at the Board of Commissioners Meetings.
3. Decision-making related to granting approval to the Board of Directors' proposal must be carried out no later than 15 (fifteen) working days since the final proposal is submitted or becomes an agenda for the Board of Commissioners Meeting and/or Board of Commissioners and Board of Directors Meeting or in writing for circular decisions.
4. All Board of Commissioners Meetings are chaired by the President Commissioner, and in the event that the President Commissioner is absent or unable to attend, in a matter that does not need to be proven to a third party, the Board of Commissioners Meeting is chaired by the Vice President Commissioner. In the event that the Vice President Commissioner is absent or unable to attend due to any reason, in a matter that does not need to be proven to a third party, the Board of Commissioners meeting shall be chaired by a member of the Board of Commissioners present and elected at the meeting.
5. In every meeting, minutes of the meeting must be made containing the matters discussed and matters decided. The minutes of the meeting are valid evidence for the Members of the Board of Commissioners and for third parties regarding the decisions taken in the relevant meeting.

Internal Meeting of The Board of Commissioners

2024 Meeting Plan

Board of Commissioners Meeting Plan

No.	Meeting Plan	Period
1	Policy Updates in OJK Regulation 9 of 2023 and OJK Regulation Number 17 of 2023	Quarter I
2	a. Preparation for the Implementation of the 2024 Annual GMS b. Appointment of the Chairperson of the 2024 Annual GMS	
3	Update on the Composition of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk	
4	Board of Commissioners Working Meeting	Quarter II
5	HR Transformation of Risk Management Division and Internal Audit Division	Quarter III
6	*2025 Macroeconomic Conditions and Projections Update*	Quarter IV

Joint Meeting Plan of the Board of Commissioners and Directors in 2024

No.	Meeting Plan	Period
1	a. Realization of Audited Financial Report for the 2023 Fiscal Year b. Evaluation of the realization of RBB, Collegial KPI, and RKAP for the year 2023	Quarter I
2	Evaluation of Organizational Structure and Nomenclature	
3	Proposed Key Performance Indicators (KPIs) for the Board of Directors Collegially in 2024	
4	a. Realization of financial reports for the first quarter of 2024 b. Evaluation of the Realization of RBB, Collegial KPI, and RKAP for the first quarter of 2024	Quarter II
5	ICoFR Implementation Progress Update (ICoFR Diagnostic Progress)	
6	Discussion of Approval of the Proposed Revision of the 2024-2026 RBB and 2024 RKAP	
7	a. Realization of financial reports for Quarter II of 2024 b. Evaluation of the realization of RBB, Collegial KPI, and RKAP for Quarter II of 2024	Quarter III
8	a. Consultation on the 2024 Revised Collegial KPI Proposal of the Board of Directors b. Consultation on the 2024-2026 LTI Proposal.	Quarter IV
9	a. Realization of financial reports for the third quarter of 2024 b. Evaluation of the realization of RBB, Collegial KPI, and RKAP for the third quarter of 2024	
10	a. Human Capital Strategy Update 2024 (inc. Cadre Policy) b. Human Capital Development Program Update 2024 (inc. Corporate University)	
11	Investor Concern Update	
12	a. Discussion on Approval of Proposed Corporate Plan 2025-2029, RBB 2025-2027, and RKAP 2025 b. Discussion on Approval of Proposed Collegial KPI of Board of Directors 2025	
13	Discussion of BRI RAKB Approval 2025	
14	a. 2024 Human Capital Strategy Update b. Update on the 2024 Human Capital Development Program	
15	Closing Remarks 2024	

2025 Meeting Plan

Board of Commissioners Meeting Plan for 2025

No.	Meeting Plan	Period
1	BRI Current Issues Discussion	Quarter I
2	a. Preparation for the Implementation of the 2024 Annual GMS b. Appointment of the Chairperson of the 2024 Annual GMS	
3	Board of Commissioners Working Meeting	
4	Update on the Composition of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk	Quarter III
5	Performance Evaluation of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk	
6	2025 Macroeconomic Conditions and Projections Update	Quarter IV

Joint Meeting Plan of the Board of Commissioners and Directors in 2025

No.	Meeting Plan	Period
1	a. Realization of Audited financial report for fiscal year 2024 b. Evaluation of realization of RBB, Collegial KPI, and RKAP for 2024.	Quarter I
2	Changes in Organizational Structure and Nomenclature	
3	Proposed Key Performance Indicators (KPIs) for the Board of Directors Collegially in 2025	
4	Update on Micro Segment Internal Control Follow-up Progress	
5	Evaluation of BRI Group Transaction Authority Threshold Policy	Quarter II
6	a. Realization of financial reports for the first quarter of 2025 b. Evaluation of the Realization of RBB, Collegial KPI, and RKAP for the first quarter of 2025	
7	ICoFR Implementation Progress Update (ICoFR Diagnostic Progress)	
9	Discussion of Approval of the Proposed Revision of the 2025-2027 RBB and 2025 RKAP	
10	a. Realization of financial reports for Quarter II of 2025 b. Evaluation of the realization of RBB, Collegial KPI, and RKAP for Quarter II of 2025	Quarter III
14	a. Consultation on the Board of Directors' Collegial KPI Proposal for 2025 Revision b. Consultation on the LTI Proposal for 2025-2027	
15	a. Realization of the financial report for the third quarter of 2025 b. Evaluation of the realization of the RBB, Collegial KPI, and RKAP for the third quarter of 2025	
16	Investor Concern Update	
17	a. Discussion on Approval of RBB Proposal for 2026-2028, and RKAP for 2026 b. Discussion on Approval of KPI Collegial Board of Directors Proposal for 2026	
18	Discussion of BRI RAKB Approval 2026	
19	a. 2025 Human Capital Strategy Update b. Update on the 2025 Human Capital Development Program	
21	Closing Remarks 2025	

Realization of The Board of Commissioners Meeting

Realization of Internal Meeting of the Board of Commissioners

No.	Date and time	Agenda	KW	RR	RIH	HI [1]	DRL	HS	
1	Tuesday, January 09, 2024	Policy Updates in OJK Regulation 9 of 2023 and OJK Regulation Number 17 of 2023	1	1	1	1	1	1	
2	Tuesday, February 20, 2024	a. Preparation for the Implementation of the 2024 Annual GMS b. Appointment of the Chairperson of the 2024 Annual GMS	1	1	1	1	1	1	
3	Wednesday, March 13, 2024	Updates to the composition of the committee and appointment of expert staff for the board of commissioners of PT Bank Rakyat Indonesia (Persero) Tbk	1	1	1	-	1	1	
4	Tuesday, May 28, 2024	Board of Commissioners Working Meeting	1	1	1	-	1	1	
5	Tuesday, August 27, 2024	a. Discussion of Proposed Changes to KPI LTI of the Board of Directors and Board of Commissioners 2024-2026 b. Transformation of HR of the Risk Management Division and Internal Audit Division	1	1	1	-	1	1	
6	Tuesday, November 12, 2024	2025 Macroeconomic Conditions and Projections Update	1	1	1	-	1	1	

Note:
[1] Hendrikus Ivo has resigned from his position since March 1, 2024
[2] Haryo Baskoro Wicaksono has been in office since March 1, 2024

Note:

KW Kartika Wirjoatmodjo	**DRL** Dwi Ria Latifa	**AR** Agus Riswanto
RR Rofikoh Rokhim	**NS** Nurmaria Sarosa	**ANN** Awan Nurmawan Nuh
RIH Rabin Indrajad Hattari	**HS** Heri Sunaryadi	**HBW** Haryo Baskoro Wicaksono
HI Hendrikus Ivo	**PPS** Paripurna Poerwoko Sugarda	

	PPS	AR	NS	ANN	HBW [2]	Present Commissioner	Total Board of Commissioners	Quorum
	1	1	1	1	-	10	10	100%
	1	1	1	1	-	10	10	100%
	1	1	1	1	1	10	10	100%
	1	1	1	1	1	10	10	100%
	1	1	1	1	1	10	10	100%
	1	1	1	1	1	10	10	100%

REALIZATION OF THE JOINT MEETING OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Throughout 2024, the agenda, dates and participants of the Joint Meeting of the Board of Commissioners and Board of Directors are as follows.

No.	Date and time	Agenda	KW	RR	RIH	HI [1]	DRL	
1	Tuesday, January 30, 2024	a. Realization of Audited Financial Report for the 2023 Fiscal Year b. Evaluation of the realization of RBB, Collegial KPI, and RKAP for the year 2023	1	1	1	1	1	
2	Tuesday, January 30, 2024	Changes in Organizational Structure and Nomenclature	1	1	1	1	1	
3	Tuesday, February 27, 2024	Update on Micro Segment Internal Control Follow-up Progress	1	1	1	1	1	
4	Tuesday, April 23, 2024	Evaluation of BRI Group Transaction Authority Threshold Policy	1	1	1	1	1	
5	Tuesday, April 23, 2024	Evaluation of BRI Group Transaction Authority Threshold Policy	1	1	1	-	1	
6	Tuesday, April 23, 2024	a. Realization of financial reports for the first quarter of 2024 b. Evaluation of the Realization of RBB, Collegial KPI, and RKAP for the first quarter of 2024	1	1	1	-	1	
7	Tuesday, April 23, 2024	ICoFR Implementation Progress Update (ICoFR Diagnostic Progress)	1	1	1	-	1	
8	Tuesday, May 21, 2024	Update on Non Deal Roadshow Results May 2024	1	1	1	-	1	
9	Wednesday, June 26, 2024	Discussion of Approval of the Proposed Revision of the 2024-2026 RBB and 2024 RKAP	1	1	1	-	1	

	HS	PPS	AR	NS	ANN	HBW [2]	Board of Directors	SEVP
	1	1	1	1	1	-	1. Sunarso 2. Catur Budi Harto 3. Supari 4. Handayani 5. A Solichin L 6. Agus Noorsanto 7. Agus Sudiarto 8. Amam Sukriyanto 9. Agus Winardono 10. Viviana Dyah Ayu R.K. 11. Arga Mahanan N 12. Andrijanto	1. Triswahju Herlina 2. Achmad Royadi 3. Harsya Wardhana Prasetyo 4. Aestika Oryza Gunarto 5. Muhammad Candra Utama 6. I Nyoman Sugiri Yasa 7. Steven Augustino Yudiyantho
	1	1	1	1	1	-	1. Sunarso 2. Catur Budi Harto 3. Supari 4. Handayani 5. A Solichin L 6. Agus Noorsanto 7. Agus Sudiarto 8. Amam Sukriyanto 9. Agus Winardono 10. Viviana Dyah Ayu R.K. 11. Arga Mahanan N. 12. Andrijanto	1. Triswahju Herlina 2. Achmad Royadi 3. Harsya Wardhana Prasetyo 4. Aestika Oryza Gunarto 5. Muhammad Candra Utama 6. I Nyoman Sugiri Yasa 7. Steven Augustino Yudiyantho
	1	1	1	1	1	-	1. Sunarso 2. Catur Budi Harto 3. Supari 4. Handayani 5. A Solichin L 6. Agus Noorsanto 7. Agus Sudiarto 8. Amam Sukriyanto 9. Agus Winardono 10. Viviana Dyah Ayu R.K. 11. Arga Mahanan N. 12. Andrijanto	1. Triswahju Herlina 2. Achmad Royadi 3. Harsya Wardhana Prasetyo 4. Aestika Oryza Gunarto 5. Muhammad Candra Utama 6. I Nyoman Sugiri Yasa 7. Steven Augustino Yudiyantho
	1	1	1	1	1	-	Agus Sudiarto	Triswahju Herlina
	1	1	1	1	1	1	1. Agus Sudiarto 2. Viviana Dyah Ayu R.K. 3. A Solichin L	Triswahju Herlina
	1	1	1	1	1	1	1. Sunarso 2. Catur Budi Harto 3. Supari 4. Handayani 5. A Solichin L 6. Agus Noorsanto 7. Agus Sudiarto 8. Amam Sukriyanto 9. Agus Winardono 10. Viviana Dyah Ayu R.K. 11. Arga Mahanan N 12. Andrijanto	1. Triswahju Herlina 2. Achmad Royadi 3. Harsya Wardhana Prasetyo 4. Aestika Oryza Gunarto 5. Muhammad Candra Utama 6. I Nyoman Sugiri Yasa 7. Steven Augustino Yudiyantho
	1	1	1	1	1	1	1. Agus Sudiarto 2. Viviana Dyah Ayu R.K. 3. A Solichin L	Triswahju Herlina
	1	1	1	1	1	1	Sunarso	-
	1	1	1	1	1	1	1. Sunarso 2. Catur Budi Harto 3. Agus Sudiarto 4. Handayani 5. Arga Mahanan N.	1. Muhammad Candra Utama 2. I Nyoman Sugiri Yasa

No.	Date and time	Agenda	KW	RR	RIH	HI [1]	DRL	
10	Tuesday, July 23, 2024	a. Realization of financial reports for Quarter II of 2024 b. Evaluation of the realization of RBB, Collegial KPI, and RKAP for Quarter II of 2024	1	1	1	-	1	
11	Tuesday, September 10, 2024	Discussion of Capital Structure Change Plan in the Framework of PT BRI Investment Management Strategic Partnership (IRIS Project)	1	1	1	-	1	
12	Tuesday, September 10, 2024	New Business Establishment Permit Resulting from Spin Off of Sharia Business Unit of PT BRI Asuransi Indonesia	1	1	1	-	1	
13	Tuesday, October 15, 2024	Micro Customer Behavior Changes Presentation	1	1	1	-	1	
14	Tuesday, October 8, 2024	a. Consultation on the 2024 Revised Collegial KPI Proposal of the Board of Directors b. Consultation on the 2024-2026 LTI Proposal.	1	1	1	-	1	
15	Tuesday, October 29, 2023	a. Realization of the financial report for the third quarter of 2024 b. Evaluation of the realization of the RBB, Collegial KPI, and RKAP for the third quarter of 2024	1	1	1	-	1	
16	Tuesday, November 5, 2024	a. Human Capital Strategy Update 2024 (inc. Cadre Policy) b. Human Capital Development Program Update 2024 (inc. Corporate University)	1	1	1	-	1	
17	Tuesday, November 12, 2024	Investor Concern Update	1	1	1	-	1	
18	Tuesday, November 26, 2024	a. Discussion on Approval of Proposed Corporate Plan 2025-2029, RBB 2025-2027, and RKAP 2025 b. Discussion on Approval of Proposed Collegial KPI of Board of Directors 2025	1	1	1	-	1	

	HS	PPS	AR	NS	ANN	HBW [2]	Board of Directors	SEVP
	0	1	1	1	1	1	1. Sunarso 2. Catur Budi Harto 3. Supari 4. Handayani 5. A Solichin L 6. Agus Noorsanto 7. Agus Sudiarto 8. Amam Sukriyanto 9. Agus Winardono 10. Viviana Dyah Ayu R.K. 11. Arga Mahanan N 12. Andrijanto	1. Triswahju Herlina 2. Achmad Royadi 3. Harsya Wardhana Prasetyo 4. Aestika Oryza Gunarto 5. Muhammad Candra Utama 6. I Nyoman Sugiri Yasa 7. Steven Augustino Yudiyantho
	1	1	1	1	1	1	1. Handayani 2. Viviana Dyah Ayu R.K.	-
	1	1	1	1	1	1	1. Agus Noorsanto 2. Viviana Dyah Ayu R.K.	-
	1	1	1	1	1	1	1. Supari 2. Agus Sudiarto 3. Agus Winardono 4. Viviana Dyah Ayu R.K.	1. Harsya Wardhana Prasetyo 2. Steven Augustino Yudiyantho
	1	1	1	1	1	1	1. Sunarso 2. Catur Budi Harto 3. Viviana Dyah Ayu R.K.	-
	1	1	1	1	1	1	1. Sunarso 2. Catur Budi Harto 3. Supari 4. Handayani 5. A Solichin L 6. Agus Noorsanto 7. Agus Sudiarto 8. Amam Sukriyanto 9. Agus Winardono 10. Viviana Dyah Ayu R.K. 11. Arga Mahanan N 12. Andrijanto	1. Donny Permana 2. Achmad Royadi 3. Harsya Wardhana Prasetyo 4. Aestika Oryza Gunarto 5. Muhammad Candra Utama 6. I Nyoman Sugiri Yasa 7. Steven Augustino Yudiyantho
	1	1	1	1	1	1	Agus Winardono	1. Steven Augustino Yudiyantho 2. Harsya Wardhana Prasetyo 3. I Nyoman Sugiri Yasa
	1	1	1	1	1	1	Viviana Dyah Ayu R.K.	-
	1	1	1	1	1	1	1. Sunarso 2. Catur Budi Harto 3. Supari 4. Handayani 5. A Solichin L 6. Agus Sudiarto 7. Amam Sukriyanto 8. Agus Winardono 9. Viviana Dyah Ayu R.K. 10. Arga Mahanan N 11. Andrijanto	1. Donny Permana 2. Aestika Oryza Gunarto 3. Muhammad Candra Utama 4. I Nyoman Sugiri Yasa 5. Steven Augustino Yudiyantho

No.	Date and time	Agenda	KW	RR	RIH	HI [1]	DRL	
19	Tuesday, November 26, 2024	Discussion of BRI RAKB Approval 2025	1	1	1	-	1	
20	Tuesday, December 3, 2024	a. 2024 Human Capital Strategy Update b. Update on the 2024 Human Capital Development Program	1	1	1	-	1	
21	Tuesday, December 10, 2024	Application for approval of Interim dividend	1	1	1	-	1	
22	Tuesday, December 17, 2024	Closing Remarks 2024	1	1	1	-	1	

Note:
1 Hendrikus Ivo has resigned from his position since March 1, 2024
2 Haryo Baskoro Wicaksono has been in office since March 1, 2024

Note:		
KW Kartika Wirjoatmodjo	**DRL** Dwi Ria Latifa	**AR** Agus Riswanto
RR Rofikoh Rokhim	**NS** Nurmaria Sarosa	**ANN** Awan Nurmawan Nuh
RIH Rabin Indrajad Hattari	**HS** Heri Sunaryadi	**HBW** Haryo Baskoro Wicaksono
HI Hendrikus Ivo	**PPS** Paripurna Poerwoko Sugarda	

Meeting Frequency and Attendance

Table of Frequency and Attendance of Board of Commissioners Meetings

Name	Position	Board of Commissioners Meeting			
		Number of Meetings	Number of Attendance	Percentage	
Kartika Wirjoatmodjo	President Commissioner	6	6	100%	
Rofikoh Rokhim	Vice President Commissioner / Independent Commissioner	6	6	100%	
Rabin Indrajad Hattari	Commissioner	6	6	100%	
Hendrikus Ivo [1]	Independent Commissioner	2	2	100%	
Dwi Ria Latifa	Independent Commissioner	6	6	100%	
Heri Sunaryadi	Independent Commissioner	6	6	100%	
Paripurna Poerwoko Sugarda	Independent Commissioner	6	6	100%	
Agus Riswanto	Independent Commissioner	6	6	100%	

	HS	PPS	AR	NS	ANN	HBW [2]	Board of Directors	SEVP
	1	1	1	1	1	1	1. Sunarso 2. Catur Budi Harto 3. Supari 4. Handayani 5. A Solichin L 6. Agus Sudiarto 7. Amam Sukriyanto 8. Agus Winardono 9. Viviana Dyah Ayu R.K. 10. Arga Mahanan N 11. Andrijanto	1. Donny Permana 2. Aestika Oryza Gunarto 3. Muhammad Candra Utama 4. I Nyoman Sugiri Yasa 5. Steven Augustino Yudiyantho
	1	1	1	1	1	1	Agus Winardono	Steven Augustino Yudiyantho
	1	1	1	1	1	1	Viviana Dyah Ayu R.K.	-
	1	1	1	1	1	1	1. Sunarso 2. Catur Budi Harto 3. Supari 4. Handayani 5. A Solichin L 6. Agus Noorsanto 7. Agus Sudiarto 8. Amam Sukriyanto 9. Agus Winardono 10. Viviana Dyah Ayu R.K. 11. Arga Mahanan N 12. Andrijanto	-

	Board of Commissioners Joint			AGMS		
	Number of Meetings	Number of Attendance	Percentage	Number of Meetings	Number of Attendance	Percentage
	22	22	100%	1	1	100%
	22	22	100%	1	1	100%
	22	22	100%	1	1	100%
	4	4	100%	1	1	100%
	22	22	100%	1	1	100%
	22	21	95%	1	1	100%
	22	22	100%	1	1	100%
	22	22	100%	1	1	100%

Name	Position	Board of Commissioners Meeting			
		Number of Meetings	Number of Attendance	Percentage	
Nurmaria Sarosa	Independent Commissioner	6	6	100%	
Awan NurmawanNuh	Commissioner	6	6	100%	
Haryo Baskoro Wicaksono [2]	Independent Commissioner	4	4	100%	

Note:
[1] Hendrikus Ivo has resigned from his position since March 1, 2024
[2] Haryo Baskoro Wicaksono has been in office since March 1, 2024

Training and/or Enhancement of Board of Commissioners' Competence

BRI is subject to and complies with the Financial Services Authority Regulation (POJK) Number 24 of 2022 which regulates the obligation of banks to carry out sustainable management and development of the quality of human resources owned by the company. Training and/or improving the competence of members of the Board of Commissioners has been regulated in the Decree of the Board of Directors NOKEP S.43-DIR/SKP/01/2018 concerning the Policy on Orientation and Education Programs for Directors and the Board of Commissioners. In ensuring that all the Board of Commissioners understand the roles and responsibilities, characteristics, and operations of the Company, as well as understand the latest developments in regulations and best practices, then at least once a year the Board of Commissioners will improve competence or refresh knowledge through training activities, certification, and other activities. The implementation of the Board of Commissioners education program aims to:

1. Increase the insight and knowledge of the Board of Commissioners following their fields and business developments.
2. Increase relations with external stakeholders.
3. Support the implementation of duties and responsibilities supported by knowledge of educational outcomes;
4. Develop professional knowledge, competence, and leadership abilities of the Board of Commissioners in line with the latest developments in the industry and good corporate governance.
5. Provide provision to develop and strengthen the Company's structure and governance.

The education program was carried out by members of the Board of Commissioners at least once a year and/or as needed. The training and/or competency improvement attended by the Board of Commissioners during 2024 are as follows.

Name	Position	Types of Training and Development Materials Competency / Training	Implementation		Organizer
			Time	Place	
Kartika Wirjoatmodjo	President Commissioner	Risk Management Certification (SMR) Alignment Program for BOD, BOC, SEVP	November 29, 2024	Jakarta, Indonesia	Bankers Association for Risk Management
Rofikoh Rokhim	Vice President Commissioner/ Independent Commissioner	*Servant Leadership: Leading with Humanity*	May 6 - 10, 2024	Virginia, Amerika Serikat	Darden Executive Education
		Risk Management Alignment Seminar	August 21 - 23, 2024	Jakarta, Indonesia	Bankers Association for Risk Management
		Asian Confederation of Institutes of Internal Auditors (ACIIA) Regional Conference	August 28 - 29, 2024	Bali, Indonesia	Asian Confederation of Institutes of Internal Auditors
		Navigating the Global Internal Audit Standards	September 12 - 13, 2024	Semarang, Indonesia	Institute of Internal Auditors
		Sustainable Leadership in the ESG Era	September 16 - 19, 2024	Michigan, Amerika Serikat	Michigan Executive Education
		Connecting Sustainability & Economic Resillience: Accountants Navigating The Future	December 02 - 04, 2024	Jakarta, Indonesia	Ikatan Akuntan Indonesia

	Board of Commissioners Joint			AGMS		
	Number of Meetings	Number of Attendance	Percentage	Number of Meetings	Number of Attendance	Percentage
	22	22	100%	1	1	100%
	22	22	100%	1	1	100%
	18	18	100%	-	-	-

Name	Position	Types of Training and Development Materials Competency / Training	Implementation		Organizer
			Time	Place	
Rabin Indrajad Hattari	Commissioner	Leading Change and Organizational Renewal	March 17 - 22, 2024	Cambridge, Amerika Serikat	Harvard Business School
		Changing the Game	July 21 - 26, 2024	Cambridge, Amerika Serikat	Harvard Business School
		Risk Management Certification (SMR) Alignment Program for BOD, BOC, SEVP	November 20 - 21, 2024	Jakarta, Indonesia	Bankers Association for Risk Management
Dwi Ria Latifa	Independent Commissioner	Executing Strategy for Results	July 14 - 19, 2024	London, United Kingdom	London Business School
		Risk Management Certification (SMR) Alignment Program for BOD, BOC, SEVP	November 20 - 21, 2024	Jakarta, Indonesia	Bankers Association for Risk Management
		HR: People, Culture and Transformation	December 02 - 04, 2024	Rotterdam, Belanda	Erasmus University
Hendrikus Ivo [1]	Independent Commissioner	-	-	-	-
Heri Sunaryadi	Independent Commissioner	Leading Change for Organisational Transformation	July 22 - 26, 2024	London, United Kingdom	London Business School
		Risk Management Certification (SMR) Alignment Program for BOD, BOC, SEVP	November 20 - 21, 2024	Jakarta, Indonesia	Bankers Association for Risk Management
		Enhancing Your Leadership	December 10 -12, 2024	London, United Kingdom	The École des hautes études commerciales de Paris
Paripurna Poerwoko Sugarda	Independent Commissioner	*Disruptive Innovation: Strategies for a successful enterprise*	June 17 - 22, 2024	Cambridge, Amerika Serikat	Harvard Business School
		Risk Management Certification (SMR) Alignment Program for BOD, BOC, SEVP	November 20 - 21, 2024	Jakarta, Indonesia	Bankers Association for Risk Management
		Designing and Executing Corporate Revitalization	December 01 - 06, 2024	Cambridge, Amerika Serikat	Harvard Business School

Name	Position	Types of Training and Development Materials Competency / Training	Implementation		Organizer
			Time	Place	
Agus Riswanto	Independent Commissioner	Risk Management Certification (SMR) Alignment Program for BOD, BOC, SEVP	November 20 - 21, 2024	Jakarta, Indonesia	Bankers Association for Risk Management
		HR: People, Culture and Transformation	December 02 - 04, 2024	Rotterdam, Belanda	Erasmus University
		Leading Change for Organisational Transformation	December 22 - 26, 2024	London, United Kingdom	London Business School
Nurmaria Sarosa	Independent Commissioner	Executing Strategy for Results	July 14 - 19, 2024	London, United Kingdom	London Business School
		Webinar Understanding Carbon Accounting	October 10, 2024	Online	Multi Sertifikasi Indonesia -MSI
		Enviromental, Social, & Governance (ESG) Reporting	October 10 -11, 2024	Online	Center for Risk Management & Sustainability
		Leading for Result	November 19 - 25, 2024	Singapore, Singapura	Institut Européen d'Administration des Affaires
		Carbon Digital Conference Indonesia	December 9 - 11, 2024	Jakarta, Indonesia	Indonesia Carbon Trade Association
		Risk Management Certification (SMR) Alignment Program for BOD, BOC, SEVP	December 20 - 21, 2024	Jakarta, Indonesia	Bankers Association for Risk Management
Awan Nurmawan Nuh	Commissioner	Learning Agility and Developing Human Capital	May 4 - 20, 2024	Amsterdam, Belanda	Blackbird Training Center
		Risk Management Certification (SMR) Alignment Program for BOD, BOC, SEVP	November 20 - 21, 2024	Jakarta, Indonesia	Bankers Association for Risk Management
Haryo Baskoro Wicaksono [2]	Independent Commissioner	Risk Management Certification (SMR) Alignment Program for BOD, BOC, SEVP	November 20 - 29, 2024	Jakarta, Indonesia	Bankers Association for Risk Management
		Leadership in a Technology Driven World	December 02 - 6, 2024	London, United Kingdom	Imperial College Business School

Note:
[1] Hendrikus Ivo has resigned from his position since March 1, 2024
[2] Haryo Baskoro Wicaksono has been in office since March 1, 2024

Orientation Program for New Commissioners

BRI has a company orientation and introduction policy for newly appointed members of the Board of Commissioners, orientation is given in relation to their duties and responsibilities. The Orientation Program is organized by the Corporate Secretary for new members of the Board of Commissioners. This orientation program is implemented to comply with the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Article 43 stipulates that members of the Board of Commissioners/Supervisory Board and members of the Board of Directors who are appointed for the first time must be given an introduction program regarding the relevant BUMN. Implementation of this program in the form of presentations, meetings, visits to the company's business unit and the assessment of documents or other programs. The objectives of the Board of Commissioners' orientation programs are as follows:

1. Adding knowledge to and new Commissioners on Vision, Mission, Profile and objectives of BRI Bank.
2. Supporting the achievement of the Bank's objectives through continuous improvement of performance
3. Provide an overview of responsibilities, authorities and prohibitions as a Commissioner of BRI.
4. Provide guidelines for Commissioners in carrying out their duties.
5. To increase the Board of Commissioners' understanding of work and operational system at Bank BRI.

6. Adding to the understanding of work and operational systems at Bank BRI; understanding of value creation for stakeholders, risk management, understanding of the banking industry or the subsidiary business of Bank BRI.
7. Increase the knowledge and knowledge of the Board of Commissioners in accordance with its field and business development of BRI.
8. Support the implementation of duties and responsibilities supported by knowledge of educational outcomes.

The orientation program for the new Board of Commissioners, namely Mr. Haryo Baskoro Wicaksono which has been followed is as follows:

Orientation Program Materials	Implementation date	Organizer
Rights and Obligations of the Board of Commissioners	Monday, March 04, 2024	Corporate Secretary Division
• Duties, Responsibilities and Authorities of Members of the Board of Commissioners • Articles of Association	Tuesday, March 19, 2024	Secretariat of the Board of Commissioners
• BRI Business Overview (business segments, products, and services) • Financial Highlights • Investor Concerns • Subsidiary Overview	Wednesday, March 20, 2024	Investor Relations Division
• Subsidiary Company Profile • Subsidiary Company Performance	Wednesday, March 20, 2024	Subsidiaries Management Division
• Organizational Structure • Vision, Mission, and Long-Term Strategic Plan (Corporate Plan) • Medium-Term Strategic Plan (Bank Business Plan/RBB) and Short-Term Strategic Plan (Company Work Plan and Budget/RKAP)	Wednesday, March 20, 2024	Planning, Budgeting, and Performance Management Division
• Governance Implementation Framework • Implementation of Corporate Governance • Integrated Governance	Thursday, March 21, 2024	Compliance Division
• Risk Management • Risk Profile • Risk Assessment • Risk Monitoring	Thursday, March 21, 2024	Market, Portfolio & Enterprise Risk Management Division
Functions of Internal and External Audit Units	Friday, March 22, 2024	Internal Audit Unit

Risk Management Certification

Based on the OJK Regulation Circular Letter Number 28/SEOJK.03/2022 concerning Risk Management Certification for Human Resources of Commercial Banks, members of the BRI Board of Commissioners must have a valid Risk Management Certificate while holding office. The Risk Management Certification in question must be organized by a Professional Certification Institution (LSP) in the banking sector registered with the OJK Regulation, which is adjusted to the competency unit referring to the Indonesian National Work Competency Standards (SKKNI) in the field of banking risk management and qualification levels referring to the Indonesian National Qualification Framework (KKNI) in the field of banking risk management, by referring to and paying attention to:

1. Scope of BRI risk management implementation and BRI Group integrated risk management;
2. BRI business activities and functions as the main entity in the BRI Group; and
3. Current risk developments.

The validity period of the Risk Management Certificate is for a period of 3 (three) years from the date of issuance of the certificate in question, and can be extended for 3 (three) years after the date the validity period of the previous Risk Management Certificate ends. The risk management certification table of the Board of Commissioners is as follows:

Name	Position	Certification/ Refreshment		
		Certification Organizer	Level	Year of Publication
Kartika Wirjoatmodjo	President Commissioner	LSPP	Level 7	2024
Rofikoh Rokhim	Vice President Commissioner/ Independent Commissioner	LSPP	Level 6	2024
Rabin Indrajad Hattari	Commissioner	LSPP	Level 6	2024
Dwi Ria Latifa	Independent Commissioner	LSPP	Level 6	2024

Name	Position	Certification/ Refreshment		
		Certification Organizer	Level	Year of Publication
Hendrikus Ivo [1]	Independent Commissioner	BSMR	Level 3	2020
Heri Sunaryadi	Independent Commissioner	LSPP	Level 6 *	2024 *
Paripurna Poerwoko Sugarda	Independent Commissioner	LSPP	Level 6 *	2024 *
Agus Riswanto	Independent Commissioner	LSPP	Level 6 *	2024 *
Nurmaria Sarosa	Independent Commissioner	LSPP	Level 6 *	2024 *
Awan Nurmawan Nuh	Commissioner	LSPP	Level 6	2024
Haryo Baskoro Wicaksono [2]	Independent Commissioner	LSPP	Level 7	2024

Note:
[1] Hendrikus Ivo has resigned from his position since March 1, 2024
[2] Haryo Baskoro Wicaksono has been in office since March 1, 2024
* Alignment to Level 6 has been carried out in November 2024, in the competency test process by the Banking Professional Certification Institute (LSPP)

Supervision of the Implementation of the Company's Strategy

Based on the Financial Services Authority Regulation No. 5/ POJK.03/2016 concerning Bank Business Plans, the Board of Commissioners is required to supervise the implementation of the Bank's Business Plan which includes among others management policies and strategies. The results of the supervision are set forth in the Supervision Report on the Implementation of the Bank's Business Plan which is submitted to the Financial Services Authority each semester as follows:

1. Board of Commissioners' Supervisory Report on the Performance of PT BRI Semester II of 2023 on January 31, 2024.
2. Supervisory Report of the Board of Commissioners for Semester I of 2024 on July 30, 2024.

Implementation of Supervisory Duties of The Board of Commissioners

The Board of Commissioners has carried out its duties, obligations, and responsibilities to supervise the management policies and the running of the Company's management as determined based on the applicable laws and regulations, the Company's Articles of Association, and the stipulated Work Plan. Duties, obligations, and responsibilities are carried out through meetings of the Board of Commissioners, meetings of the Board of Commissioners with the Board of Directors, or meetings and evaluations with committees under the Board of Commissioners and a letter from the Board of Commissioners to the Board of Directors.

As for the implementation of the duties of the Board of Commissioners during 2024, among others:

1. Supervise and provide advice on the Board of Directors' policies in carrying out the management of the Company during 2023.
2. Review of the realization of BRI's financial report performance on a consolidated and quarterly basis.
3. Evaluation of the proposed RBB for 2024-2026 and RKAP 2024, including the realization of the achievements of RKAP and RBB for 2024.
4. Evaluation of the proposed RBB for 2025-2027 and RKAP for 2025.
5. Appointment of Public Accounting Firm and/or Public Accountant for the general audit of BRI's consolidated financial statements and PUMK financial statements for 2024.
6. Loan consultation from the Board of Directors to the Board of Commissioners.
7. Approval of the 2024 SKAI Annual Audit Planning.
8. Evaluation of the performance and implementation of integrated governance in BRI's financial conglomerate.
9. Nomination and remuneration of the BRI Board of Directors and Board of Commissioners including nomination of Subsidiary Company management.
10. Review and approval of provision to related parties and capital participation under the authority of the Board of Commissioners
11. Evaluation of the performance and implementation of the main results of the SKAI audit, monitoring of follow-up actions on internal and external audit findings on a quarterly basis.
12. Review of Business Development in each Loan Segment.
13. Evaluation of the implementation of BRI's human capital policy.
14. Evaluation of Bank's soundness level, risk profile, implementation of compliance function, anti-fraud strategy and implementation of AML CFT.
15. Evaluation of BRI's talent pool policy and implementation.
16. Evaluation of reorganization proposals in the context of aligning business targets and collaboration between segments.
17. Evaluation of the implementation of Internal Control over Financial Reporting (ICoFR) and strengthening of Integrated governance.
18. Review of corporate loan portfolios and high-risk debtors.
19. Review of BRI IT governance, architecture and strategy.
20. Review and approval of sustainable financial action plans, recovery plans, and resolution plans.
21. Review of DPLK's financial and investment performance in 2023, including approval of Bank DPLK's business plan in 2024.
22. Implementation of other duties of the Board of Commissioners in the context of supervisory functions and providing advice to the Board of Directors.

Board of Commissioners' Recommendations

Throughout 2024, the Board of Commissioners has provided recommendations/approvals to the Company's Management in accordance with its authority as stipulated in the Articles of Association and applicable regulations. The details are as follows:

No.	Day and date	Recommendation/Approval
1	Friday, January 26, 2024	Approval of the Guidelines for the Implementation of the Anti-Money Laundering and Counter-Terrorism Financing (AML CTF) Program and the Prevention of Financial Crimes in the BRI Pension Fund (DPLK BRI).
2	Tuesday, February 13, 2024	Approval of the 2024 Annual Audit Plan for the Internal Audit Unit (SKAI).
3	Tuesday, February 20, 2024	Proposal for Organizational Structure Changes and Amendments to the Nomenclature of the Board of Directors for the 2024 Annual General Meeting of Shareholders (AGMS).
4	Tuesday, February 20, 2024	Approval of the Audit Scope for the Procurement of Public Accounting Firm Services in the General Audit of the Consolidated Financial Statements and the Micro and Small Business Funding Program Financial Statements for the 2024 Fiscal Year.
5	Tuesday, February 27, 2024	Proposal for the Appointment of a Public Accounting Firm for the Audit of the Consolidated Financial Statements and the Audit of the Micro and Small Business Funding Program Financial Statements for the 2024 Fiscal Year.
6	Wednesday, March 06, 2024	Determination of the Composition of the Board of Commissioners' Committees.
7	Tuesday, March 19, 2024	Changes to BRI's Organizational Structure.
8	Tuesday, March 26, 2024	Approval of Fund Provision to Related Parties on behalf of PT Pegadaian.
9	Wednesday, April 24, 2024	Approval of the Proposed General Risk Management Policy.
10	Wednesday, June 26, 2024	Approval of the Revised BRI Business Plan (RBB) for 2024-2026 and the Revised BRI Corporate Budget (RKAP) for 2024.
11	Wednesday, July 3, 2024	Approval of Fund Provision to Related Parties on behalf of PT BRI Danareksa Sekuritas.
12	Tuesday, September 17, 2024	Approval of the Establishment of a New Business Unit as a Result of the Spin-Off of the Sharia Business Unit of PT BRI Asuransi Indonesia.
13	Tuesday, September 17, 2024	*Discussion on the Planned Capital Structure Changes for Strategic Partnership.*
14	Monday, October 14, 2024	Approval of the Addendum to the 2024 Annual Audit Plan (PAT).
15	Thursday, October 31, 2024	Approval of the 2024-2025 Recovery Plan and the 2024-2026 Resolution Plan.
16	Tuesday, November 26, 2024	Approval of the Appointment of the Head of the Internal Audit Unit (SKAI).
17	Thursday, November 28, 2024	Approval of the Long-Term Plan (RJP) for 2025-2029, the Business Plan (RBB) for 2025-2027, and the 2025 Corporate Budget (RKAP) of BRI.
18	Thursday, November 28, 2024	Approval of BRI's 2025 Sustainable Finance Action Plan.
19	Thursday, November 28, 2024	Approval of BRI's 2025 Risk Appetite Statement.
20	Tuesday, December 10, 2024	Approval of Fund Provision to Related Parties on behalf of PT BRI Multifinance Indonesia.
21	Wednesday, December 18, 2024	Approval of Fund Provision to PT Tower Bersama Infrastructure Tbk.

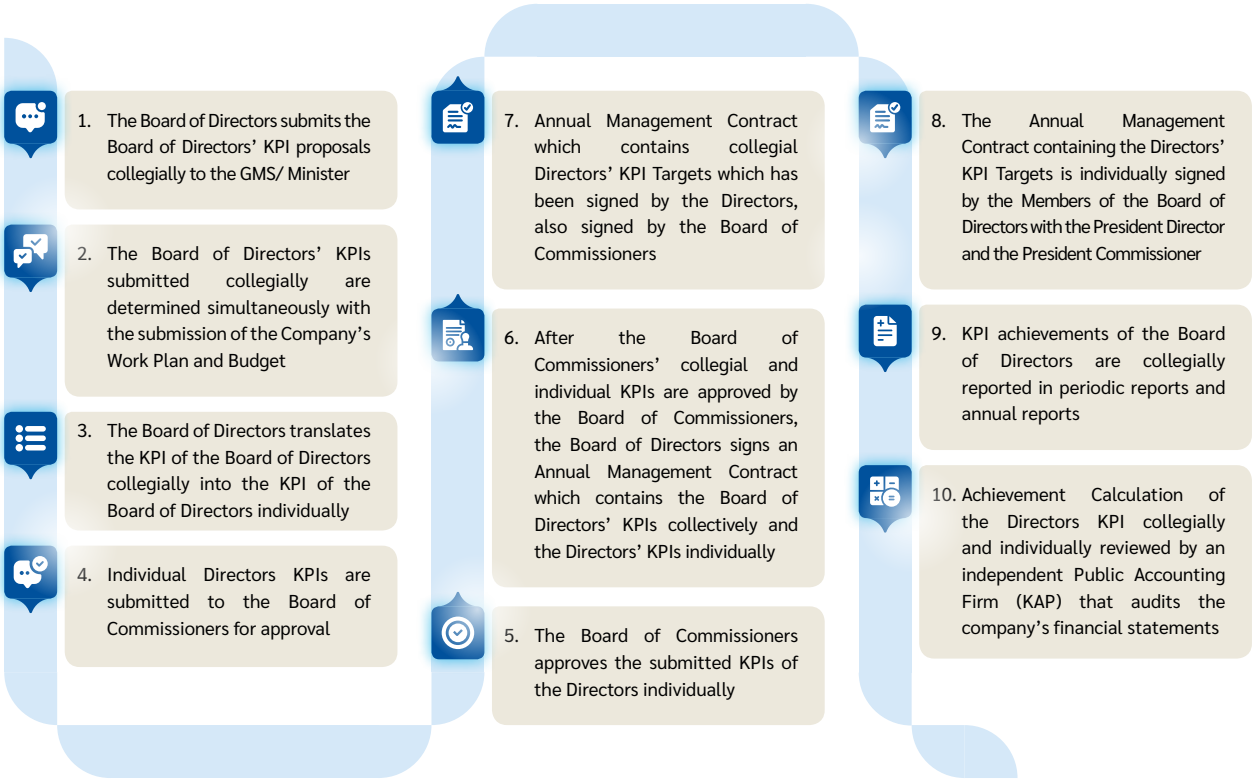
Performance Assessment of The Board of Directors and Board of Commissioners

Board of Directors Performance Assessment

The Annual General Meeting of Shareholders is the highest organ in the company. The President Director and the Board of Directors of the Company report and are accountable for the Company's performance to the shareholders based on the Management Performance Contract, namely assessing the performance of the President Director and each Board of Directors individually and the performance of each Committee as a supporting organ of the Board of Directors. The implementation of the performance assessment of the Board of Directors members is carried out based on the benchmark for assessing the performance of the President Director and each member of the Board of Directors.

The performance assessment of President Director and Members of the Board of Directors is conducted based on predefined Key Performance Indicators (KPI), which include both collegial (collective) KPIs and individual Directorate KPIs. The assessment is carried out annually as part of the Company's corporate governance framework.

Procedures for the Implementation of the Board of Directors' Performance Assessment



The procedures for implementing the evaluation of the performance of the Board of Directors are carried out in the GMS agenda. The results of the evaluation of the performance of the Board of Directors as a whole and the performance of each Member of the Board of Directors individually are an integral part of the compensation and incentive scheme for Members of the Board of Directors. The implementation of the Board of Directors assessment is carried out using several criteria and measuring tools, namely based on KPI achievement and based on GCG assessment in the Board of Directors aspect.

Criteria for Assessing The Board of Directors' Performance

COLLEGIAL BOARD OF DIRECTORS'S PERFORMANCE ASSESSMENT CRITERIA

The performance evaluation criteria measured are as follows:

1. Economic and Social Value for Indonesia consisting of financial, operational and social aspects
2. Business Model Innovation
3. Technology Leadership
4. Increased Investment
5. Talent Development

CRITERIA FOR ASSESSMENT OF INDIVIDUAL PERFORMANCE

Directorate (Individual) performance is assessed based on the achievement of each Directorate's KPI targets with the following explanation:

President Director & Deputy President Director

- BRI's consolidated profitability indicators
- BRI's capital adequacy indicators
- Loan quality indicators
- BRI's low-cost funding composition along with leading indicators such as active BRImo users
- Technology leadership indicators reflected by the implementation of the Jalin Project according to milestones and the absence of cyber security breaches
- Talent development indicators covering diversity in nominated talent and employee productivity in line with company strategy
- Customer satisfaction & advocacy indicators (Net Promoter Score) for BRI services
- Profit and fee income contribution targets from Subsidiaries
- Successful distribution of KUR (Micro Business Loans)
- Achievement of Ultra Micro integration according to the initial Ultra Micro formation strategy
- ESG rating

Directorate of Finance
- BRI's consolidated profitability indicators
- BRI's capital adequacy indicators
- Loan quality indicators
- Liability structure reflected by the ratio of low-cost funds and cost of funds
- Total profit and fee income contribution targets from subsidiaries
- Corporate action plans executed according to milestones
- Implementation of Enterprise Financial System transformation and AI for BRI's Finance Data initiatives according to milestones

Directorate of Consumers
- Asset spread in the consumer segment
- Consumer segment loans
- Asset Under Management (AUM) for Third-Party Funds (DPK) and Non-DPK
- Maintained loan quality in the consumer segment
- Business process improvement implementation achieved according to milestones and financial targets, including the Mortgage Ecosystem and Pipeline Management for the consumer segment

Directorate of Micro Business
- Successful distribution of Micro and Super Micro KUR
- Liability structure reflected by daily average CASA and cost of deposit in the micro segment
- Extracomptable recovery in the micro segment
- Ultra Micro Holding executed according to business strategy
- Micro Business Reengineering initiative implemented according to milestones

Directorate of Commercial, Small and Medium Business
- Asset spread in the SME segment
- Fee-based income from the SME segment
- Managed customer funds in the SME segment
- Daily average of managed customer funds in the SME segment
- Business ecosystem development initiatives and pipeline management carried out according to milestones

Directorate of Wholesale Business and Institutions
- Fee-based income from wholesale and institutional business
- Ratio and daily average of low-cost funds
- Growth in wholesale business segment loans with maintained asset quality

Corporate Business Directorate
- Fee-based income from corporate business
- Daily average of total deposits and low-cost funds
- Maintained loan quality reflected by LAR (Loan at Risk), DPK (Third-Party Funds), and NPL (Non-Performing Loan) ratios
- Growth in daily average performing loans
- Share of wallet in managed funds
- Acquisition of new principal customers

Sub Directorate of Treasury and Global Services
- Revenue from treasury & global services business
- Overall contribution from UKLN (Foreign Loans)
- Maintained liquidity management indicators below the threshold
- Volume & number of transactions in treasury & global services business
- Cost of funds outside of Third-Party Funds

Directorate of Risk Management
- Maintained Bank Soundness Level in the Sound category
- Maintained Risk Maturity Index according to regulations
- Risk Maturity Index for Ultra Micro holding entities (PNM and PGD)
- Extracomptable recovery executed according to business strategy
- Roadmap for improving the implementation of risk management according to milestone.

Directorate of Compliance
- Good Corporate Governance (GCG) rating
- Corporate Governance Perception Index (CGPI) score
- Composite rating of Integrated Governance
- ESG rating
- Management of fines/losses related to regulatory issues
- Quality of BRI litigation

Directorate of Retail Funding & Distribution
- Net Promoter Score (NPS) indicating customer satisfaction & advocacy towards BRI services
- Losses due to E-Channel skimming by external parties are controlled
- Number of productive EDC and QRIS merchants aligned with business strategy, reflected in daily average CASA from EDC merchants
- Retail funding costs remain controlled with cost of deposit
- Implementation of the Jalin project according to milestones
- Quality of services and operations in BRI business units is maintained
- Customer Experience Survey results by independent surveyors (CARRE and Gallup)

Directorate of Human Capital
- Increased Employee Engagement Index
- Increased Employee Productivity
- Employer of Choice
- Average diversity in nominated talent: women & young employees
- Risk Management Organ qualification fulfillment ratio

Directorate of Digital & Information Technology
- Achieved IT maturity level target
- Target success rate of transactions
- Improved network and IT service availability
- Zero incidents in IT security (cybersecurity breaches)
- Implementation of Jalin ATM integration project according to milestones
- Implementation of BRI Group Single ID in line with milestones
- Achieved BRIbrain conversion rate

Directorate of Fixed Asset Management and Procurement
- Roadmap for the Use of Domestic Products and MSME Share
- Completion & Reconciliation of Fixed Asset Records
- Optimization/Resolution of Non-Operational Fixed Assets (ATTB)
- Completion of New Fixed Asset Insurance Claims
- Digital Campaign Performance

Sub Directorate Change Management & Transformation Office
- Stakeholder satisfaction survey on Project Management Effectiveness
- Outcomes of Moonshot BRIVolution 2.0 initiatives
- Post Implementation Review (PIR)
- PMO as Lead Demand Management

- Implementation of business models according to Ecosystem Business Forum (EBF) milestones and financials
- Qlola project implementation in line with milestones and financial goals

Internal Audit Unit
- Control of fines due to non-compliance with regulatory provisions
- Zero Cyber security breaches (zero incidents)
- Quality execution of Whistle Blowing System (WBS) follow-ups
- Key corporate performance indicators

Sub Directorate of Operations
- Indicators related to cash management (such as cash ratio, maximum cash limit, and ATM & CRM cash discrepancies)
- Enhancement of loan operational functions
- Optimization of subrogation liability settlement
- Management of SAI (Secondary Accrual Interest)
- Maximum downtime of applications
- Improvement of User Experience on BRISpot
- Migration of features from Legacy Apps to Digital Apps

ASSESSMENT OF THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE IN THE BOARD OF DIRECTORS ASPECT

Based on the provisions of OJK regulation Number 17/POJK.03/2023 and OJK circular letter No.13/SEOJK.03/2017 which require Commercial Banks to conduct self-assessments of the implementation of Bank Governance, BRI conducted an assessment of the Board of Directors' aspects in the implementation of GCG in the fiscal year. In addition, the Board of Directors has an assessment mechanism that refers to the best practice of the ASEAN CG Scorecard assessment.

The Party Conducting The Assessment

The parties that conduct the performance assessment of the Board of Directors are the Board of Commissioners and the GMS. In conducting the performance assessment of the Board of Directors, the Board of Commissioners refers to the KPI indicators. The performance of the Board of Directors and each member of the Board of Directors will be evaluated by the Board of Commissioners. The realization of the KPI of each Member of the Board of Directors is reported to the Board of Commissioners for further review by the Remuneration and Nomination Committee as a consideration in determining the remuneration of each Member of the Board of Directors. The individual performance of the Board of Directors can be seen specifically in the Individual KPI consisting of Joint KPI and Directorate KPI.

Furthermore, the Board of Commissioners and the Board of Directors are responsible for the achievement of the Company's performance in the 2024 period, including the implementation of the duties and responsibilities of the Board of Commissioners and the Board of Directors in the GMS. Before being disclosed in the GMS, the assessment of the Board of Directors' Collegial KPI has gone through a review process by KAP.

Results of the Collegial Performance Assessment of the Board of Directors

The collegial assessment of the KPI of the President Director and Members of the Board of Directors for the 2024 fiscal year has been conducted as follows:

Category		Weight	KPI Parameters	Achievement
Economic and Social Value for Indonesia	Financial	36%	1. PPOP Consolidation	105.2%
			2. Total Shareholder Return	25.0%
			3. ROE Tier 1	102.6%
			4. CAR	97.8%
			5. Average Total Loan Growth	91.1%
			6. Average Growth of Total Deposits	80.7%
	Operational	16%	7. LAR	101.3%
			8. Cost of Credit (CoC)	110.0%
			9. BOPO Consolidation	98.0%
	Social	8%	10. Realization of KUR Distribution	109.4%
			11. Net Promoter Score (NPS)	110.0%
Business Model Innovation		10%	12. CASA Ratio	105.9%
			13. Number of Active BRIMO Users	110.0%
			14. Micro Business Transformation Plan	100.0%
Technology Leadership		7%	15. ATM integration implementation (Project Jalin)	100.0%
			16. Cyber Security Breach	110.0%

Category	Weight	KPI Parameters	Achievement
Increased Investment	15%	17. Rating Environment, Social, Government (ESG)	100.0%
		18. Increase in Profit & Fee Income Contribution from Subsidiary Companies	102.9%
		19. Sustainable Financing or Loan	93.1%
		20. Ultra Micro KPI Realization	100.5%
Talent Development	8%	21. Average Diversity in Nominated Talent (Women & Young)	110.0%
		22. Employee Productivity	105,0%

Board of Commissioners Performance Assessment

The Board of Commissioners prepares a work plan at the beginning of the year and conducts a self-assessment based on the achievements of the Board of Commissioners and the predetermined Key Performance Indicators (KPI). Furthermore, the Board of Commissioners also reviewed the implementation of the duties of supporting bodies under the Board of Commissioners in accordance with the targets set in the Work Plan and Budget.

Based on the review results and the self-assessment of the performance of the Board of Commissioners and the Committees under the Board of Commissioners, it was concluded that all work plans established at the beginning of 2024 were successfully implemented 100% in line with the set targets.

Procedure for Implementing the Performance Assessment of The Board of Commissioners

Performance Assessment of the Board of Commissioners is carried out through self-assessment and is reported at the GMS.

Board of Commissioners' Performance Evaluation Criteria

Board of Commissioners Performance indicators or criteria are measured by the achievement of the work program/ work plan and budget (RKA) that was prepared at the beginning of each year. The work program of the Board of Commissioners is prepared by taking into account the key success factors in the implementation of the Board of Commissioners duties, including the learning & growth, Internal process, compliance and financial perspectives. The 2024 assessment of the Board of Commissioners criteria are as follows:

No.	Assessment Perspectives	Assessment Aspects	Indicators	Parameter	Weight
1	Learning & Growth Perspective	Board of Commissioners Organization	Organization of the Board of Commissioners Following the provisions	Organization of the Board of Commissioners following applicable regulations	2,00
			Organ organization under the Board of Commissioners following the provisions	Organ organization under the Board of Commissioners following applicable regulations	2,00
		Board of Commissioners Competency Development	New Board of Commissioners orientation program	The entire Board of Commissioners has just joined the orientation program	2,00
			Members of the Board of Commissioners fulfill competency/ certification in accordance with applicable regulations	Members of the Board of Commissioners have fulfilled their competencies in accordance with applicable regulations	2,00
			Education/training/seminar programs to improve competence	Each Commissioner member has attended at least one education/ training/seminar program	2,00
Sub Total					**10,00**

No.	Assessment Perspectives	Assessment Aspects	Indicators	Parameter	Weight
2	Internal Process	Planning	Ratification of the Work Plan and Budget of the Board of Commissioners	The RKAP of the Board of Commissioners is approved before the implementation of the current year the RKAP takes effect	2,50
			Approval of RBB and/or revision of RBB on time	The RBB is ratified before November 30, and the Revised RBB is approved by the Board of Commissioners before June 30 every year	5,00
		Implementation	Approval of corporate actions of the Board of Directors that require the support of the Board of Commissioners following the provisions	The application for approval from the Board of Commissioners on the proposal of the Board of Directors is given no later than 15 working days from the date it is received by the Board of Commissioners	5,00
			Meetings of the Board of Commissioners are held following the provisions and targets	Meetings of the Board of Commissioners are held at least once a month, and the Meetings of the Board of Commissioners with the Board of Directors are held at least once every four months	10,00
			Formulate Nomination Policy and Implementation of the Nomination Process Candidates for the management of the Company, including subsidiaries under the authority of the Board of Commissioners	a. Letter of submission of nominated talent to the Cluster Talent Committee (CTC) b. Company Nomination Policy	2,50
			Develop remuneration policies and remuneration structures for the Board of Directors and the Board of Commissioners	a. Remuneration Policy for the Board of Directors and the Board of Commissioners. b. Recommendations on the remuneration structure for the Board of Commissioners and the Board of Directors submitted to Series A Dwi Warna Shareholders	2,50
			Appointment of a Public Accounting Firm on the Company's Financial Statements	The recommendation of KAP to carry out an audit of the company's financial statements is given before the Company's Annual GMS	5,00
		Supervision	Implementation of the Working Visit of the Board of Commissioners	Implementing working visits to Regional Offices	7,50
			Implementation of internal control review	Review of The Internal Audit Business Unit Annual Audit Planning (PAT) and evaluation of the implementation of internal audit	2,50
			Implementation of the Internal Audit Audit Report Review and follow-up on the results of the internal audit	Internal audit report review and followup on findings are carried out following the provisions and on time according to the target	2,50
			Implementation of Internal Audit Audit Report Review and follow-up on external audit results	External audit report review and followup on findings are carried out following the provisions and on time according to the target	2,50
			Implementation of the Financial Report Review	Review of financial statements is carried out following the provisions and on time according to the target	2,50
Sub Total					**50,00**

No.	Assessment Perspectives	Assessment Aspects	Indicators	Parameter	Weight
3	Compliance Prespective	Implementation of corporate activities in accordance with Good Corporate Governance	Implementation of GCG selfassessment	The GCG self-assessment is carried out every Semester in accordance with the provisions and on time according to the target	2,50
			Implementation of the Integrated Governance self-assessment	GCG self-assessment is carried out every semester in accordance with the provisions and on time according to the target	2,50
			Public Accountant's Opinion on the Company's Financial Statements	Unqualified Public Accountant Opinion	5,00
			CGPI Assessment Score	CGPI assessment score is better than previous year	2,50
		Implementation of the Supervision function on the Management of Risk Management	Performance of a review of the Risk Profile Report	Implementation of the review of the Risk Profile Report every three months in accordance with the provisions and on time according to the target	10,00
			Implementation of the compliance function	The self-assessment score of the review of the implementation of the compliance function is carried out every semester	2,50
			Implementation of Review on Risk Profile Report and Compliance Function and bank soundness level	The review of the Compliance function and the soundness level of the bank is carried out every semester in accordance with the provisions and on time according to the target	2,50
			Implementation of the Integrated Internal Control Adequacy Review, Integrated Risk Profile, Integrated Governance Implementation, and Integrated Governance Annual Report.	Implementation of Integrated Internal Control Adequacy Review, Integrated Risk Profile, Implementation of Integrated Governance, and Integrated Governance Annual Report is carried out every Semester in accordance with the provisions and on time according to the target	2,50
Sub Total					**30,00**
4	Financial Perspective	Assessment of profitability and capital aspects	Net profit	Achievement of net profit targets in accordance with the RKAP	2,50
			Asset	Achievement of asset targets in accordance with the RKAP	2,50
			NPL	Achievement of NPL targets in accordance with the RKAP	2,50
			CAR	Achievement of CAR targets in accordance with the RKAP	2,50
Sub Total					**10,00**
TOTAL					**100,00**

Parties that Conduct the Assessment

The Board of Commissioners evaluates the performance of the Board of Commissioners in 2024 by conducting a self-assessment and presented at the GMS.

Board of Commissioners Performance Assessment Results

No.	Valuation Perspective	Assessment Aspects	Indicator	Parameter	
1	Learning & Growth Perspective	Board of Commisioners Organization	The organization of the Board of Commissioners complies with the regulations.	The organization of the Board of Commissioners is in accordance with the applicable regulations.	
			The organization of bodies under the Board of Commissioners is in accordance with the regulations.	The organization of bodies under the Board of Commissioners is in accordance with the applicable regulations.	
		Board of Commissioners Competency Development	Orientation program for new Board of Commissioners members	All new Board of Commissioners members have completed the orientation program.	
			Board of Commissioners members fulfill competency/certification requirements as per regulations.	Board of Commissioners members meet competency requirements as per applicable regulations.	
			Participation in education/ training/seminars to enhance competency	Each Board of Commissioners member attends at least one education/training/seminar annually	
Sub Total					
2	Internal Process	Planning	Approval of the Board of Commissioners' Work Plan and Budget (RKAP)	The Board of Commissioners' RKAP is approved before the financial year begins.	
			Timely approval of Business Plan (RBB) and/or revision	RBB must be approved before November 30, and revisions before June 30 annually.	
		Implementation	Approval of corporate actions or Board of Directors' decisions requiring Board of Commissioners' approval	Board of Commissioners' approval must be given within 15 working days of receiving the request.	
			Board of Commissioners meetings are conducted as per regulations and targets	Board of Commissioners meetings must be held at least once a month, and joint meetings with the Board of Directors at least once every four months.	
			Formulating Nomination Policies and Implementing the Nomination Process for Corporate Management Candidates, Including Subsidiaries Under the Authority of the Board of Commissioner	a. Submission of nominated talent letter to the Cluster Talent Committee (CTC) b. Corporate Nomination Policy	
			Formulating Remuneration Policies and Structure for the Board of Directors and Board of Commissioners	a. Remuneration Policy for the Board of Directors and Board of Commissioners. b. Recommendation on the remuneration structure for the Board of Commissioners and Board of Directors submitted to the Series A Dwiwarna Shareholder.	
			Appointment of Public Accounting Firm for the Company's Financial Statements	Recommendation of the Public Accounting Firm (PAF) to audit the company's financial statements is provided before the Annual General Meeting of Shareholders (AGMS)	
		Pengawasan	Implementation of the Board of Commissioners' Working Visits	Conducting working visits to Regional Offices.	
			Implementation of Internal Control Review	Review of the Annual Audit Plan (AAP) of the Internal Audit Unit (SKAI) and evaluation of the implementation of internal audits.	

	Weight (%)	Target	Realization	Achievement (%)	Final score
	2,00	The organization of the Board of Commissioners is in accordance with the regulations.	The organization of the Board of Commissioners was in accordance with the applicable regulations.	100	2,00
	2,00	The organization of bodies under the Board of Commissioners is in accordance with the regulations.	The organization of bodies under the Board of Commissioners was in accordance with the applicable regulations.	100	2,00
	2,00	All newly appointed Board of Commissioners members undergo an orientation program.	In 2024, one new Board of Commissioners member, Mr. Haryo Baskoro Wicaksono, completed the orientation program.	100	2,00
	2,00	Board of Commissioners members fulfill competency requirements per regulations.	All Board of Commissioners members met competency requirements per regulations.	100	2,00
	2,00	All Board of Commissioners members have attended at least one training session per year.	All Board of Commissioners members attended at least one training session per year.	100	2,00
	10,00				**10,00**
	2,50	The Board of Commissioners' RKAP is approved before the financial year begins.	The Board of Commissioners' 2025 RKAP was approved on December 31, 2024.	100	2,50
	5,00	The Board of Commissioners approves the RBB by November 30 and revisions by June 30.	The Board of Commissioners approved the RBB on November 28, 2024, and revisions on June 26, 2024.	100	5,00
	5,00	The Board of Commissioners responds to corporate actions requiring approval as per regulations.	In 2024, 21 approvals were granted by the Board of Commissioners for all submitted requests from the Board of Directors.	100	5,00
	10,00	The Board of Commissioners holds at least one meeting per month and joint meetings every four months.	In 2024, 22 meetings were held with the Board of Directors and 108 committee meetings under the Board of Commissioners.	100	10,00
	2,50	a. The Board of Commissioners submits the nominated talent letter to the Cluster Talent Committee (CTC). b. The Corporate Nomination Policy is available in accordance with the applicable regulations	a. The Board of Commissioners submitted the nominated talent letter to the Cluster Talent Committee (CTC) in February 2024. b. The Board of Commissioners established the Nomination Policy for Board of Commissioners and Board of Directors members through the Board of Commissioners' Decree on July 28, 2015.	100	2,50
	2,50	a. The Board of Commissioners has established provisions regarding the Remuneration Policy for the Board of Directors and Board of Commissioners. b. The recommendation on the remuneration structure for the Board of Commissioners and Board of Directors was submitted to the Series A Dwiwarna Shareholder.	a. The Board of Commissioners has the following policies: 1. Remuneration Policy for the Board of Directors and Board of Commissioners 2. Governance Policy for Remuneration 3. Implementation of deferred remuneration payment b. The Board of Commissioners submitted the proposed remuneration for the Board of Directors and Board of Commissioners for 2024 and the performance bonus for the 2023 fiscal year to the Series A Dwiwarna Shareholder on February 27, 2024, and April 1, 2024.	100	2,50
	5,00	The recommendation of the PAF for auditing the company's financial statements is submitted before the AGMS.	The proposed PAF to conduct the general audit of the consolidated financial statements and PUMK BRI financial statements for the 2023 fiscal year was submitted before the 2024 AGMS on February 27, 2024	100	5,00
	7,50	The Board of Commissioners conducts visits to BRI Regional Offices.	In 2024, the Board of Commissioners carried out working visits to 15 business units under the supervision of regional offices.	100	7,50
	2,50	The review of the AAP of SKAI and evaluation of internal audit implementation is conducted according to the stipulated schedule.	The Board of Commissioners reviewed and approved the AAP of SKAI for 2024 on February 13, 2024.	100	2,50

No.	Valuation Perspective	Assessment Aspects	Indicator	Parameter	
			Review of Internal Audit Findings and Follow-Up on Internal Audit Results	Review of internal audit findings and follow-up is conducted as per applicable regulations and within the stipulated timeframe.	
			Implementation of Financial Report Review	The financial report review is conducted in accordance with applicable regulations and within the stipulated timeframe.	
			Implementation of Financial Report Review	The financial report review is conducted in accordance with applicable regulations and within the stipulated timeframe.	
Sub Total					
3	Compliance Prespective	Implementation of corporate activities in accordance with Good Corporate Governance	Implementation of GCG self-assessment	GCG self-assessment is conducted every semester as per regulations.	
			Implementation of Integrated Governance Self-Assessment	The Integrated GCG self-assessment is conducted every semester in accordance with applicable regulations and within the stipulated timeframe.	
			Public Accountant's Opinion on the Company's Financial Statements	Unqualified Opinion	
			CGPI Assessment Score	The CGPI score should be better than the previous year.	
		Implementation of the Supervisory Function over Risk Management	Review of Risk Profile Report	The risk profile report is reviewed every three months in accordance with regulations and within the stipulated timeframe.	
			Implementation of Compliance Function	The review of the compliance function and bank soundness level is conducted every semester in accordance with regulations and within the stipulated timeframe.	
			Review of Risk Profile Report and Compliance Function, as well as Bank Soundness Level	The review of the compliance function and Bank soundness level is conducted every semester in accordance with regulations and within the stipulated timeframe.	
			Review of Integrated Internal Control Adequacy, Integrated Risk Profile, Integrated Governance Implementation, and the Annual Integrated Governance Report	The review of these aspects is conducted every semester in accordance with regulations and within the stipulated timeframe.	
Sub Total					

	Weight (%)	Target	Realization	Achievement (%)	Final score
	2,50	The Board of Commissioners' recommendations on internal audit findings and follow-up actions are implemented in accordance with regulations and within the stipulated timeframe, four times in 2024	Written recommendations on internal audit findings in the form of opinions and advice from the Board of Commissioners to the Board of Directors were evaluated quarterly (Q4 2023, Q1 2024, Q2 2024, and Q3 2024).	100	2,50
	2,50	The Board of Commissioners' recommendations on external audit findings and follow-up actions are implemented in accordance with regulations and within the stipulated timeframe.	Written recommendations on external audit findings in the form of opinions and advice from the Board of Commissioners to the Board of Directors were evaluated quarterly (Q IV 2023, Q I 2024, Q II 2024 dan Q III 2024).	100	2,50
	2,50	he financial report review is carried out in compliance with regulations and on schedule.	The Board of Commissioners has reviewed the general audit of the 2023 financial statements, as well as the financial reports for Q IV 2023, Q I 2024, Q II 2024 dan Q III 2024.	100	2,50
	50,00				**50,00**
	2,50	*Self-assessment is conducted twice a year*	The Board of Commissioners conducted GCG self-assessments for Semester II 2023 and Semester I 2024 and provided written recommendations.	100	2,50
	2,50	The Integrated GCG self-assessment is carried out every semester.	In 2024, the Integrated GCG self-assessment was conducted twice, namely SA TKT Semester II 2023 and SA TKT Semester I 2024, in compliance with regulations and within the stipulated timeframe.	100	2,50
	5,00	The Public Accountant's Opinion states that the financial statements are fairly presented in all material respects.	The Public Accountant's Opinion stated that the financial statements were fairly presented in all material respects	100	5,00
	2,50	The target CGPI score is higher than the previous year (2023/ 95,21)	The CGPI score for 2023 was 95,31	100	2,50
	10,00	There are written recommendations in the form of opinions and advice from the Board of Commissioners.	The Board of Commissioners provided written recommendations in the form of opinions and advice to the Board of Directors on the risk profile report every quarter.	100	10,00
	2,50	The compliance risk rating remains within an acceptable range, classified as Level 2 (Low to Moderate) according to OJK assessment.OJK	Compliance risk remains within an acceptable range, classified as Level 2 (Low to Moderate).	100	2,50
	2,50	Written recommendations from the Board of Commissioners on the compliance function review and bank soundness level are provided every semester.	The Board of Commissioners provided written recommendations in the form of opinions and advice to the Board of Directors on the compliance function review and bank soundness level for Semester II of 2023 and Semester I of 2024.	100	2,50
	2,50	Written recommendations from the Board of Commissioners on these aspects are provided every semester.	The Board of Commissioners provided written recommendations in the form of opinions and advice to the Board of Directors on these aspects for Semester II of 2023 and Semester I of 2024.	100	2,50
	30,00				**30,00**

No.	Valuation Perspective	Assessment Aspects	Indicator	Parameter	
4	Financial Perspective	Assessment of profitability and capital aspects	Net profit	Achievement of net profit targets in accordance with the RKAP	
			Aset	Achievement of asset targets in accordance with the RKAP	
			NPL	Achievement of NPL targets in accordance with the RKAP	
			CAR	Achievement of CAR targets in accordance with the RKAP	
Sub Total					
TOTAL					

Performance Assessment of Committees Under the Board of Commissioners and The Basis of Their Assessment

The Board of Commissioners evaluates the performance effectiveness of the committees under the Board of Commissioners. The performance assessment procedure of the Committee under the Board of Commissioners is carried out annually and criteria for assessing the performance of the Committees under the Board of Commissioners are seen from the KPI requests of each Committee. The Board of Commissioners considered that during 2024 the Board of Commissioners' committees had carried out their duties and responsibilities quite effectively in terms of the achievement of the Key Performance Indicator (KPI) of each committee.

The performance assessment based on the achievement of Key Performance Indicators (KPI) for each committee under the Board of Commissioners is evaluated through three assessment perspectives as follows:

1. Learning & Growth Perspective.
   This perspective focuses on the achievement and development of human resources within the organization, including training, skill enhancement, and competency development for Committee members. The objective of this perspective is to strengthen internal capabilities that support the achievement of the Committee's work program goals. Competency development within the Committee serves as a key element to ensure the effective execution of the supervisory function carried out by the Board of Commissioners.
2. Internal Process Perspective.
   This perspective evaluates the efficiency and effectiveness of internal processes carried out by the Committee, with a focus on ensuring that all processes are conducted in compliance with prevailing laws and regulations as well as the principles of Good Corporate Governance (GCG). Achievements in this perspective directly contribute to the effectiveness of the supervisory function performed by the Board of Commissioners.
3. Compliance Perspective.
   This perspective assesses the extent to which the activities conducted by the Committee comply with applicable laws, regulations, and GCG principles. Regulatory compliance is a crucial element in maintaining the integrity and credibility of both the Committee and the Board of Commissioners.

Achievement of Audit Committee Key Performance Indicators

Indicators or criteria for the performance of the Audit Committee (KA) were measured from the achievement of the work program/ work plan and budget that had been prepared at the beginning of each year and the attendance level of Audit Committee Members in each meeting.

The Audit Committee work program was structured to support the main success factors (Key Success Factors) in carrying out the duties of the Board of Commissioners in carrying out the process of reviewing financial reports, results of internal and external audits (KAP), and providing recommendations on the selection of KAP.

In general, all Audit Committee KPIs had been achieved with the implementation of the 2024 Audit Committee Work Plan and Budget (RKA) according to the set targets and the attendance level of Audit Committee members who met the requirements so that Audit Committee meetings could be held with a quorum in every decision making.

	Weight (%)	Target	Realization	Achievement (%)	Final score
	2,50	Rp56,16 T	Rp60,43 T	107,6	2,69
	2,50	Rp1.911,7 T	Rp1.965,0 T	102,8	2,57
	2,50	2,73%	2,95%	91,9	2,30
	2,50	24,72%	25,24%	112,8	2,82
	10,00				**10,38**
	100				**100,38**

No.	Valuation Perspective	Assessment Aspects	Indicator	Target	Output/ Target Achievement	Weight	Mark
1	Learning & Growth Perspective	Committee Organization	The composition of the Committee Members according to the provisions.	Composition of Audit Committee (AC) members in accordance with OJK Regulations, Ministry of SOEs Regulations, and other regulatory requirements	The composition of AC members in 2024 complies with OJK regulations and Ministry of SOEs regulations	5	5
			The Committee Charter has been updated according to the provisions.	Review of Audit Committee Charter	The Audit Committee Charter has been reviewed in accordance with regulations	5	5
		Competence Member Committee	Committee members had competence according to the provisions	AC members possess competencies including: 1. Knowledge in finance and/or accounting 2. Minimum of 5 years of experience in finance and/or accounting	AC members have expertise in finance and/or accounting, law, economics, audit, and banking	5	5
			The term of office of committee members was in accordance with the provisions	AC members' tenure should not exceed the term of the Board of Commissioners as per the Articles of Association and can be reappointed for only one additional term	The tenure of AC members does not exceed that of the Board of Commissioners	5	5
		Planning	Approval of the Committee's Work Plan on time	AC Work Plan must be approved before the start of the financial year	The AC Work Plan for 2025 was approved on December 31, 2024	10	10
		Implementation	Committee meetings are held in accordance with the provisions and plans prepared.	Monthly meetings (12 times per year)	20 AC meetings were held in 2024	5	5
			Evaluation and approval of the Board of Directors on the Annual Audit Plan (PAT)	Carried out periodically every year	Written recommendations were provided on February 13, 2024, with an addendum on October 14, 2024	5	5

No.	Valuation Perspective	Assessment Aspects	Indicator	Target	Output/ Target Achievement	Weight	Mark
			Providing recommendations regarding the proposed appointment of a Public Accountant and Public Accounting Firm.	Carried out periodically every year	AC recommendations for the appointment of a Public Accountant for the 2024 fiscal year audit were submitted on February 27, 2024	5	5
			Carrying out other assignments according to the direction of the Board of Commissioners.	Compliance with duties and directives from the Board of Commissioners	Duties were performed in accordance with applicable regulations	5	5
2	Internal Process Perspective	Supervision	Review of reports on the results of internal audit implementation and follow-up on findings carried out in accordance with regulations.	Carried out periodically every quarter	Written recommendations were submitted to the Board of Commissioners every quarter	5	5
			The review of financial statements is carried out in accordance with the provisions and on time.	Audit Committee discussions with the Board of Commissioners and Internal Audit (SKAI), documented in meeting minutes (two meetings with the Public Accounting Firm and two meetings with SKAI)	Audit Committee discussions with the Board of Commissioners and SKAI were documented as required	10	10
			Review of the management of the Whistleblowing System.	Carried out periodically every year	The Audit Committee reviewed the effectiveness of BRI's Whistleblowing System in 2024	5	5
			Reviewing the general audit implementation of BRI Financial Institution Pension Fund's financial and performance reports.	Carried out periodically every year	The Audit Committee completed the review the BRI's Pension Fund Financial Statements for the 2023 fiscal year in June 2024	5	5
			Management Letter follow-up review and follow-up on audit findings conducted by external parties	Carried out periodically every year	The Audit Committee reviewed the follow-up monitoring of external auditor findings (management letter) in 2024	10	10
			Review of Reports of fraud incidents that are expected to have a Significant Impact.	Carried out periodically every year	The Audit Committee conducted reviews of significant fraud incidents throughout 2024	5	5
3	Compliance Perspective	Implementation activity corporation according to GCG	The Public Accountant's opinion is fair in all material respects	are fairly presented in all material respects	The Public Accounting Firm's audit opinion on BRI's financial statements states that they are fairly presented in all material respects	10	10
Total						**100**	**100**

Achievements of Key Performance Indicators of The Nomination and Remuneration Committee

The performance indicators or criteria for the Nomination and Remuneration Committee are measured by the achievement of the work program/work plan that has been prepared at the beginning of each year and the level of attendance of Nomination and Remuneration Committee members at each meeting. The Nomination and Remuneration Committee work program is prepared to support the main success factors (Key Success Factors) in carrying out the duties of the Board of Commissioners in carrying out the nomination process for company and subsidiary management, evaluating worker and employment remuneration policies, and remuneration for Directors and Board of Commissioners.

In general, all Nomination and Remuneration Committee KPIs have been achieved by implementing all 2024 Work Plans and Nomination and Remuneration Committee according to the targets set and the level of attendance of Nomination and Remuneration Committee members that meets the provisions so that Nomination and Remuneration Committee meetings can be held with a quorum in every decision making.

The achievements of the indicators or performance of the Nomination and Remuneration Committee are as follows:

No.	Valuation Perspective	Assessment Aspects	Indicator	Target	Output/ Target Achievement	Weight	Mark
1	Learning & Growth Perspective	Committee Organization	The composition of committee members is in accordance with provisions	The composition of KNR members complies with regulatory and Ministry of SOEs provisions	The composition of KNR members was documented in the Board of Commissioners' Decree and complied with POJK & Ministry of SOEs regulations	5	5
		Competency of Committee Members	Committee members have competence in accordance with the provisions	All KNR members pass the OJK Fit & Proper Test and/ or undergo training throughout 2024	All KNR members of the Board of Commissioners passed the OJK Fit & Proper Test and attended training	5	5
			The term of office of committee members is in accordance with the provisions	The SK (Decree) of Committee Members is updated as per regulations, and tenure aligns with POJK and Ministry of SOEs provisions	The KNR Work Plan for 2025 was approved on December 31, 2024	5	5
2	Internal Process Perspective	Planning	Approval of the Committee's Work Plan on time	The KNR Work Plan is approved before the start of the financial year	Rencana Kerja KNR Tahun 2025 disahkan pada tanggal 31 Desember 2024	10	10
		Implementation	Committee meetings are held in accordance with the provisions and plans prepared	As per regulations, committee meetings are held at least once every four months	In 2024, 25 KNR meetings were conducted	10	10
			Nomination of BRI management	At least once a year	The nomination of BRI executives was conducted as per meeting details	10	10
			Nomination of subsidiary management	Tentative, based on Board of Directors' proposals	The Nomination and Remuneration Committee conducted nominations for subsidiary executives as per meeting details	10	10
			Review and prepare recommendations for the Remuneration Structure of the Board of Directors and Board of Commissioners	Conducted periodically once a year	KNR provided recommendations on the remuneration proposal for company executives	10	10
			Reviewing/ Discussing the Remuneration of Directors and Commissioners	Conducted periodically once a year	KNR discussed the remuneration of company executives as per meeting details	10	10
		Supervision	Periodic review/ discussion of Employment Policy and Employee remuneration	Conducted periodically once a year	KNR discussed the Human Capital Policy on October 14, 2024, and the remuneration of the Board of Directors and Board of Commissioners on February 13, 2024	10	10

No.	Valuation Perspective	Assessment Aspects	Indicator	Target	Output/ Target Achievement	Weight	Mark
3	Compliance Perspective	Supervision Implementation of corporate activities in accordance with GCG	Evaluation of the performance of the Board of Directors	Conducted periodically once a year	A meeting was held to evaluate the Board of Directors of PT Bank Rakyat Indonesia (Persero) Tbk on February 20, 2024	5	5
			Implementation of the Board of Commissioners' GCG selfassessment	Conducted semi-annually	The self-assessment of GCG at the Board of Commissioners resulted in a composite rating of 2	5	5
			Evaluation of the performance of the Board of Commissioners	Conducted periodically once a year	The performance evaluation of Board of Commissioners' Committees and the evaluation of Committee Members were conducted at the end of the year and presented in BRI's Annual Report	5	5
Total						**100**	**100**

Achievement of Key Performance Indicators for the Risk Monitoring Committee

The performance indicators or criteria for the Risk Management Monitoring Committee (KPMR) are measured by the achievement of the work program/work plan has been prepared at the beginning of each year and the level of attendance of KPMR members at each meeting. The KPMR work program is prepared to support the main success factors (Key Success Factors) in implementing the duties of the Board of Commissioners in monitoring the implementation of risk management for the company and its subsidiaries.

In general, all KPMR KPIs have been achieved by implementing all KPMR Work Plans for 2024 according to the targets set and the level of attendance of KPMR members that meets the provisions so that KPMR meetings can be held with a quorum in every decision making.

The achievement of KPMR indicators or performance is as follows:

No.	Valuation Perspective	Assessment Aspects	Indicator	Target	Output/ Target Achievement	Weight	Mark
1	Learning & Growth Perspective	Organization Committee	Composition of committee members according to conditions	The composition of KPMR members complies with applicable regulations	The appointment of the KPMR Chair and Members at BRI was completed, and the composition complied with applicable regulations.	5	5
		Competence Committee Member	Committee members had appropriate competence provision	KPMR members from the Board of Commissioners have passed the OJK Fit & Proper Test and/or undergone training in 2024	All KPMR members from the Board of Commissioners and Independent Parties passed the OJK Fit & Proper Test and/or attended training in 2024.	5	5
			Committee members have competence in accordance with the provisions	The SK (Decree) of Committee Members is updated as per regulations, and tenure aligns with applicable provisions	The appointment of the KPMR Chair and Members at BRI and the composition complied with applicable regulations	5	5
2	Internal Process Perspective	Planning	Approval of the Committee's Work Plan on time	The KPMR Work Plan is approved before the start of the financial year	The KPMR Work Plan for 2025 was approved on December 31, 2024.	10	10
		Implementation	Committee meeting held in accordance with the provisions and plans drawn up	Minimum of four meetings per year	In 2024, 42 KPMR meetings were conducted. Additionally, KPMR actively participated in meetings with the Board of Commissioners.	5	5

No.	Valuation Perspective	Assessment Aspects	Indicator	Target	Output/ Target Achievement	Weight	Mark
			Evaluation of loan facility above a certain amount that requires consultation with the Council Commissioner	All loan disbursement packages above a specified amount are evaluated as per regulations	In 2024, KPMR conducted seven loan consultation reviews.	5	5
			Evaluation of provision related party funds	All fund provisions to related parties are evaluated as per regulations	In 2024, KPMR conducted four reviews of fund provisions for related parties.	5	5
			Approval of corporate actions and/or actions of the Board of Directors that require the approval of the Board of Commissioners in accordance with the provisions	Approval of corporate actions and/or Board of Directors' actions requiring Board of Commissioners' approval as per regulations	In 2024, KPMR conducted six reviews of corporate action plans and/ or Board of Directors' actions requiring Board of Commissioners' approval.	10	10
		Supervision	*Adequacy reviews public policy risk management and Recovery Plan*	Annually	*In 2024, KPMR reviewed the KUMR, Risk Appetite Statement (RAS), Resolution Plan, and Recovery Plan.*	5	5
			Review Risk Appetite Statement (RAS), Resolution Plan, and Recovery Plan.	Annually	*In 2024, KPMR conducted a review of the Risk Appetite Statement (RAS), Resolution Plan, and Recovery Plan.*	10	10
			Review the implementation of risk control periodically	Every semester	In 2024, KPMR conducted periodic risk control reviews.	5	5
			Review of the implementation of the Anti-Money Laundering, Counter-Terrorism Financing, and Prevention of Financing of Proliferation of Weapons Of Mass Destruction (AML, CFT, and PFWMD) Program	Every semester	In 2024, KPMR reviewed the implementation of the Anti-Money Laundering, Counter-Terrorism Financing, and Prevention of Proliferation of Weapons of Mass Destruction (AML, CTF, and PPWMD) programs.	5	5
			Evaluate and analyze the implementation of the Company's fraud risk control	Every semester	In 2024, KPMR evaluated and analyzed the implementation of corporate fraud risk control.	5	5
3	Compliance Perspective	Implementation of the supervisory function on Risk Management	Evaluation of the Company's risk profile	Every quarter	In 2024, KPMR conducted a corporate risk profile evaluation every quarter.	10	10
			Periodic evaluation of Bank Health Level according to provisions	Every semester	In 2024, KPMR conducted periodic evaluations of the Bank's Soundness Level as per regulations.	10	10
Total						**100**	**100**

Achievement of Key Performance Indicators for the Integrated Governance Committee

No.	Valuation Perspective	Assessment Aspects	Indicator	Target	Output/ Target Achievement	Weight	Mark
1	Learning & Growth Perspective	Strengthening Integrated Governance	Strengthening the Implementation of Integrated Governance	Coordination meetings were held with relevant business units on Maturity Level and Capital Investment of BRI Group throughout 2024.	In 2024, a meeting has been held with business units related to the Maturity Level and Capital Investment of BRI Group.	10	10
			Adjustment of KTKT Charter/ Work Guidelines in accordance with regulations	At least once	The KTKT Charter/Work Guidelines were adjusted in 2024.	5	5
		Competency Development	Competency Enhancement for KTKT Members	At least once	Competency enhancement was conducted as planned.	5	5
2	Internal Process Perspective	Planning & Evaluation	Timely Approval of Committee Work Plan	The KTKT Work Plan is approved before the start of the financial year.	The KTKT Work Plan for 2025 was approved on December 31, 2024.	10	10
		Implementation	Committee Meetings are onducted as per regulations and planned schedules	At least twice	In 2024, 21 KTKT meetings were held, providing recommendations for the evaluation of Integrated Governance Implementation (Integrated Risk Management, Integrated Compliance, and Integrated Internal Control).	10	10
			Other Meetings Related to KTKT Duties	As per the directives of the Board of Commissioners	In 2024, KTKT attended meetings related to BRI Group as directed by the Board of Commissioners, including Exit Meetings with KA & SKAI and the Integrated RMC.	10	10
3	Compliance Perspective	Compliance with applicable provisions	Composition and Adjustment of Financial Conglomeration Committee Members	Tenure aligns with regulatory changes as stated in Committee Member Decrees.	Changes in KTKT membership were documented through the Board of Commissioners' Decrees: 1. Nokep: 11-KOM/ BRI/10/2023 dated October 3, 2023 2. Nokep: 03a-KOM/ BRI/03/2024 dated March 19, 2024 3. Nokep: 12-KOM/ BRI/03/2023 dated September 7, 2024 4. Nokep: 15-KOM/ BRI/11/2024 dated November 11, 2024.	5	5
			Submission of TKT Assessment Results	Self-Assessment conducted every semester (deadline: February 15 and August 15)	In 2024, KTKT submitted the Self-Assessment reports on: a. January 10, 2024 b. July 9, 2024.	10	10

No.	Valuation Perspective	Assessment Aspects	Indicator	Target	Output/ Target Achievement	Weight	Mark
			Annual Reporting on TKT Implementation	Evaluation of TKT Implementation (deadline: May).	In 2024, KTKT submitted the 2023 Integrated Governance Implementation Evaluation through Board of Commissioners' Letter No. B.60-KOM/05/2024 on May 31, 2024.	10	10
			Review of the Adequacy of Integrated Internal Control and Compliance Functions	Every semester	In 2024, KTKT reviewed the Annual Report on the adequacy assessment of Integrated Internal Control and Compliance Functions as per applicable regulations.	10	10
			Periodic Evaluation of Integrated Risk Management Implementation	Every semester	In 2024, KTKT conducted periodic evaluations of the implementation of Integrated Risk Management as per applicable regulations.	10	10
			Submission of Mandatory Reports in a Timely Manner	In accordance with applicable regulations	In 2024, KTKT ensured the timely submission of reports as per applicable regulations	5	5
Total						**100**	**100**

Mechanism of Termination and Return of The Board of Commissioners

The terms of office of the Board of Commissioners shall end if:

1. Passed away.
2. End of tenure.
3. Dismissed pursuant to the GMS.
4. Declared bankrupt by Commercial Court decision with permanent legal force or put under remission based on court decision.
5. No longer qualified as member of the Board of Commissioners based on the Company's Articles of Associations and other laws and regulations (including but not limited on prohibited concurrent position).

According to the Articles of Association, member of Board of Commissioners has the right to resign from his position by written notification to BRI ad BRI must convene the GMS to decide the proposed resignation of respective Board of Commissioners member at the latest 90 (ninety days) days after the acceptance of resignation letter.

Members of the Board of Commissioners can be dismissed by the GMS based on other reasons deemed appropriate by the GMS for the interests and objectives of the Company.

Nomination and Remuneration of The Board of Commissioners and Directors

Nomination Procedures of the Board of Commissioners and Directors

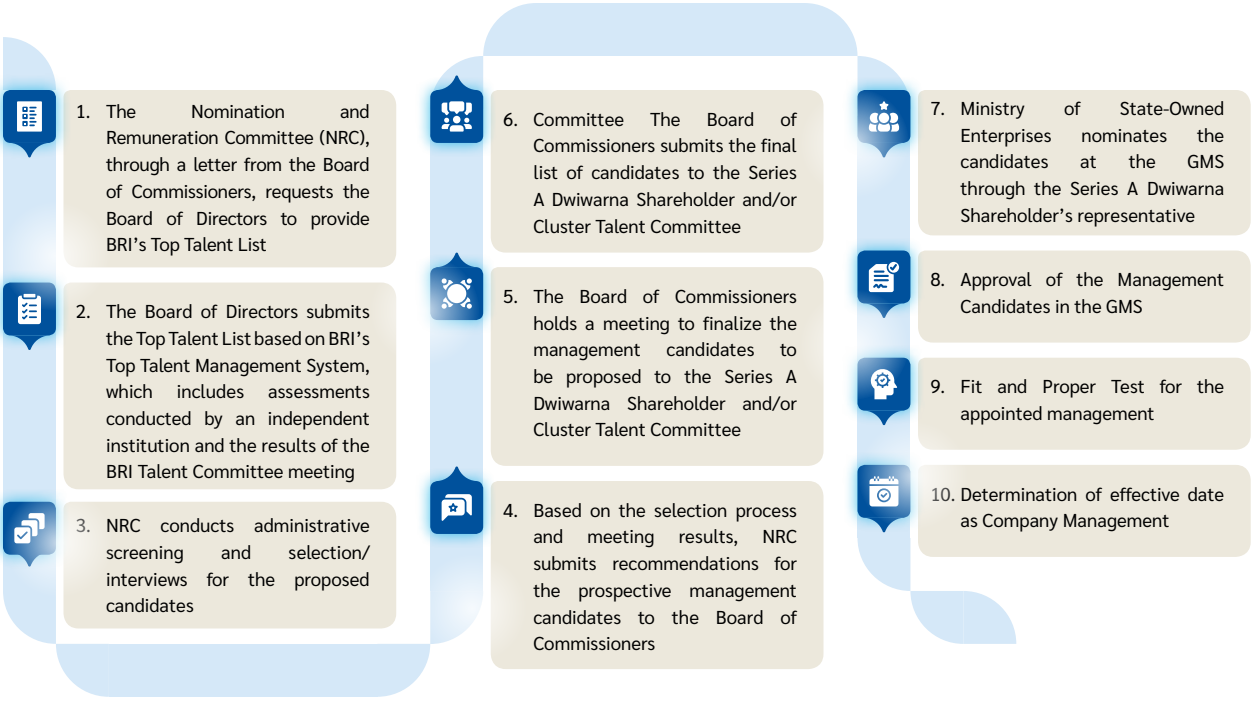
To implement sound business practices and fulfilling the GCG principles as well as the prudential principle within PT Bank Rakyat Indonesia (Persero) Tbk, the Board of Commissioners has stipulated the Nomination policy of members of the Board of Commissioners and Directors with a Decree of NOKEP: 07-KOM/BRI/07/2015 dated July 28, 2015. In general, the Succession Policies of the Board of Commissioners and Directors are as follows:

1. The Board of Commissioners is authorized to nominate candidates for members of the Board of Directors and/or the Board of Commissioners of the Bank.
2. For prospective members of the Board of Directors, the nomination process is through internal candidates of the Bank, i.e:
   a. Members of the Board of Directors who will end their tenures but may still be reappointed as members of the Board of Directors;
   b. Executives reporting directly to the Directors or executives with excellent performance;
   c. Board of Directors of a subsidiary or joint venture.
3. For candidates of members of the Board of Commissioners, the Nomination process shall be conducted for prospective members of the Board of Commissioners who will end their tenures but may be reappointed as members of the Board of Commissioners.

4. For prospective members of the Board of Directors and/or Board of Commissioners with the exclusion of Executives under the Board of Directors, and Subsidiaries' Board of Directors, the Nomination process shall be conducted jointly by a Team established by the Dwiwarna Series A Shareholder while simultaneously determining the prospective members of the Board of Directors and/or Board of Commissioners, which will be proposed to the General Meeting of Shareholders.
5. In the Nomination process, the Chairman of the Committee shall represent the Committee, and if the Chairman of the Committee is absent, then it shall be replaced by one of the Committee members who are an Independent Commissioner.
6. This decision also mandates the Chairman of the Committee or Independent Commissioner to:
   a. Represent the Committee as a member of the Assessment Team established by the Dwiwarna Series A Shareholder.
   b. Provide recommendations on candidates for members of the Board of Directors and/ or Commissioners by taking into account the fulfilment of the applicant's requirements for the integrity, competence, and reputation.
7. The Chairman of the Committee or Independent Commissioner who represents the Committee shall avoid any conflict of interest and shall maintain its independence.

In the selection process for candidates for the Board of Commissioners and Board of Directors, BRI maintains a list of BRILiaN Top Talent comprising individuals from the BoD-1 level who have demonstrated outstanding performance and significant potential within the company and are aligned with the company's future strategic direction. The talent pool is then identified based on pre-determined criteria to ensure that the selected individuals possess the necessary qualifications and are prepared to lead BRI Group toward greater achievements. Subsequently, the identified candidates undergo validation by the Board of Commissioners, who assess their performance and capacity based on their track record. Following this validation, the nominated talents are presented to the Series A Dwiwarna Shareholder and/or the Cluster Talent Committee for further validation and calibration within the cluster framework.

The procedures for the nomination of candidates for the Board of Commissioners and the Board of Directors are as follows.



The procedure for selecting Prospective members of the Board of Commissioners and/or Board of Directors is regulated as follows:

1. The Nomination and Remuneration Committee through the board of commissioners, requests a list of BRI's Top Talents that meet the criteria to be proposed as a candidate for BRI management.
2. The Board of Directors submits a list of BRI's Top Talents based on BRI's Talent management system data, the results of assessments by independent institutions and the results of BRI Human Capital Committee meetings.
3. Based on the list submitted by the Board of Directors, the NRC selects Candidates who meet the specified qualifications. For prospective candidates for members of the Board of Directors Officers one level below the Board of Directors or officers with special achievements and Directors of subsidiaries or joint ventures, the committee may request proposals for Candidates from the Board of Directors of the Bank, which must first be assessed by a professional institution with competency indicators in accordance with applicable regulations.
4. Candidates for members of the Board of Commissioners and/or Directors who are deemed appropriate are subsequently proposed by the NRC to the Board of Commissioners to participate in the evaluation process.
5. The NRC conducts an evaluation process to obtain comprehensive information regarding the qualifications and competencies of a Candidate, as follows:
    a. For prospective candidates for members of the Board of Directors who are members of the Board of Directors who are still in office who will end their term of office but can still be reappointed, the evaluation is carried out, among others, by asking for the opinion of the President Director.
    b. The Nomination and Remuneration Committee selects prospective members of the Board of Directors who meet the specified qualifications. The Nomination and Remuneration Committee allow to use third independent parties that handle professional assessment to identify potential candidates to meet desired profiles
    c. For prospective members of the Board of Directors who come from officials one level below the Board of Directors or officials who have special achievements, or who come from the Directors of a subsidiary/joint venture, Evaluation can be carried out by means:
        1) Conducting interviews/interviews with the recommended candidate for the Board of Directors; and/or,
        2) Requesting Candidates for members of the Board of Directors to give presentations on certain topics, which illustrate the abilities of the Candidates in accordance with the requirements.
    d. For prospective candidates for members of the Board of Commissioners, an evaluation to explore the qualifications and competencies is carried out from the curriculum vitae of the person concerned.
6. The results of information extraction regarding prospective candidates for members of the Board of Commissioners and/or Directors are discussed in a Committee meeting to decide which Candidates will be elected as Candidates for members of the Board of Commissioners and/or Directors.
7. The results of the Committee discussions are written in the Committee's Service Note to the Board of Commissioners. The official note is a committee recommendation document on the nomination of a candidate for the member of the Board of Commissioners and/or Board of Directors concerned.
8. The Board of Commissioners decides on prospective members of the Board of Commissioners and/or Directors in a Board of Commissioners meeting which also serves as the basis for recommendations by the Board of Commissioners to Series A Dwiwarna Shareholders and/or Cluster Talent Committee for further submission at the GMS.
9. GMS Determine the composition and changes of members of the BRI Board of Directors, in the event that the appointed member of the Board of Directors has not been approved by the OJK, the appointment will not be effective until the person concerned is approved by the OJK. Prospective members of the Board of Directors of BRI who have not received OJK approval, are prohibited from carrying out duties as members of the Board of Directors in the Bank's operational activities and/or other activities that have significant influence on the Bank's financial policies and condition, even though they have been approved and appointed\by the GMS. The GMS also dismisses the Board of Directors who were elected at the previous GMS, if the person concerned is not approved by the OJK.
10. BRI submits an application to the OJK to carry out a fit and proper test process.
11. OJK is authorized to provide the result of the fit and proper test of the selected Directors, which includes administrative research and interview. Approval or rejection of such application shall be provided by OJK no later than 30 (thirty) days after receipt of the candidate's complete application.

Remuneration Policy for The Board of Commissioners and Board of Directors

The Remuneration Policy for the Board of Commissioners and Directors is formulated under the Financial Services Authority Regulation (POJK) Number 45/POJK.03/2015 and OJK Circular Letter Number 40/SEOJK.03/2016 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks, OJK Regulation Number 18/POJK.03/2016 concerning the Implementation of Risk Management for Commercial Banks, OJK Regulation Number 17 of 2023 concerning the Implementation of Governance for Commercial Banks, and the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning the Organs and Human Resources of State-Owned Enterprises.

The remuneration for the Board of Commissioners and Directors is divided into two main categories: fixed remuneration and variable remuneration. This is determined by considering the complexity and scale of the business, performance achievements, the company's financial capacity, and its long-term goals, as part of the implementation of prudence principles based on performance and risk. The remuneration policy is established based on the predetermined eligibility criteria set at the outset as a foundation for allocation. The performance achievements of the Board of Commissioners and Directors, whether collegially and/or individually, are key factors influencing the amount of compensation and incentives received.

Fixed Remuneration

The components of fixed remuneration include salary/honorarium, allowances, facilities, and other fixed elements provided to all members of the Board of Commissioners and Directors under their duties, authority, and responsibilities

Variable Remuneration

In providing variable remuneration, the Company adheres to prudent risk-taking, ensuring that performance measurement methods are linked to risk. The components of variable remuneration include bonuses, and tantiem/performance incentives, which may be cash or shares.

Variable remuneration can be awarded based on performance achievements, as follows:

1. *Short Term Incentives* (STI) are provided to the Board of Commissioners and Directors under the resolution of the General Meeting of Shareholders (GMS) during the approval of the annual report. STI is granted as a form of encouragement to achieve optimal annual performance. The amount of STI is determined by considering the achievement of annual performance results in line with the collegial Key Performance Indicators (KPIs) and the company's short-term goals. A portion of the STI paid to the Board of Commissioners and Board of Directors is deferred for three (3) years with a percentage of 20%, in accordance with the mechanism determined by the GMS or the Series A Dwiwarna Shareholder as the recipient of the GMS delegation
2. *Long Term Incentives* (LTI) are provided to the Board of Commissioners and Directors under the resolution of the General Meeting of Shareholders (GMS) during the approval of the annual report. The purpose of providing LTI is to promote sustainable growth and ensure continuous risk management. The amount of LTI is determined by considering the achievement of additional KPIs that target long-term objectives agreed upon for a specific period with GMS approval or the Series A Dwiwarna Shareholder as the recipient of the GMS delegation. This remuneration is granted to support the achievement of the company's long-term vision, mission, and strategy. The provision of LTI is governed by specific regulations, including the performance period (vesting period) and a certain holding period, after which the incentives are awarded based on the results of long-term performance achievements.

Basis for Determination	Eligibility	Award Vehicle	Performance Period/ Performance Measurement	Performance Metrics	Final Award	Holding Period
The letter from the Minister of State-Owned Enterprises regarding the Determination of the Income of the Board of Directors and the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk.	• The Board of Directors and the Board of Commissioners are entitled to LTI starting from the date of their appointment in the GMS. • The Board of Directors and the Board of Commissioners working in areas under the supervision of the OJK must obtain approval for the assessment of competence and suitability from the OJK and are retroactively entitled to LTI from the date of their appointment in the GMS).	• Non-independent members of the Board of Directors and the Board of Commissioners are granted LTI in the form of company shares based on the achievement of the company's performance targets. • Independent Commissioners are granted LTI in the form of deferred cash based on the achievement of the company's performance targets.	Annually (January – December) for 3 years	• Total Shareholder Return (TSR) • Return On Equity (ROE) • Non Performing Loan (NPL) Ratio	The final award is calculated using the formula: Final award = Initial Award x Achievement Factor Notes: • Final award is the total amount of LTI, in the form of company shares or cash, granted to the members of the Board of Directors and the Board of Commissioners based on the overall performance achievement of state-owned enterprises, as agreed during a specific period with the Minister. • Initial award is the amount of LTI allocation (in the form of company shares or cash) determined at the beginning of each LTI period to be given to the members of the Board of Directors and the Board of Commissioners, considering their positions.	• LTI that is vested after the performance period (the fourth year) will be subject to a holding period of 2 (two) years for the members of the Board of Directors and Non-Independent Commissioners who hold office • The holding period does not apply to Independent Commissioners and is not applicable to members of the Board of Directors and Non-Independent Commissioners whose term of office has ended.

Basis for Determination	Eligibility	Award Vehicle	Performance Period/ Performance Measurement	Performance Metrics	Final Award	Holding Period
					• Achievement factor is the total percentage of performance achievement across all performance targets (0 – 100%). • If the final award calculation for members of the Board of Directors and Non-Independent Commissioners results in a non-round number of shares during vesting, the final award can be adjusted, and the number of shares will be rounded down.	

Variable remuneration is provided in the form of shares for members of the Board of Directors and Non-Independent Commissioners, while Independent Commissioners receive it in cash. In certain specific circumstances, the Company may defer the payment of deferred variable remuneration (malus) or reclaim variable remuneration already paid (clawback) from individuals designated as Material Risk Takers (MRT).

The adjustment of deferred Tantiem payments (malus) is applied under the following conditions:

1. There is legal evidence of abuse of position and/or authority and/or criminal acts committed by the recipient of the deferred Tantiem, resulting in losses for the Company.
2. Restatement of the Company's financial statements that served as the basis for determining the Tantiem allocation.
3. The risk rating in the last quarter before the execution of the deferred Tantiem is at Level 4 (Moderate to High) or worse.
4. Profit and dividend commitments, as outlined in the Company's Long-Term Plan (RJPP)/Corporate Plan for the relevant period, are not achieved.
5. The Annual General Meeting of Shareholders (GMS) decides to reject the accountability of the Board of Directors and/or the Board of Commissioners for the Company's performance in the financial year determined in the Annual GMS.
6. Other considerations deemed important by the GMS.

The clawback of Tantiem payments already disbursed is applied under the following conditions:

1. There is legal evidence of abuse of position and/or authority and/or criminal acts committed by the recipient of the Tantiem, resulting in losses for the Company.
2. Restatement of the Company's financial statements that served as the basis for determining the Tantiem allocation.
3. The risk rating in the last quarter before the execution of the Tantiem is at Level 4 (Moderate to High) or worse.
4. The Annual General Meeting of Shareholders (GMS) decides to reject the accountability of the Board of Directors and/or the Board of Commissioners for the Company's performance in the financial year determined in the Annual GMS.
5. Other considerations deemed important by the GMS.

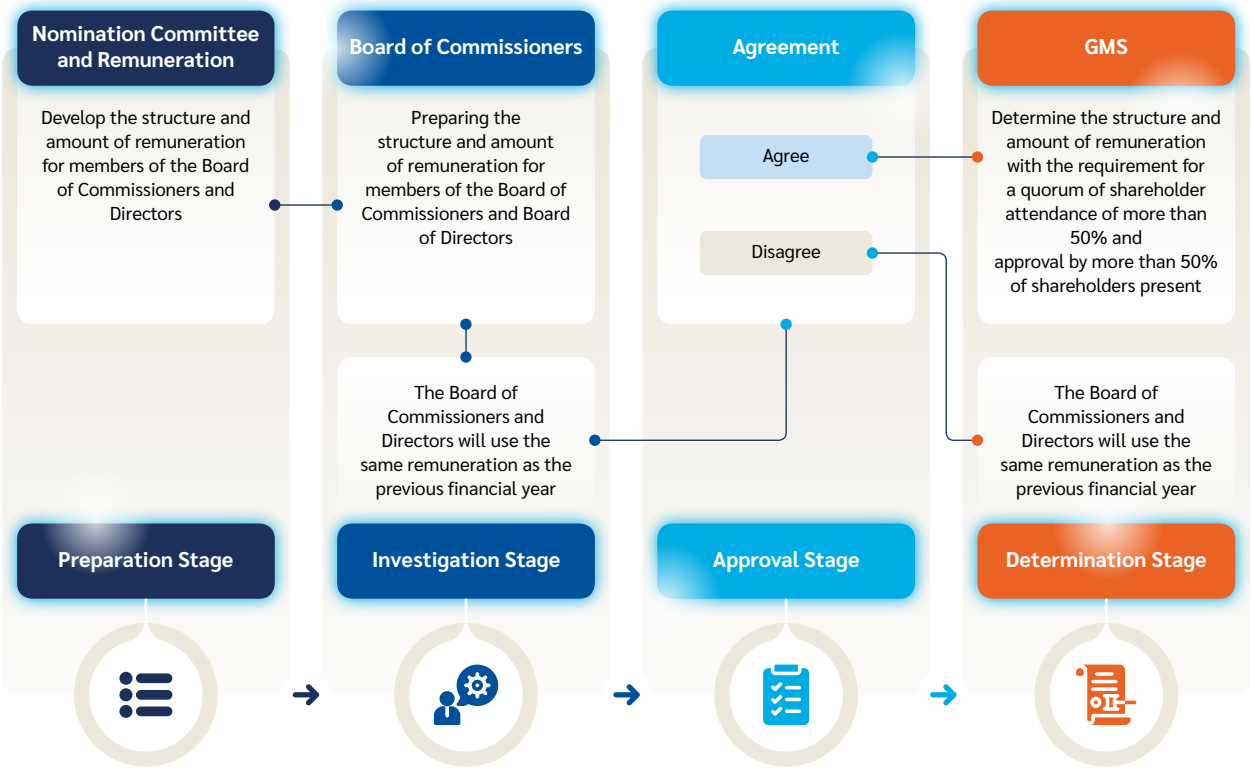
With a structured remuneration framework, BRI is committed to providing fair and competitive compensation that not only rewards short-term performance achievements but also supports the company's long-term sustainability goals. This policy also prioritizes good governance principles with a transparent oversight system, ensuring that all parties meet the eligibility requirements and adhere to the rules that are clearly and consistently defined.

The policy related to remuneration in more detail will be explained in the subheading Implementation of Governance in the Provision of Remuneration for Commercial Banks under OJK Regulation 45/POJK.03/2015 and Long-Term Performance-Based Compensation Policy in this Annual Report.

Remuneration Determination Procedure

Stages	Activities
Formulation	**Nomination and Remuneration Committee** The Nomination and Remuneration Committee evaluates the remuneration structure and amount of the Board of Commissioners and Board of Directors by taking into account the Bank's long-term performance, risks, fairness with peer group, objectives, and strategies, the allowance fulfillment as stipulated in the laws, and the Bank's potential income in the future. Based on the evaluation results, the Nomination and Remuneration Committee recommended the Remuneration structure and amount in the Board of Commissioners' meeting.
Proposal	**Board of Commissioners** The Board of Commissioners submits proposals on the determination of honorarium, allowances and facilities and bonuses for members of the Board of Commissioners and Directors to the General Meeting of Shareholders.
Determination	**General Meeting of Shareholders (GMS)** The GMS may approve and determine the remuneration structure and amount with the quorum requirement of more than 50% shareholder attendance and approval by more than 50% of the attended shareholders. In the event that the GMS does not approve the proposal, the Board of Commissioners and Directors will use the same remuneration structure and amount as in the previous fiscal year. In the event that the GMS has not yet determined the structure and amount of remuneration, the GMS may authorize the Board of Commissioners to determine the structure and amount of remuneration after obtaining approval from the Dwiwarna series A Shareholder.

Remuneration Determination Steps



Indicators for Determining The Remuneration of The Board of Commissioners and Board of Directors

The indicators for determining remuneration for the Board of Commissioners and Board of Directors consider a number of things, including the results of benchmarking remuneration with similar industries (peer groups) both at the domestic and regional levels based on the complexity and scale of the company's business. achievement of performance, size and complexity of the Company's operations. The Company's remuneration policy is also oriented toward corporate development with a strong emphasis on sustainability principles and encouraging the achievement of long-term goals.

Remuneration Structure of The Board of Commissioners and Board of Directors

The remuneration structure for members of the Board of Commissioners and Board of Directors includes the following:

No.	Income Type	Provision	
		Board of Commissioners	Board of Directors
1	Honorarium/Salary	Based on position factor: • President Commissioner: 45% of the President Director's salary • Vice President Commissioner: 42.5% of the President Director's salary • Members of the Board of Commissioners: 90% of the President Commissioner's salary	Based on position factor: • President Director: Determined by the Controlling Shareholder (Minister of SOEs) • Vice President Director: 90% of the President Director's salary • Other Directors: 85% of the President Director's salary
2	Allowance		
	Religious Holidays Allowance	Equivalent to one month's honorarium	Equivalent to one month's salary
	Housing Allowance	Not provided	IDR 27.5 million per month, including utility costs. Not provided for Directors occupying official residences.
	Transportation Allowance	20% of the honorarium	Not provided
	Post-Employment Insurance	Maximum premium of 25% of the annual honorarium	Maximum premium of 25% of the annual honorarium
	Club membership	Membership in two professional associations	President Director/Vice President Director: - Two golf memberships - Two financial club memberships - One family fitness club membership - Two professional club memberships Director: - One golf membership - One family fitness club membership - Two professional club memberships
	Corporate Apparel	Provided in the form of uniforms, suits, and/or work attire, including accessories and traditional wear (batik/tenun/national attire) within the annual budget limit set by the Board of Directors' Decision.	Provided in the form of uniforms, suits, and/or work attire, including accessories and traditional wear (batik/tenun/national attire) within the annual budget limit set by the Board of Directors' Decision.
	Communications	Not provided	Reimbursement for call and/or data packages based on usage
3	Facility		
	Vehicles	Provided in the form of a transportation allowance	Vehicle facilities for Directors are provided in accordance with the company's internal policies.
	Health	Health insurance or reimbursement of medical expenses as per the company's internal policies.	Health insurance or reimbursement of medical expenses as per the company's internal policies
	Legal Aid Facilities	Legal assistance is provided to members of the Board of Commissioners in cases involving actions performed on behalf of their position related to the company's objectives and business activities.	Legal assistance is provided to members of the Board of Directors in cases involving actions performed on behalf of their position related to the company's objectives and business activities.

Amount of Nominal/Remuneration Components of each Board of Commissioners and Board of Directors

Nominal Amount/Component of Remuneration for Each Board of Commissioners

No.	Name	Honorarium	THRK	Tantiem (Nett)	Medical Benefits	Transport Allowance	Post-Service Insurance Premiums	Total
1	Kartika Wirjoatmodjo	√	√	√	√	√	√	√
2	Rofikoh Rokhim	√	√	√	√	√	√	√
3	Rabin Indrajad Hattari	√	√	√	√	√	√	√
4	Dwi Ria Latifa	√	√	√	√	√	√	√
5	Hendrikus Ivo [1]	√	-	√	√	√	-	√
6	Heri Sunaryadi	√	√	√	√	√	-	√
7	Paripurna Poerwoko Sugarda	√	√	√	√	√	√	√
8	Agus Riswanto	√	√	√	√	√	√	√
9	Nurmaria Sarosa	√	√	√	√	√	√	√
10	Awan Nurmawan Nuh	√	√	√	√	√	√	√
11	Haryo Baskoro Wicaksono [2]	√	√	-	√	√	√	√
Total Amount (IDR)		**23,949,300,000**	**1,851,750,000**	**205,388,871,756**	**3,466,017,661**	**4,789,860,000**	**2,864,179,875**	**238,843,961,536**

Description:
[1] Hendrikus Ivo has resigned from his position since March 1, 2024
[2] Haryo Baskoro Wicaksono has been in office since March 1, 2024

Nominal Amount/Component of Remuneration for Each Director

No.	Name	Honorarium	THRK	Medical Benefits	Tantiem (Nett)	Allowance Housing	Post-Service Insurance Premiums	Total
1	Sunarso	√	√	√	√	√	√	√
2	Catur Budi Harto	√	√	√	√	√	√	√
3	Supari	√	√	√	√	√	√	√
4	Amam Sukriyanto	√	√	√	√	√	√	√
5	Handayani	√	√	√	√	√	√	√
6	Agus Winardono	√	√	√	√	√	√	√
7	Viviana Dyah Ayu R.K.	√	√	√	√	√	√	√
8	Andrijanto	√	√	√	√	√	√	√
9	Agus Sudiarto	√	√	√	√	√	√	√
10	Agus Noorsanto	√	√	√	√	√	√	√
11	Arga M. Nugraha	√	√	√	√	√	√	√
12	Ahmad Solichin Lutfiyanto	√	√	√	√	√	√	√
Total Amount		**60,528,000,000**	**4,709,750,000**	**3,350,701,483**	**529,453,073,372**	**3,657,500,000**	**9,115,180,000**	**610,814,204,855**

Long Term Incentive (LTI)

The members of the Board of Commissioners and the Board of Directors who are eligible to receive LTI based on the performance achievements for the fiscal year 2024 are as follows

Board of Commissioners

No.	Name	Eligibility
1	Kartika Wirjoatmodjo	√
2	Rofikoh Rokhim	√
3	Rabin Indrajad Hattari	√
4	Dwi Ria Latifa	√
5	Hendrikus Ivo [1]	√
6	Heri Sunaryadi	√
7	Paripurna Poerwoko Sugarda	√
8	Agus Riswanto	√
9	Nurmaria Sarosa	√
10	Awan Nurmawan Nuh	√
11	Haryo Baskoro Wicaksono [2]	√

Board of Directors

No.	Name	Eligibility
1	Sunarso	√
2	Catur Budi Harto	√
3	Supari	√
4	Amam Sukriyanto	√
5	Handayani	√
6	Agus Winardono	√
7	Viviana Dyah Ayu R.K.	√
8	Andrijanto	√
9	Agus Sudiarto	√
10	Agus Noorsanto	√
11	Arga M. Nugraha	√
12	Ahmad Solichin Lutfiyanto	√

Information:
[1] Hendrikus Ivo resigned from his position on March 1, 2024
[2] Haryo Baskoro Wicaksono took office on March 1, 2024.

Transparency of Share Ownership of Directors and Board of Commissioners

Share Ownership of Members of The Board of Directors and The Board of Commissioners

The Board of Directors and Board of Commissioners must disclose shares of 5% (five percent) or more, both in BRI and in other banks and companies, domiciled at home and abroad. The Board of Commissioners' share ownership is as follows.

Board of Directors Share Ownership

Name	Position	Share Ownership (%)			
		BRI	Others Bank	Non-Bank Financial Institutions	Others Company
Sunarso	President Director	5.658.656 (0,00373%)	Nil	Nil	Nil
Catur Budi Harto	Vice President Director	4.045.557 (0,00267%)	Nil	Nil	Nil
Viviana Dyah Ayu R.K.	Director of Finance	3.819.500 (0,00252%)	Nil	Nil	Nil

Name	Position	Share Ownership (%)			
		BRI	Others Bank	Non-Bank Financial Institutions	Others Company
Agus Noorsanto	Director of Wholesale and Institutional Business	3.938.641 (0,00260%)	Nil	Nil	Nil
Supari	Director of Micro Business	4.970.914 (0,00328%)	Nil	Nil	Nil
Agus Sudiarto	Director of Risk Management	3.584.100 (0,00236%)	Nil	Nil	Nil
Arga Mahanana Nugraha	Director of Digital and Information Technology	3.421.385 (0,00226%)	Nil	Nil	Nil
Ahmad Solichin Lutfiyanto	Director of Compliance	5.454.170 (0,00360%)	Nil	Nil	Nil
Handayani	Director of Consumer Business	5.741.900 (0,00379%)	Nil	Nil	Nil
Agus Winardono	Director of Human Capital	3.469.681 (0,00229%)	Nil	Nil	Nil
Andrijanto	Director of Retail Funding and Distribution	2.989.700 (0,00197%)	Nil	Nil	Nil
Amam Sukriyanto	Director of Commercial, Small and Medium Business	3.623.454 (0,00239%)	Nil	Nil	Nil

Board of Commissioners Share Ownership

Name	Position	Share Ownership (%)			
		BRI	Others Bank	Non-Bank Financial Institutions	Others Company
Kartika Wirjoatmodjo	President Commissioner	1.678.000 (0,00111%)	Nil	Nil	Nil
Rofikoh Rokhim	Deputy Commissioner / Independent Commissioner	Nil	Nil	Nil	Nil
Rabin Indrajad Hattari	Commissioner	1.510.100 (0,00100%)	Nil	Nil	Nil
Dwi Ria Latifa	Commissioner	Nil	Nil	Nil	PT Bersua Utama Indonesia [80%]
Hendrikus Ivo [1]	Independent Commissioner	Nil	Nil	Nil	Nil
Heri Sunaryadi	Independent Commissioner	Nil	Nil	PT Putra Bersama Investama (99%)	Nil
Paripurna Poerwoko Sugarda	Independent Commissioner	Nil	Nil	Nil	Nil
Agus Riswanto	Independent Commissioner	Nil	Nil	Nil	Nil
Nurmaria Sarosa	Independent Commissioner	Nil	Nil	Nil	PT Selaras Logistik Indonesia (20%)
Awan Nurmawan Nuh	Commissioner	712.500 (0,00047%)	Nil	Nil	Nil
Haryo Baskoro Wicaksono [2]	Independent Commissioner	Nil	Nil	Nil	Nil

[1] Stopped serving as of March 1, 2024
[2] Started serving as of March 1, 2024

Purchase/Sell of Shares of the Board of Commissioners and Directors

Disclosure of information on share ownership of the Board of Commissioners and Board of Directors has been regulated in Decree No. KU.02-DIR/KEP/10/2023 concerning the General Policy of Corporate Governance of PT Bank Rakyat Indonesia (Persero) Tbk and Circular Letter No. SE.09.c-DIR/KEP/03/2023 concerning the Third Amendment to Corporate Governance as follows:

1. Members of the Board of Directors or Board of Commissioners who own shares with voting rights, either directly or indirectly, are required to report and submit a report regarding ownership of voting rights over shares and any changes in ownership of voting rights over shares to the OJK.
2. In this regard, ownership of voting rights over shares and any changes in ownership of voting rights over shares by members of the Board of Directors and Board of Commissioners must be submitted no later than 5 (five) working days since the ownership of voting rights over shares and any changes in ownership of voting rights over shares occurred.
3. Members of the Board of Directors and Board of Commissioners may grant written power of attorney to other parties to report ownership of voting rights over shares and any changes in ownership of voting rights over shares.

Throughout 2024, share transactions carried out by the Board of Directors and Board of Commissioners have been reported to the Company (in Corporate Secretary Division) within 3 (three) working days after the transaction was carried out and then reported to the Financial Services Authority. The purchases/sales of shares of the Board of Commissioners and Directors during 2024 are as follows:

No.	Name	Position	Transaction Date	Transaction	Shares Before (units)	Shares Transacted	Saham After (units)	Price per Share (IDR)	Description	Transaction Purpose
1	Agus Winardono	Human Capital Director	April 3, 2024	Purchasing	1.503.481	99.500	1.602.981	5.575	Letter No. B.1-CSC/CSM/ CGC/04/2024	Investment
2	Viviana Dyah Ayu R.K.	Finance Director	June 7, 2024	Purchasing	3.379.500	280.000	3.659.500	4.386	Letter No. B.7-CSC/CSM/ CGC/06/2024	Investment
3	Catur Budi Harto	Deputy President Director	June 7, 2024	Purchasing	3.815.557	230.000	4.045.557	4.400	Letter No. B.8-CSC/CSM/ CGC/06/2024	Investment
4	Supari	Micro Business Director	June 10, 2024	Purchasing	4.757.614	213.300	4.970.914	4.350	Letter No. B.9-CSC/CSM/ CGC/06/2024	Investment
5	Handayani	Consumer Business Director	June 12, 2024	Purchasing	5.291.900	450.000	5.741.900	4.324	Letter No. B.10-CSC/CSM/ CGC/06/2024	Investment
6	Sunarso	President Director	June 13, 2024	Purchasing	5.430.956	227.700	5.658.656	4.380	Letter No. B.11-CSC/CSM/ CGC/06/2024	Investment
7	Viviana Dyah Ayu R.K.	Finance Director	June 14, 2024 June 19, 2024	Purchasing	3.659.500	160.000	3.819.500	4.173	Letter No. B.12-CSC/CSM/ CGC/06/2024	Investment
8	Amam Sukriyanto	Small & Medium Business Director	June 19, 2024	Purchasing	3.393.454	230.000	3.623.454	4.200	Letter No. B.13-CSC/CSM/ CGC/06/2024	Investment
9	Arga M. Nugraha	Digital & Information Technology Director	May 28, 2024	Purchasing	3.180.485	240.900	3.421.385	4.150	Letter No. B.14-CSC/CSM/ CGC/06/2024	Investment
10	Sunarso	President Director	May 28, 2024	Transfer	3.234.856	2.196.100	5.430.956	4.636	Letter No.B.105.e-CSC/CSM/ CGC/05/2024	Implementation of POJK No. 45/ POJK.03/2015 and BUMN Ministerial Regulation No. PER-3/MBU/03/2023
11	Catur Budi Harto	Deputy President Director	May 28, 2024	Transfer	1.839.057	1.976.500	3.815.557	4.636	Letter No.B.105.e-CSC/CSM/ CGC/05/2024a	Implementation of POJK No. 45/ POJK.03/2015 and BUMN Ministerial Regulation No. PER-3/MBU/03/2023

No.	Name	Position	Transaction Date	Transaction	Shares Before (units)	Shares Transacted	Saham After (units)	Price per Share (IDR)	Description	Transaction Purpose
12	Handayani	Consumer Business Director	May 28, 2024	Transfer	3.425.200	1.866.700	5.291.900	4.636	Letter No.B.105.e-CSC/CSM/CGC/05/2024b	Implementation of POJK No. 45/POJK.03/2015 and BUMN Ministerial Regulation No. PER-3/MBU/03/2023
13	Supari	Micro Business Director	May 28, 2024	Transfer	2.890.914	1.866.700	4.757.614	4.636	Letter No.B.105.e-CSC/CSM/CGC/05/2024c	Implementation of POJK No. 45/POJK.03/2015 and BUMN Ministerial Regulation No. PER-3/MBU/03/2023/2015 and Minister of State-Owned Enterprises Regulation No. PER-3/ MBU/03/2023
14	Ahmad Solichin Lutfiyanto	Compliance Director	May 28, 2024	Transfer	3.587.470	1.866.700	5.454.170	4.636	Letter No.B.105.e-CSC/CSM/CGC/05/2024d	Implementation of POJK No. 45/POJK.03/2015 and BUMN Ministerial Regulation No. PER-3/MBU/03/2023
15	Agus Noorsanto	Wholesale & Institutional Business Director	May 28, 2024	Transfer	2.071.941	1.866.700	3.938.641	4.636	Letter No.B.105.e-CSC/CSM/CGC/05/2024e	Implementation of POJK No. 45/POJK.03/2015 and BUMN Ministerial Regulation No. PER-3/MBU/03/2023
16	Agus Sudiarto	Risk Management Director	May 28, 2024	Transfer	1.717.400	1.866.700	3.584.100	4.636	Letter No.B.105.e-CSC/CSM/CGC/05/2024f	Implementation of POJK No. 45/POJK.03/2015 and BUMN Ministerial Regulation No. PER-3/MBU/03/2023
17	Amam Sukriyanto	Direktur Commercial, Small and Medium Business	May 28, 2024	Transfer	1.526.754	1.866.700	3.393.454	4.636	Letter No.B.105.e-CSC/CSM/CGC/05/2024g	Implementation of POJK No. 45/POJK.03/2015 and BUMN Ministerial Regulation No. PER-3/MBU/03/2023
18	Viviana Dyah Ayu R.K.	Finance Director	May 28, 2024	Transfer	1.512.800	1.866.700	3.379.500	4.636	Letter No.B.105.e-CSC/CSM/CGC/05/2024h	Implementation of POJK No. 45/POJK.03/2015 and BUMN Ministerial Regulation No. PER-3/MBU/03/2023
19	Arga M. Nugraha	Digital & Information Technology Director	May 28, 2024	Transfer	1.313.785	1.866.700	3.180.485	4.636	Letter No.B.105.e-CSC/CSM/CGC/05/2024i	Implementation of POJK No. 45/POJK.03/2015 and BUMN Ministerial Regulation No. PER-3/MBU/03/2023
20	Agus Winardono	Human Capital Director	May 28, 2024	Transfer	1.602.981	1.866.700	3.469.681	4.636	Letter No.B.105.e-CSC/CSM/CGC/05/2024j	Implementation of POJK No. 45/POJK.03/2015 and BUMN Ministerial Regulation No. PER-3/MBU/03/2023
21	Andrijanto	Retail Funding & Distribution Director	May 28, 2024	Transfer	1.123.000	1.866.700	2.989.700	4.636	Letter No.B.105.e-CSC/CSM/CGC/05/2024k	Implementation of POJK No. 45/POJK.03/2015 and BUMN Ministerial Regulation No. PER-3/MBU/03/2023

No.	Name	Position	Trans-action Date	Transac-tion	Shares Before (units)	Shares Trans-acted	Saham After (units)	Price per Share (IDR)	Description	Transaction Purpose
22	Kartika Wirjoatmodjo	President Commissioner	May 28, 2024	Transfer	689.800	988.200	1.678.000	4.636	Letter No.B.105.e-CSC/CSM/CGC/05/2024l	Implementation of POJK No. 45/POJK.03/2015 and BUMN Ministerial Regulation No. PER-3/MBU/03/2023
23	Rabin Indrajad Hattari	Commissioner	May 28, 2024	Transfer	620.700	889.400	1.510.100	4.636	Letter No.B.105.e-CSC/CSM/CGC/05/2024m	Implementation of POJK No. 45/POJK.03/2015 and BUMN Ministerial Regulation No. PER-3/MBU/03/2023
24	Awan Nurmawan Nuh	Commissioner	May 28, 2024	Transfer	0	712.500	712.500	4.636	Letter No.B.105.e-CSC/CSM/CGC/05/2024n	Implementation of POJK No. 45/POJK.03/2015 and BUMN Ministerial Regulation No. PER-3/MBU/03/2023

Diversity Policy for Directors and Board of Commissioners

The diversity of the composition of the Company's Directors and Board of Commissioners is in accordance with OJK Circular Letter No. 32/SEOJK.04/2015 concerning Public Company Governance Guidelines. The appointment of the Board of Commissioners and Directors is carried out by considering age, gender, education, experience, integrity, dedication, understanding of company management issues, having knowledge and/or expertise in the required fields and being able to provide sufficient time to carry out their duties as well as other requirements based on legislation. Currently the Board of Commissioners and Directors have met the criteria of age, gender, education, experience, integrity, dedication, understanding of company management issues, and have knowledge and/or expertise in the fields required by the Company.

Table of Diversity in Board of Directors Composition

Table of Diversity in Board of Directors Composition

Name	Position	Age	Gender	Education	Work Experience	Expertis
Sunarso	President Director	61 years old	Male	Bachelor of Agronomy Master of Business Administration	Have work experience in banking	Wholesale Banking, Corporate Banking, Micro Banking, Risk Management
Catur Budi Harto	Vice President Director	61 years old	Female	Bachelor of Agronomy Master of Management	Have work experience in banking	Consumer Banking, Wholesale Banking, Risk Management
Viviana Dyah Ayu R.K.	Director of Finance	46 years old	Perempuan	Bachelor of Animal Husbandry Master of Business Administration	Have work experience in banking	Finance, Risk Management
Agus Noorsanto	Director of Wholesale and Institutional Business	59 years old	Male	Bachelor of Accounting Master of Management	Have work experience in banking	Wholesale Banking, Corporate Banking, Risk Management
Supari	Director of Micro Business	58 years old	Male	Bachelor of Agricultural Technology Master of Agribusiness Management	Have work experience in banking	Micro Banking, Risk Management
Agus Sudiarto	Director of Risk Management	59 years old	Male	Bachelor of Laws Master of Management	Have work experience in aviation and banking	Risk Management, Sharia Banking, Corporate Banking

Name	Position	Age	Gender	Education	Work Experience	Expertis
Arga Mahanana Nugraha	Director of Digital and Information Technology	44 years old	Male	Bachelor of Information Engineering Master of Science	Have work experience in banking	IT & Digital Banking, Risk Management
Ahmad Solichin Lutfiyanto	Director of Compliance	54 years old	Male	Bachelor of Agricultural Technology Master of Management	Have work experience in banking	Risk Management, Governance, Risk Management, and Compliance (GRC), Wholesale Banking
Handayani	Director of Consumer Business	59 years old	Male	Bachelor of Dentistry Master of Management	Have work experience in aviation and banking	Consumer Banking, Wholesale Banking, Risk Management
Agus Winardono	Director of Human Capital	59 years old	Male	Bachelor of Corporate Economics Master of Financial Management	Have work experience in banking	Human Capital, Risk Management
Andrijanto	Director of Retail Funding and Distribution	50 years old	Male	Bachelor of Accounting Master of Finance	Have work experience in banking	Finance, Risk Management
Amam Sukriyanto	Director of Commercial, Small and Medium Business	56 years old	Male	Bachelor of Agricultural Industrial Technology Master of Business Administration	Have work experience in banking	Retail Banking, International Business Banking, Risk Management

Composition Diversity of The Board of Commissioners

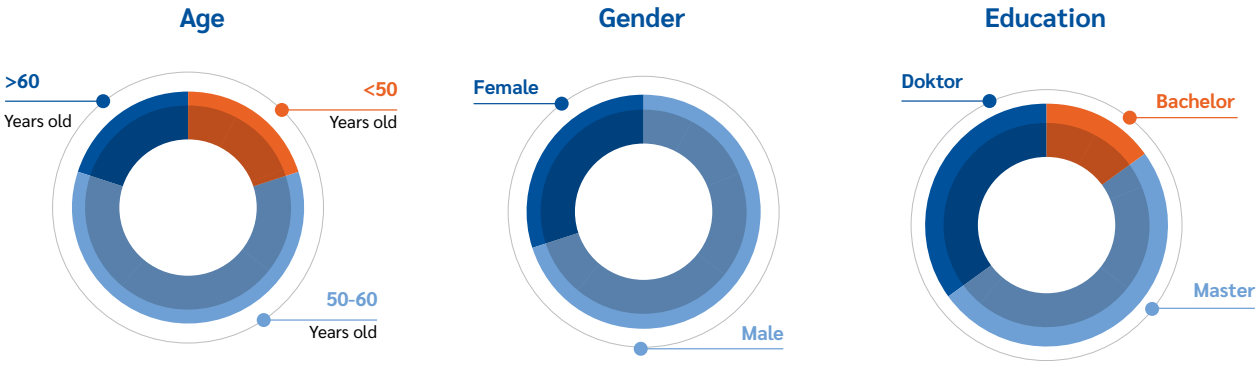
Table of Diversity in the Composition of the Board of Commissioners

Name	Position	Age	Gender	Education	Work Experience	Expertis
Kartika Wirjoatmodjo	President Commissioner	51 years old	Male	• Bachelor of Accounting, University of Indonesia. • Master of Business Administration	Have experience in banking, finance and risk management	Banking, Finance, Risk Management
Rofikoh Rokhim	Vice President Commissioner/ Independent Commissioner	53 years old	Female	• Bachelor of Economics • Bachelor of Political Science • Master of Public Finance • Master of International & Development Economics • Doctor of Economics	Have experience in finance, economics and management	Finance, Economics, Management
Rabin Indrajad Hattari	Commissioner	49 years old	Male	• Bachelor of Economics and Mathematics • Master of Management • Phd. in Economics	Have experience in statistics, economics and management	Statistic, Economics, Management
Dwi Ria Latifa	Independent Commissioner	56 years old	Female	• Bachelor of Law • Lemhanas Alumni • Master of Science	Have experience in law, socio-politics and regulation	Law, Social Politics, Regulation
Hendrikus Ivo [1]	Independent Commissioner	66 years old	Male	• Bachelor of Laws • Master of Management	Have experience in law, banking and bank supervision	Law, Banking, Audit
Heri Sunaryadi	Independent Commissioner	59 years old	Male	• Bachelor of Agricultural Technology • Master of Management	Memiliki pengalaman dalam pasar modal, teknologi, dan manajemen	Capital Market, Technology, Management
Paripurna Poerwoko Sugarda	Independent Commissioner	67 years old	Male	• Doctorandus Management • Bachelor of Laws • Master of Laws • Doctor of Laws	Have experience in law, socio-politics and management	Law, Social Politics, Management
Agus Riswanto	Independent Commissioner	62 years old	Male	• Bachelor of Laws • Master of Laws	Have experience in law, law enforcement and regulation	Law, Intelligent, Regulation

Name	Position	Age	Gender	Education	Work Experience	Expertis
Nurmaria Sarosa	Independent Commissioner	59 years old	Female	Bachelor of Architecture	Have experience in ESG, logistics and management	ESG, Logistics, Management
Awan Nurmawan Nuh	Commissioner	56 years old	Male	• Bachelor of Economics • Master of Business Taxation	Have experience in accounting, auditing and taxation	Accounting, Audit, Taxation
Haryo Baskoro Wicaksono [2]	Independent Commissioner	42 years old	Male	• Bachelor of International Relations • Master of Economics and Business	Have experience in governance, risk management, compliance	Governance, Risk Management, and Compliance (GRC); Management

Description:
[1] Hendrikus Ivo has resigned from his position since March 1, 2024
[2] Haryo Baskoro Wicaksono has been in office since March 1, 2024

The composition of the Board of Commissioners as of December 2024 is a combination of characteristics, both in terms of the Board as an entity and the individual members, in accordance with the Company's needs. This is reflected in the following chart:



Organs and Committees Under The Board of Commissioners

Secretary of Board of Commissioners

Board of Commissioners Secretariat is an organ that is responsible to the Board of Commissioners and is tasked with assisting in the implementation of the duties and responsibilities of the Board of Commissioners in the framework of the supervision of the Company. Board of Commissioners Secretariat is led by a Secretary of the Board of Commissioners who comes from outside the Company, appointed and dismissed by the Board of Commissioners upon the recommendation of the Dwiwarna Series A Shareholder.

Duties and Responsibilities of The Board of Commissioners Secretariat

The Secretariat of the Board of Commissioners has guidelines and regulations for the Secretariat of the Board of Commissioners which are stipulated by the Decree of the Board of Commissioners Nokep: 10-KOM/11/2018 dated November 1, 2018, which:

1. Coordinating the execution of duties of Staff, Commissioner Secretary, and Administrator in the Board of Commissioners.
2. Coordinating the Board of Commissioners meetings.
3. Coordinating the administrative, secretarial, and protocol duties of the Board of Commissioners.
4. Reporting to the Company on the share ownership of members of the Board of Commissioners and/or their families in the Company and other companies.
5. Providing a report on the supervisory duties that have been carried out during the previous financial year to the General Meeting of Shareholders.
6. Preparing a report on the GCG Self-Assessment implementation of the Board of Commissioners and the Committee each Semester, in coordination with the Compliance division.
7. Coordinating the achievement of the duties of the Committees and organs reporting directly to the Board of Commissioners.
8. Coordinating with the Committees of the Board of Commissioners in preparing reports on the supervision results on the implementation of the Company's Business Plan every semester to the Financial Services Authority in accordance with the prevailing laws and regulations.

9. Coordinating and following-up on requests and/ or collection of data/information from and/or to the Company's management and external parties not covered by the Committee's duties, including information on rules and regulations relevant to the duties and responsibilities of the Board of Commissioners.
10. Coordinating the drafting of the Annual Work Plan and Budget of the Board of Commissioners, which is an integral part of the Annual Work Plan and Budget of the Company prepared by the Board of Directors.
11. Coordinating the suggestions and opinions preparations on the agenda and material of the General Meeting of Shareholders.

Board of Commissioners' Secretary Profile

Widia Jessti

Secretary of the Board of Commissioners

Indonesian citizen, born in Pekalongan in 1986. Age 38 years as of December 2024. Domiciled in South Tangerang

EDUCATIONAL BACKGROUND

- Diploma III - State Accountancy College (2006)
- Bachelor of Economics (Accounting) - University of Indonesia (2009)
- Master of Business Administration (Global Banking and Finance) - University of Birmingham, UK (2016)

WORK EXPERIENCE

- Secretary of the Board of Commissioners of PT Bahana Pembinaan Usaha Indonesia (Persero) (2011 – 2014)
- Secretary of the Board of Commissioners of PT Indonesia Asahan Aluminium (Persero) MIND ID (2017 – 2019)
- Secretary of the Board of Commissioners of PT Bank Mandiri (Persero) Tbk (2019 – 2021)
- Secretary of the Board of Commissioners of PT Semen Indonesia (Persero) Tbk (2021 – 2022)

LEGAL BASIS FOR APPOINTMENT

Decree of the Board of Commissioners Number 05-KOM/BRI/04/2022 dated April 18, 2022 concerning the Dismissal and Appointment of the Secretary of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk

TERM OF OFFICE

April 2022 – present

CONCURRENT POSITIONS

Functional Positions in the Ministry of SOEs

Competency Development of the Board of Commissioners Secretary

Competency Development/Training Materials	Time and Place of Implementation	Organizer
Top Gun BOD-1 Acceleration Development Program	Jakarta - Switzerland - Dubai, July - October 2024	BUMN School of Excellence - IMD Switzerland

Implementation Duties of the Board of Commissioners Secretary

1. Implementation of the Board of Commissioners Meeting
   The Secretariat of the Board of Commissioners has coordinated the implementation of the meetings of the Board of Commissioners, namely:
   a. Coordinating the implementation of good corporate governance (GCG) within the Board of Commissioners.
   b. Providing information for the needs of the Board of Commissioners in the framework of decision making.
   c. Preparing the necessary materials related to the routine reports of the Board of Directors in managing the Company such as: RKAP, Annual Report, Quarterly Report, Report on Internal Audit Examination Results, and other required reports.
   d. Preparing the necessary materials/materials relating to matters that must obtain a decision from the Board of Commissioners regarding the Company's management activities carried out by the Board of Directors and all of its staff.
   e. Preparing and coordinating the meeting agenda with the parties attending the meeting.

f. Drafting agendas, time and place for meetings based on the direction of the Board of Commissioners and input from the Committees of the Board of Commissioners.
g. Prepare, coordinate and obtain meeting materials from sources related to the meeting agenda, to be submitted to the Board of Commissioners and/or to the Committees if necessary.
h. Preparing considerations, opinions, suggestions and other decisions from the Board of Commissioners for Shareholders, Directors and parties related to the management of the Company.
i. Drafting minutes of meetings and keeping a copy.
j. Monitoring and checking the stages of progress in implementing the results of meeting decisions/ considerations of opinions, suggestions and other decisions of the Board of Commissioners.

2. Implementation of Secretarial Duties
Coordinating the administrative, secretarial, and protocol tasks of the Board of Commissioners, including in terms of:
a. Managing correspondence, archives and other documents addressed to the Board of Commissioners based on the principles of Good Corporate Governance.
b. Managing correspondence, archives and other documents addressed to the Board of Commissioners based on the principles of Good Corporate Governance.
c. Managing the activities of the Board of Commissioners and the Supporting Organs of the Board of Commissioners, including participation in training programs/workshops/ seminars, work visits, business trips, and others, including ensuring the availability of facilities and logistics to support the smooth running of these activities/events.

3. Drafting of the Work Plan and Report of the Board of Commissioners
The Secretary of the Board of Commissioners coordinated with the Committees of the Board of Commissioners in preparing:
a. The Board of Commissioners' Annual Work Plan and Budget which became an integral part of the Company's Annual Work Plan and Budget prepared by the Board of Directors.
b. Making reports on the results of the supervision of the Board of Commissioners on the implementation of the Company's Business Plan every semester to the Financial Services Authority in accordance with the applicable laws and regulations, the Annual Supervisory Report of the Board of Commissioners to the GMS, as well as other necessary reports.

4. Implementation of Other Duties of the Secretariat of the Board of Commissioners
Referring to the Charter of the Secretariat of the Board of Commissioners, which the Board approved of Commissioners, the Secretariat of the Board of Commissioners carries out other tasks, including:
a. Coordinating and following up on the request of the Board of Commissioners in collecting data/information from and/or to the management of the Company, including information on regulations and provisions relevant to the duties and responsibilities of the Board of Commissioners.
b. Coordinating the implementation and self-assessment of Good Corporate Governance at the Board of Commissioners and Supporting Organs of the Board of Commissioners.

Audit Committee

The Board of Commissioners established an Audit Committee, which aims to assist the Board of Commissioners in carrying out the duties and functions of the Company's supervision. 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 following GCG principles and applicable laws and regulations.

Basis for Establishing the Audit Committee

The establishment of the Audit Committee has been regulated in:

1. Minister of State-Owned Enterprises (BUMN) Regulation Number PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises;
2. Minister of State-Owned Enterprises (BUMN) Regulation Number PER-3/MBU/03/2023 concerning the Organization and Human Resources of State-Owned Enterprises;
3. OJK Regulation Number 55/POJK.04/2015 concerning the Establishment and Implementation Guidelines for the Work of the Audit Committee;
4. OJK Regulation Number 17 of 2023 concerning the Implementation of Governance for Commercial Banks;
5. Articles of Association of PT Bank Rakyat Indonesia (Persero) Tbk, including its amendments.

Audit Committee Charter

The Company's Audit Committee Charter is regulated under Decree Number 10-KOM/06/2024, dated May 28, 2024, concerning the Guidelines and Rules of Procedure for the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk. The Audit Committee Charter serves as a reference for the Audit Committee in carrying out its duties effectively. It acts as a guideline and operational framework for the Audit Committee in assisting the Board of Commissioners in overseeing the Company, particularly regarding the implementation and evaluation of BRI's audit policies on the quality of internal control systems, risk management, and corporate governance systems based on prudential principles and Good Corporate Governance (GCG) principles.

The Audit Committee Charter includes the following aspects:

Chapter	Discussion
Chapter I	**Introduction** 1.1 Background 1.2 Legal Basis 1.3 Definitions
Chapter II	**Audit Comittee Structure** 2.1 Values and Code of Ethics of the Audit Committee 2.2 Structure and Membership of the Audit Committee 2.3 Membership Requirements of the Audit Committee
Chapter III	**Objectives, Authority, Duties, and Responsibilities** 3.1 Objectives 3.2 Authority of the Audit Committee 3.3 Duties and Responsibilities 3.4 Finansial Reporting 3.5 Internal Control 3.6 Internal and Integrated Audit Unit 3.7 Subsidiaries (Integrated Governance) 3.8 Independent Auditor 3.9 Compliance
Chapter IV	**Work Procedures and Processes of the Audit Committee** 4.1 Audit Committee Work Program 4.2 Communication Protocol 4.3 Meeting Organization Mechanism 4.4 Correspondence Mechanism 4.5 Audit Committee Reports and Evaluations
Chapter V	**Conclusion**

Appointment and Dismissal of The Audit Committee

The Audit Committee is appointed and dismissed by and is accountable to the Board of Commissioners. During 2024, the positions of Chairman and Members of the Audit Committee were determined through:

1. Board of Directors Decree No. 351-DIR/HCB/10/2023, dated October 3, 2023, regarding the Appointment of the Chairman and Members of the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
2. Board of Directors Decree No. 437-DIR/HCB/03/2024, dated March 19, 2024, regarding the Appointment of the Chairman and Members of the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
3. Board of Directors Decree No. 1786-DIR/HBS/09/2024, dated September 9, 2024, regarding the Appointment of the Chairman and Members of the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
4. Board of Directors Decree No. 3922-DIR/HBS/11/2024, dated November 11, 2024, regarding the Appointment of the Chairman and Members of the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk.

Duties and Responsibilities of The Audit Committee

The Audit Committee assists the Board of Commissioners in carrying out its duties and responsibilities by evaluating and ensuring the implementation of internal controls, overseeing the quality of financial reports, supervising the performance of the Internal Audit Unit (SKAI), integrated governance, compliance with company regulations, and the effectiveness of independent auditors. Additionally, the Audit Committee ensures the functioning of the **Whistleblowing System (WBS)** as a transparent reporting mechanism, monitors the implementation of social and environmental responsibility programs, and assesses the company's financial health to ensure its operations align with good governance principles and support corporate objectives..

Finansial Reporting

1. Review financial information to be disclosed to the public and/or regulatory authorities, including financial statements, projections, and other financial reports.
2. Ensure the credibility and objectivity of financial reports issued to external parties and supervisory bodies, including follow-ups on complaints and/or discrepancies noted in reports reviewed by the Audit Committee.
3. Conduct reviews with Management, SKAI, and Public Accountants, KAP or Audit Team from regarding audit findings, including any difficulties encountered.
4. Provide independent opinions in case of differences between management and the Public Accountant, KAP or Audit Team regarding services provided.
5. Review the annual report to ensure adequacy, consistency, and accuracy of the information.
6. Monitor and assess the financial reporting process audited by External Auditors.

Internal Control

1. Monitor and evaluate audit planning and execution and follow-up on audit findings to assess the adequacy of internal control, including financial reporting processes.
2. Assist the Board of Commissioners in ensuring the effectiveness of internal control systems and the performance of internal and external auditors.
3. Provide recommendations for improving management control systems and their implementation.
4. Ensure satisfactory evaluation procedures for all company-issued information.
5. Identify issues requiring the Board of Commissioners' attention.
6. Perform duties related to risk management as per legal regulations.

Internal Audit Unit (SKAI) and Integrated Governance

1. Ensure SKAI operates independently and upholds integrity in performing its duties.
2. Evaluate SKAI's performance.
3. Monitor and assess the effectiveness of internal audits.
4. Ensure SKAI communicates with the Board of Directors, Board of Commissioners, and OJK Regulation.
5. Provide recommendations to the Board of Commissioners regarding:
   a. Annual audit planning, scope, and SKAI budget.
   b. Approval of independent quality control reviewers for SKAI performance evaluations.
   c. Approval of the Internal Audit Charter.
   d. Annual SKAI remuneration and performance rewards.
   e. Appointment and dismissal of the SKAI Head.
6. Review audit reports and ensure that the Board of Directors promptly addresses weaknesses in control, fraud, compliance issues, and other identified concerns.
7. Review Company Reports submitted to the OJK Regulation regarding Internal Audit implementation.

8. Review all SKAI reports submitted to the Board of Commissioners, including reports on any deviations addressed to the Board of Directors.
9. Assess SKAI's audit execution and oversee the Board of Directors' follow-up actions on Internal Audit findings.
10. Monitor and evaluate the application of financial and internal audit policies for BRI's Parent and Subsidiary Companies.
11. Oversee and evaluate other Internal Audit functions as required by regulations, the company's articles of association, and/or General Meeting of Shareholders (RUPS) resolutions.
12. Periodically evaluate internal audit reports and recommend corrective actions to address weaknesses in controls, fraud, compliance, and other issues identified by SKAI.

Subsidiary Entities (Integrated Governance)

1. Monitor and evaluate the application of financial and internal audit policies at BRI and its subsidiaries.
2. Provide recommendations to the Board of Commissioners to enhance the effectiveness and accuracy of financial reporting and alignment of internal audit policies between the Parent Company and Subsidiaries.
3. Coordinate and hold Technical Meetings with the Audit Committee and Subsidiary Management alongside KTKT.

Independent Auditors

1. Recommend the appointment of a Public Accountant (AP) and/or Public Accounting Firm (KAP) for annual financial audits to the Board of Commissioners for submission to the General Meeting of Shareholders (RUPS), considering independence, scope, and fees.
2. Oversee the procurement process for selecting public accounting firms, ensuring compliance with corporate procurement regulations, and seeking Board of Directors' assistance when necessary.
3. Providing reccommendations to the Board of Commissioners to delegate to the RUPS, in the event that the Public Accountant and/or KAP appointed by the RUPS as referred to in point 1, is unable to complete the audit services for the annual historical financial information within the Professional Assignment Period. The appointment of a replacement Public Accountant and/or KAP may be carried out by the Board of Commissioners, taking into account the recommendations of the Audit Committee.
    a. If the Audit Committee is unable to recommend a Public Accountant and/or KAP to provide audit services for the annual historical financial information to the Board of Commissioners before the RUPS, as referred to in point 1, the Audit Committee shall recommend delegating the authority to appoint a Public Accountant and/or KAP to the Board of Commissioners, accompanied by an explanation regarding:
        1) The reason for delegating the authority;
        2) The criteria or limitations for the Public Accountant and/or KAP that may be appointed.
    b. In formulating the recommendations as referred to in point 1, the Audit Committee must consider:
        1) The independence of the Public Accountant, KAP, and individuals within the KAP;
        2) The scope of the audit;
        3) The audit service fees;
        4) The expertise and experience of the Public Accountant, KAP, and Audit Team from the KAP;
        5) The methodology, techniques, and audit tools used by the KAP;
        6) The benefits of fresh-eye perspectives gained through the replacement of the Public Accountant, KAP, and Audit Team from the KAP;
        7) The potential risks of using audit services from the same KAP consecutively for an extended period; and/or
        8) The results of evaluations of the audit services for annual historical financial information provided by the Public Accountant and KAP in the previous period, if applicable.
4. Submitting the Audit Committee's recommendations on the appointment of the Public Accountant and/or KAP to the Board of Directors of PT Bank Rakyat Indonesia (Persero), Tbk. and/or the DPLK Management for inclusion as an attachment to the Report on the Appointment of the Public Accountant and/or KAP to the OJK Regulation.
5. Proposing the termination of the Public Accountant, KAP, or Audit Team from the KAP if they fail to meet the applicable standards and regulations in carrying out their duties.
6. Reviewing prospective Public Accountants or Audit Teams from the KAP for consolidated subsidiaries. The KAP for consolidated subsidiaries shall be appointed and determined by the respective subsidiary in accordance with its Articles of Association but must be consulted with the Audit Committee to assess the independence of the prospective Public Accountant, KAP, or Audit Team from the KAP and the audit supervision conducted by the Audit Committee.
7. Providing prior approval (pre-approval) for non-assurance services assigned to the KAP.
8. Evaluating the implementation of audit services for annual historical financial information by the Public Accountant, KAP, or Audit Team from the KAP at a minimum through:
    a. The compliance of the audit implementation by the Public Accountant, KAP, or Audit Team from the KAP with applicable audit standards;
    b. The adequacy of fieldwork time;
    c. A review of the scope of services provided and the adequacy of sampling;
    d. Improvement recommendations provided by the Public Accountant and/or KAP; and
    e. Other relevant matters.

9. Providing an independent opinion in the event of differences of opinion between management and the Public Accountant regarding the services provided.
10. Supervising the implementation of the appointment of the Public Accountant and/or KAP, including replacements, with reference to the use of audit services for annual historical financial information from the same Public Accountant for five (5) cumulative years.
11. Reviewing the KAP's self-assessment regarding compliance with restrictions on the use of audit services and cooling-off periods. The reuse of audit services for annual historical financial information from the same Public Accountant is subject to a cooling-off period based on the Public Accountant's role in the engagement:
    a. If the Public Accountant acts as the Engagement Partner, a cooling-off period of five (5) consecutive reporting years applies;
    b. If the Public Accountant acts as the engagement quality control reviewer, a cooling-off period of three (3) consecutive reporting years applies; and
    c. For other audit engagement partners, a cooling-off period of two (2) consecutive reporting years applies.
12. Submitting the Audit Committee's Evaluation Report, as referred to in point 9, to the Board of Directors of PT Bank Rakyat Indonesia (Persero), Tbk. and/or the DPLK BRI Management.

Compliance

1. Monitor the effectiveness of policies and review fraudulent financial reporting risks, recommending improvements to reports prepared and executed by the Board of Directors.
2. Assess compliance with regulations related to the company's operations.

Whistleblowing System Management

The Audit Committee's Whistleblowing System Management Unit has the authority and responsibility to:

1. Receive and document reports of violations related to accounting processes and financial reporting, as well as violations by BRI's Board of Commissioners, Board of Directors, SEVP, and subsidiary directors from Whistleblowing System application.
2. Review reports received from SKAI's Whistleblowing System Management Unit regarding accounting violations and financial irregularities by BRI's Board of Commissioners, Board of Directors, SEVP, and subsidiary directors.
3. The Audit Committee's Whistleblowing System Management Unit verifies and validates reports together with the Board of Commissioners regarding received Whistleblowing System reports and categorizes these reports. This includes communicating with the whistleblower to gather additional evidence/documents related to the report.
4. The Audit Committee's Whistleblowing System Management Unit submits a request for approval of the recapitulation of Whistleblowing System reports categorized as Criminal Acts of Corruption to the Board of Commissioners every month, which is then reported to the Corruption Eradication Commission (KPK) through the Whistleblowing System Application.
5. Updating information in the Whistleblowing System application, including the categories of violation indications and reporting channels, if they do not meet the criteria of a Whistleblowing System report, as well as updating the status of follow-up progress whenever there is a status change.
6. Appointing the Investigation Unit/Independent Party to conduct an examination of reports indicating violations.
7. Submitting reports and recommendations on the results of the examination conducted by the Investigation Unit/ Independent Party to the Authorized Business Unit for further action.
8. Ensuring that the recommendations from the Investigation Unit/Independent Party have been followed up on within the established timeframe.
9. Updating the Whistleblowing System application for each Whistleblowing System report that has been acted upon.
10. Submitting a monthly recapitulation report of the Whistleblowing System to the Board of Commissioners.
11. Managing all follow-up documents related to the Whistleblowing System in the Whistleblowing System application.
12. Managing the examination reports from the Investigation Unit and updating report data in the Whistleblowing System application.
13. Maintaining the confidentiality of all information related to the whistleblower's identity, indications of violations, and investigation reports.

Social and Environmental Responsibility Program (TJSL) – Micro and Small Business Funding (PUMK)

The PUMK program aims to enhance the capabilities of micro and small businesses to become resilient and independent. It seeks to improve efficiency and effectiveness in the development and empowerment of the micro and small business economy. In accordance with the Regulation of the Minister of State-Owned Enterprises (BUMN) Number PER-1/MBU/03/2023, BRI collaborates with other BUMNs in distributing funds for the Micro and Small Business Funding Program through cooperation agreements that outline the rights and obligations of each party. In this regard, the Audit Committee has the following duties:

1. Assisting the Board of Commissioners in supervising the implementation of the BUMN TJSL program.

2. Assisting the Board of Commissioners in ensuring that the annual audited Financial Report of the Micro and Small Business Funding Program, prepared by a public accounting firm, complies with financial accounting standards and is approved by the RUPS/Minister.

Soundness Level Assessment

1. Evaluating the appointment of a Rating Company to assess the company's soundness level for recommendation to the Board of Commissioners.
2. The Board of Commissioners may request assistance from the Board of Directors to conduct the procurement process for the Rating Company based on the applicable goods and services procurement mechanism.

Other Duties

1. Reviewing and providing advice to the Board of Commissioners regarding potential conflicts of interest within the Company.
2. Maintaining the confidentiality of the Company's documents, data, and information obtained during the execution of its duties.
3. Carrying out other assignments as requested by the Board of Commissioners, in accordance with applicable regulations, including the Implementation Program of Internal Control over Financial Reporting (ICoFR).

Authority of the Audit Committee

The Board of Commissioners grants authority to the Audit Committee within the scope of Audit Committee responsibilities to:

1. Have access to accounting records, supporting data, and all relevant information about the Company related to the duties and functions of the audit committee as long as necessary to carry out its duties.
2. Provide opinions and recommendations to the Board of Commissioners regarding the execution of supervisory functions in auditing and internal control within the Company.
3. Communicate directly with employees, including the Board of Directors and those responsible for internal audit, risk management, and accounting, concerning the tasks and responsibilities of the Audit Committee.
4. Involve independent external parties, if necessary, to assist in executing its duties.
5. Exercise other authorities granted by the Board of Commissioners, provided they do not contradict applicable laws and regulations.

Audit Committee Term of Office

The term of office of members of the Audit Committee may not be longer than the term of office of the Board of Commissioners as regulated in the Company's Articles of Association and can only be re-elected for 1 (one) subsequent period, without reducing the right of the Board of Commissioners to dismiss them at any time.

Audit Committee Structure, Membership and Expertise

The committee operates under the coordination of the Board of Commissioners and is structurally accountable to it. The membership structure is as follows:

1. The committee must have at least three (3) members, consisting of Independent Commissioners and external parties from the Issuer or Public Company.
2. The Audit Committee must include at least:
   a. One (1) Independent Commissioner;
   b. One (1) Independent Party with expertise in finance or accounting, who must obtain certification before assuming the role;
   c. One (1) Independent Party with expertise in law or banking, who must obtain certification before assuming the role.
3. The Audit Committee is chaired by an Independent Commissioner who also serves as a member.
4. Members of the Board of Directors are prohibited from serving as Audit Committee members.
5. Audit Committee members must have integrity, good character, and strong morals.
6. The Audit Committee works collectively in carrying out its duties to assist the Board of Commissioners/Supervisory Board.

Structure, membership and expertise of the Audit Committee can be seen in the table below.

Period January 1 2024 – March 18 2024

No.	Name	Position	Expertise	Position
1	Hendrikus Ivo	Chairman	*Law, Banking, Audit*	Independent Commissioner
2	Rofikoh Rokhim	Member	*Finance, Economics, Management*	Deputy President Commissioner/ Independent Commissione
3	Heri Sunaryadi	Member	*Capital Market, Technology, Management*	Independent Commissioner
4	Agus Riswanto	Member	*Law, Intelligent, Regulation*	Independent Commissioner

No.	Name	Position	Expertise	Position
5	Sahat Pardede	Member	*Accounting, Audit*	Independent Party
6	Irwanto	Member	*Accounting, Banking*	Independent Party
7	Duma Riana Hutapea	Member	*Accounting, Regulation*	Independent Party

Period March 19, 2024 – September 8, 2024

No.	Name	Position	Expertise	Position
1	Rofikoh Rokhim	Chairman	*Finance, Economics, Management*	Deputy President Commissioner/ Independent Commissione
2	Heri Sunaryadi	Member	*Capital Market, Technology, Management*	Independent Commissioner
3	Agus Riswanto	Member	*Law, Intelligent, Regulation*	Independent Commissioner
4	Paripurna Poerwoko Sugarda	Member	*Law, Social Politics, Management*	Independent Commissioner
5	Irwanto	Member	*Accounting, Banking*	Independent Party
6	Duma Riana Hutapea	Member	*Accounting, Regulation*	Independent Party
7	Bintoro Nurcahyo	Member	*Accounting, Management*	Independent Party

Period September 9, 2024 – November 10, 2024

No.	Name	Position	Expertise	Position
1	Rofikoh Rokhim	Chairman	*Finance, Economics, Management*	Deputy President Commissioner/ Independent Commissione
2	Heri Sunaryadi	Member	*Capital Market, Technology, Management*	Independent Commissioner
3	Agus Riswanto	Member	*Law, Intelligent, Regulation*	Independent Commissioner
4	Haryo Baskoro Wicaksono	Member	*Governance, Risk Management, and Compliance (GRC), Management*	Independent Commissioner
5	Irwanto	Member	*Accounting, Banking*	Independent Party
6	Bintoro Nurcahyo	Member	*Accounting, Management*	Independent Party
7	Loethano Boy Meizardi	Member	*Accounting, Anti Money Laundering*	Independent Party
8	Donny Himawan	Member	*Audit, Management*	Independent Party

Period November 11 2024 – December 31 2024

No.	Name	Position	Expertise	Position
1	Rofikoh Rokhim	Chairman	*Finance, Economics, Management*	Deputy President Commissioner/ Independent Commissione
2	Heri Sunaryadi	Member	*Capital Market, Technology, Management*	Independent Commissioner
3	Agus Riswanto	Member	*Law, Intelligent, Regulation*	Independent Commissioner
4	Haryo Baskoro Wicaksono	Member	*Governance, Risk Management, and Compliance (GRC), Management*	Independent Commissioner
5	Irwanto	Member	*Accounting, Banking*	Independent Party
6	Bintoro Nurcahyo	Member	*Accounting, Management*	Independent Party
7	Loethano Boy Meizardi	Member	*Accounting, Anti Money Laundering*	Independent Party
8	Donny Himawan	Member	*Audit, Management*	Independent Party
9	Thauriq Anwar	Member	*Accounting, Audit, Capital Market*	Independent Party

Audit Committee Profile

The profile of the Audit Committee as of December 31, 2024 is as follows.

Rofikoh Rokhim Head of Audit Committee/Independent Commissioner
Profiles can be seen in the profiles of members of the Board of Commissioners
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Agus Riswanto Member of the Audit Committee/Independent Commissioner
Profiles can be seen in the profiles of members of the Board of Commissioners
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Heri Sunaryadi Member of the Audit Committee/Independent Commissioner
Profiles can be seen in the profiles of members of the Board of Commissioners
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Haryo Baskoro Wicaksono Member of the Audit Committee/Independent Commissioner
Profiles can be seen in the profiles of members of the Board of Commissioners
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Irwanto

Member of the Audit Committee/ Independent Party
Indonesian citizen, born in Padang in 1962. Age 62 years as of March 2024. Domiciled in Jakarta

EDUCATIONAL BACKGROUND

- Bachelor of Accounting, Andalas University (1988)
- Master of Accounting, University of Indonesia (2000)

WORK EXPERIENCE

- Bank Indonesia (1994 - 2018)
- Member of the Audit Committee and Risk Management Monitoring PT Bank Resona Perdania (2018 - 2021)
- Member of the Supervisory Board of the Indonesian Money Transfer Operators Association (2019-present)
- Member of the Audit Committee and Risk Management Monitoring PT Bank J Trust (2020 - 2021)

CERTIFICATION

- Risk Management Certification Level 1, BSMR
- Risk Management Certification Level 2, BSMR
- Risk Management Certification Level 3, BSMR
- Risk Management Certification Level 4, LSPP
- Audit Committee Certification IKAI (CACP)
- Chartered Accountant Certification (CA)

LEGAL BASIS FOR APPOINTMENT

Board of Directors Decree of BRI Number 195-DIR/HCB/04/2021 dated April 26, 2021, concerning the Appointment of the Chair and Members of the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk

TERM OF OFFICE

Period I

SERVING DURATION

April 26, 2021 - present

CONCURRENT POSITIONS

None

Bintoro Nurcahyo

Audit Committee Member/Independent Party

Indonesian citizen, born in Jakarta in 1963. Age 61 years as of October 2024. Domiciled in Jakarta.

EDUCATIONAL BACKGROUND

- Bachelor of Economics, Faculty of Economics, Department of Accounting, Universitas Gadjah Mada, Yogyakarta (1988)
- Master of Business Administration (Finance), The Weatherhead School of Management Case Western Reserve University, Cleveland. USA (1998)

WORK EXPERIENCE

- Head of Organizational Development Division, Renstra Division, BRI Head Office (2005 – 2006)
- Head of Accounting Policy Division (PSAK 50/55 Team), Management Accounting and Finance Division, BRI Head Office (2006 – 2013)
- Deputy Regional Leader for Operations, BRI Banjarmasin Regional Office (2013 – 2016)
- Deputy Regional Leader for Operations, BRI Surabaya Regional Office (2016 – 2017)
- Expert Lecturer 2 Corporate University BRI (2017)
- Head of PSAK 71 Implementation Team, Management Accounting and Finance Division, BRI Head Office (2017 – 2018)
- Head of Enterprise Risk and Portfolio Management Division, BRI Head Office (2018 – 2019)
- Member of BRI Risk Management Monitoring Committee (2020 – 2023)
- Member of Integrated Governance Committee (2023 – 2024)

CERTIFICATION

- Risk Management Certification Level 1, BSMR
- Risk Management Certification Level 2, BSMR
- Risk Management Certification Level 3, LSPP
- Risk Management Certification Level 4, LSPP
- Risk Management Certification Level 6, LSPP
- Chartered Accountant Certification (CA Indonesia), IAI
- Registered Accountant (RNA), Ministry of Finance

LEGAL BASIS FOR APPOINTMENT

BRI Board of Directors Decree Number 437-DIR/HCB/03/2024 dated March 19, 2024 concerning the Determination of the Chairman and Members of the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk

TERM OF OFFICE

Period I

SERVING DURATION

March 19, 2024 - present

CONCURRENT POSITIONS

None

Loethano Boy Meizardi

Audit Committee Member/Independent Party

Indonesian citizen, born in Jakarta in 1963. Age 61 years as of May 2024. Domiciled in Jakarta.

EDUCATIONAL BACKGROUND

- Bachelor of Accounting STIE YAI (1992)
- Master of Management STIE IPWI (2021)

WORK EXPERIENCE

- PT Bank Niaga, Tbk (1989 – 1990)
- Bank Indonesia (1990 – 2016)
- Financial Services Authority (2016 – 2023)

CERTIFICATION

- National Anti Fraud Conference Certification
- Certification Currency Counterfeit US Currency Seminar

LEGAL BASIS FOR APPOINTMENT

BRI Board of Directors Decree Number 1786-DIR/HBS/09/2024 dated September 9, 2024 concerning the Determination of the Chairman and Members of the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk

TERM OF OFFICE

Period I

SERVING DURATION

September 9 – present

CONCURRENT POSITIONS

None

Donny Himawan

Audit Committee Member/Independent Party

Indonesian citizen, born in Jombang in 1966. Age 58 years as of June 2024. Domiciled in Jogyakarta.

EDUCATIONAL BACKGROUND

- Bachelor of Animal Husbandry, Brawijaya University (1990)
- Master of Management, Finance, Airlangga University (1999)

WORK EXPERIENCE

- Head of Card Center Section (2004 – 2005)
- Head of Product Development Section (2006 – 2012)
- Deputy Head of Internal Audit Region BRI Makassar (2012)
- Deputy Head of Business Region BRI Makassar (2013 – 2014)
- Deputy Head of BRI Service Fund Division (2015-2016)
- Deputy Head of Internal Audit Region BRI Medan (2017)
- Deputy Head of Internal Audit Region BRI Lampung (2018)
- Deputy Head of Internal Audit Region BRI Jakarta 2 (2019)
- Head of Internal Audit Region BRI Palembang (2019 - 2020)
- Head of Internal Audit Region BRI Denpasar (2020)
- Head of Internal Audit Region BRI Bandung (2021)
- Head of Internal Audit Region BRI Jakarta 2 (2022)

CERTIFICATION

- Risk Management Certification Level 1, BSMR
- Risk Management Certification Level 2, BSMR
- Risk Management Certification Level 3, BSMR
- Risk Management Certification Level 4, BNSP
- Certified Wealth Management (CWM) Certification
- Qualified Internal Audit (QIA) Certification

LEGAL BASIS FOR APPOINTMENT

BRI Board of Directors Decree Number 1786-DIR/HBS/09/2024 dated September 9, 2024 concerning the Determination of the Chairman and Members of the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk

TERM OF OFFICE

Period I

SERVING DURATION

September 9 – present

CONCURRENT POSITIONS

None

Thauriq Anwar

Audit Committee Member/Independent Party

Indonesian citizen, born in Jakarta in 1079. Age 45 years as of September 2024. Domiciled in Jakarta.

EDUCATIONAL BACKGROUND

- Bachelor of Accounting, University of Indonesia (2003)
- Master of Management, University of Indonesia (2014)

WORK EXPERIENCE

- Investment Analyst & Fund Manager PT Niaga Aset Manajemen (2005 – 2007)
- Fund Manager PT Valbury Asia Securities (2007 – 2010)
- Portfolio Manager, PT PNM Investment Management (2010 – 2012)
- Fixed Income Manager, PT AJ Sequis Life (2012 – 2014)
- Fund Manager, PT Asia Raya Kapital (2014 – 2019)
- Member of the Audit Committee of PT Perkebunan Nusantara XIII (2016 – 2019)
- Member of the Audit Committee of PT Hutama Karya (2019 – 2024)

CERTIFICATION

- Deputy Investment Manager (WMI)
- Certified Governance Oversight Professional (CGOP)
- Certification in Audit Committee Practices (CACP), IKAI
- Chartered Accountant (CA Indonesia), IAI

LEGAL BASIS FOR APPOINTMENT

BRI Board of Directors Decree Number 3922-DIR/HBS/11/2024 dated November 11, 2024 concerning the Determination of the Chairman and Members of the Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk

TERM OF OFFICE

Period I

SERVING DURATION

November 11 – present

CONCURRENT POSITIONS

None

Educational Qualifications and Audit Committee Work Experience

The requirements for membership of the Audit Committee are as follows:

1. General Requirements
   a. Holding integrity, good character and morals.
   b. Did not have any personal interests/relationships that may cause a conflict of interest to the Company.
2. Capability Requirements
   a. Must have the ability, knowledge, experience according to the field of work, and be able to communicate well.
   b. Must understand financial reports, company business, especially those related to the Company's services or business activities, audit processes, risk management, and laws and regulations in the Capital Market sector as well as other related laws and regulations.
   c. Must comply with the Company and Audit Committee code of ethics.
   d. Every year you must attend one of the trainings on the topics of risk management, fraud, business, corporate activities, law, compliance, finance, accounting and/or audit for at least 20 (twenty) hours of training. The training attended is PPL organized by professional institutions, regulators, training institutions accredited by accreditation institutions and/or training institutions owned or controlled by BUMN.

Table of Educational Qualifications and Work Experience of the Audit Committee

Name	Position	Education	Work Experience
Hendrikus Ivo 1	Chairman	• Bachelor of Laws • Master of Management	Have experience in law, banking and bank supervision
Rofikoh Rokhim 2	Chairman / Member	• Bachelor of Economics • Bachelor of Political Science • Master of Public Finance • Master of International & Development Economics • Doctor of Economics	Have experience in finance, economics and management
Heri Sunaryadi	Member	• Bachelor of Agricultural Technology • Master of Management	Have experience in capital markets, technology, and management
Agus Riswanto	Member	• Bachelor of Laws • Master of Laws	Have experience in the fields of law, law enforcement and regulation
Paripurna Poerwoko Sugarda 3	Member	Bachelor of Laws Master of Laws Doctor of Laws	Have experience in law, socio-political and management

Name	Position	Education	Work Experience
Haryo Baskoro Wicaksono[5]	Member	• Bachelor of International Relations • Master of Economics and Business	Have experience in governance, risk management, compliance and management
Sahat Pardede[6]	Member	• Bachelor of Accounting • Master of Business Administration	Have experience in the fields of accounting and auditing
Irwanto	Member	• Bachelor of Accounting • Master of Accounting	Have experience in accounting and bank supervision
Duma Riana Hutapea [3]	Member	• Bachelor of Accounting • Master of Science in Business Administration	Have experience in accounting and regulation
Bintoro Nurcahyo [4]	Member	• Bachelor of Economics • Master of Business Administration	Have experience in accounting and management
Loethano Boy Meizardi [5]	Member	• Bachelor of Accounting • Master of Management	Have experience in accounting and bank supervision
Donny Himawan [5]	Member	• Bachelor of Animal Husbandry • Master of Financial Management	Have experience in audit and management
Thauriq Anwar [7]	Member	• Bachelor of Accounting • Master of Management	Have experience in accounting, finance, and capital markets

Description:
[1] Hendrikus Ivo serves as Chairman until March 1, 2024
[2] Rofikoh Rokhim serves as Chairman since March 19, 2024
[3] Paripurna Poerwoko Sugarda and Duma Riana Hutapea serve from March 19 to September 8, 2024
[4] Bintoro Nurcahyo serves from March 19, 2024
[5] Haryo Baskoro Wicaksono, Loethano Boy Meizardi and Donny Himawan serve from September 9, 2024
[6] Sahat Pardede serves from January 1, 2024 to March 18, 2024
[7] Thauriq Anwar serves from November 11, 2024

Audit Committee Independence

Table of Audit Committee Independence

Independence Aspect	Hendrikus Ivo [1]	Rofikoh Rokhim [2]	Heri Sunaryadi	Agus Riswanto	
Must possess high integrity, skills, knowledge, experience relevant to their work, and excellent communication abilities.	√	√	√	√	
Must understand financial statements, the company's business-especially those related to the services or business activities of the Issuer or Public Company-Audit processes, risk management, and regulation in the Capital Market as well as other relevant regulations	√	√	√	√	
Must comply with the Audit Committee's code of ethics established by the Issuer or Public Company	√	√	√	√	
Willing to enhance competence through education and training continuously	√	√	√	√	
Must have at least 1 (one) member with an educational background and expertise in accounting and finance	√	√	√	√	
Is not a person from a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Office, or other parties providing assurance services, non-assurance services, appraisal services, and/or other consulting services to the relevant Issuer or Public Company within the last 6 (six) months	√	√	√	√	
Is not a person who works for or has the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for an Independent Commissioner	√	√	√	√	
Does not hold shares, either directly or indirectly, in the issuer or Public Company	√	√	√	√	
If a member of the Audit Committee acquires shares of the Issuer or Public Company, either directly or indirectly, as a result of a legal event, such shares must be transferred to another party within a maximum period of 6 (six) months after the shares are acquired	√	√	√	√	
Does not have any affiliation with members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Issuer or Public Company	√	√	√	√	
Does not have any business relationship, either directly or indirectly, related to the business activities of the Issuer or Public Company					

Description:
[1] Hendrikus Ivo serves as Chairman until March 1, 2024
[2] Rofikoh Rokhim serves as Chairman since March 19, 2024
[3] Paripurna Poerwoko Sugarda and Duma Riana Hutapea serve from March 19 to September 8, 2024
[4] Bintoro Nurcahyo serves from March 19, 2024
[5] Haryo Baskoro Wicaksono, Loethano Boy Meizardi and Donny Himawan serve from September 9, 2024
[6] Sahat Pardede serves from January 1, 2024 to March 18, 2024
[7] Thauriq Anwar serves from November 11, 2024

	Paripurna Poerwoko Sugarda [3]	Haryo Baskoro Wicaksono [5]	Sahat Pardede [6]	Irwanto	Duma Riana Hutapea [3]	Bintoro Nurcahyo [4]	Loethano Boy Meizardi [5]	Donny Himawan [5]	Thauriq Anwar [7]
	√	√	√	√	√	√	√	√	√
	√	√	√	√	√	√	√	√	√
	√	√	√	√	√	√	√	√	√
	√	√	√	√	√	√	√	√	√
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	√	√	√	√	√	√	√	√	√
	√	√	√	√	√	√	√	√	√
	√	√	√	√	√	√	√	√	√

Audit Committee Meeting

Audit Committee Meeting Policy

The Audit Committee meeting arrangements are regulated as follows.

Meeting Organizing Mechanism

1. Audit Committee meetings must be held periodically at least 1 (one) time in 1 (one) month.
2. Audit Committee meetings can be held at any time at the request of 1 (one) or several members of the Audit Committee, stating the matters to be discussed.
3. Audit Committee meetings are held at the Company's domicile, or other places within the territory of the Republic of Indonesia or at the Company's place of business activities determined by the Audit Committee.
4. Audit Committee meetings can be held online via teleconference, video teleconference or other electronic media facilities that enable all participants to communicate and interact in Audit Committee meetings.
5. Audit Committee meeting materials are available and delivered to meeting participants no later than 5 (five) working days before the meeting is held, unless the meeting is held outside the schedule, meeting materials can be delivered before the meeting is held.
6. If necessary, the Committee may independently hold a Technical Meeting to conduct a technical deep dive on the topics to be discussed in the Committee Meeting by inviting the relevant parties.

Meeting Quorum

The audit Committee meeting is valid if attended and/or represented by more than ½ (half) of the total number of Committee members.

Meeting Participants

1. Each member of the audit Committee is required to attend at least 75% (seventy-five percent) of the meetings within a year.
2. The Audit Committee meeting can invite the Board of Directors, Officers, and Employees of the Company or external guests.
3. The Audit Committee may invite the Audit Committee and Management of the Subsidiary Entities, proposed through the Integrated Governance Committee.

Meeting Chairman

The Board of Commissioners meeting is led by the Chairman of the Audit Committee. If the Chairman of the Audit Committee is absent or unable to attend, and this does not need to be proven to anyone, the meeting will be led by a member of the Audit Committee who is also from the Board of Commissioners.

Meeting Summons

1. The summons for an Audit Committee meeting is issued by the Chair of the Audit Committee. if the Chair of the Audit Committee is unavailable without the need for proof to any party, the summons can be issued by a member of the Audit Committee who is also a member of the Board of Commissioners.
2. The summons for an Audit Committee meeting must be delivered in writing, including the agenda/event, date, time, and location of the meeting.
3. The Audit Committee may convene a meeting on short notice (less than one working day), either online or offline, in extraordinary circumstances.

Meeting Decisions

1. The meeting is valid and authorized to make binding decisions if attended by at least half)1/2) of the total members of the committee.
2. The recommendations formulated during the Committee meeting are made based on deliberation of consensus. If not reached, decisions will be made based on the majority vote.
3. Each Audit Committee member has one (1) vote and an additional one (1) voting right for every member they represent in the meeting.
4. Audit Committee Members who are unable to attend may submit their opinions and give their votes in writting, signed and submitted to the Chairman of the Audit Committee or the Commissioner leading the meeting. These votes will be considered valid and included in the decision-making process of the meeting.
5. In the case where the number of votes in favor and against are equal, the decision is postponed and re-evaluated. If, after re-evaluation, the votes in favor and against remain equal, the decision will be made by the meeting leader.
6. The meeting leader will present the conclusions and decisions at the end of each meeting.
7. Every meeting decision is binding for all the Audit Committee.
8. The Audit Committee can also make valid decisions without holding a meeting, provided that all serving members of the Board of Commissioners approve by signing the proposed decision in writing.
9. Any Audit Committee member who directly or indirectly, has an interest in any proposed transaction, contract, or agreement in which the Company is a party must declare their interest during the Committee meeting and is not entitled to vote on matters related to that transaction or contract.

Meeting Minutes

1. The results of the Audit Committee meeting must be recorded in the meeting minutes.
2. The meeting minutes must be signed by all attending Audit Committee members and distributed to all members of the Audit Committee.
3. The meeting minutes shall be prepared by an Independent Party member of the Audit Committee who attended the meeting.

4. If any member of the Board of Commissioners and/or the Board of Directors does not sign the meeting minutes as mentioned in points 2 and 3 above, they must provide their reasons in a separate written statement attached to the meeting minutes.
5. Any dissenting opinions expressed during the meeting must be clearly stated in the minutes, with the reasons for the disagreement.
6. The Audit Committee meeting minutes served as valid evidence of the decisions made during the meeting.
7. The meeting minutes must be properly documented by the Secretariat of the Board of Commissioners.

Follow-Up on Meeting Results

1. The decisions made in the Audit Committee meeting are conveyed through the Audit Committee memorandum to the Board of Commissioners, which includes opinions, recommendations, or suggestions to assist the Board of Commissioners in carrying out its duties.
2. The Audit Committee Memorandum mentioned in point one above may be accompanied by a draft of an outgoing letter from the Board of Commissioners and/or the Audit Committee addressed to the Board of Directors or an official one level below the Board of Directors of the Company.
3. The Audit Committee Memorandum must be signed by the Chairperson and all members of the Committee.
4. The letters issued by the Board of Commissioners shall follow the correspondence procedures established by the Board of Commissioners, while letters from the Audit Committee must be signed by the Chairperson of the Audit Committee and Committee members who are also members of the Board of Commissioners.
5. All outgoing letters from the Board of Commissioners and/or the Audit Committee must be recorded in the Letter Register, managed by the Secretariat of the Board of Commissioners, and stored by the Corporate Secretary Division.

Audit Committee Meeting Agenda

Throughout 2024, the implementation date, meeting agenda and Audit Committee meeting participants, are as follows.

Table of Audit Committee Meeting Agenda

No.	Meeting Date	Meeting Agenda	Meeting Participants
1	Tuesday, January 09, 2024	Discussion on the Annual Audit Plan (PAT)	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Hendrikus Ivo 5. Irwanto 6. Duma Riana Hutapea 7. Sahat Pardede
2	Thursday, January 11, 2024	Discussion on the Progress of Financial Statement Audit and Micro and Small Business Funding Program (PUMK) of PT PT Bank Rakyat Indonesia (Persero) Tbk	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Hendrikus Ivo 5. Irwanto 6. Duma Riana Hutapea 7. Sahat Pardede
3	Tuesday, January 23, 2024	Evaluation of Compliance Function Implementation for Semeter II of 2023	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Hendrikus Ivo 5. Irwanto 6. Duma Riana Hutapea 7. Sahat Pardede
4	Thursday, January 25, 2024	Closing Meeting on the Audit Results of Financial Statements and Micro and Small Business Funding Program (PUMK) of PT Bank Rakyat Indonesia (Persero) Tbk for Fiscal Year 2023	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Hendrikus Ivo 5. Irwanto 6. Duma Riana Hutapea 7. Sahat Pardede
5	Tuesday, January 30, 2024	Discussion of the Follow-up of the Proposed Annual Audit Plant for 2024.	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Hendrikus Ivo 5. Irwanto 6. Duma Riana Hutapea 7. Sahat Pardede

No.	Meeting Date	Meeting Agenda	Meeting Participants
6	Monday, February 13, 2024	Discussion on the Implementation reportk and Key Findings of the Quarter IV Audit for 20223	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Hendrikus Ivo 5. Irwanto 6. Duma Riana Hutapea 7. Sahat Pardede
7	Tuesday, February 27, 2024	Presentation on the Progress and Follow-up Actions on Branch Office Audit	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Hendrikus Ivo 5. Irwanto 6. Duma Riana Hutapea 7. Sahat Pardede
8	Monday, April 22, 2024	Review on SKAI on Quarter I Financial Statements and Audit Findings report for 1014	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Paripurna Poerwoko Sugarda 5. Irwanto 6. Duma Riana Hutapea 7. Bintoro Nurcahyo
9	Friday, July 19, 2024	Discussion on the Implementation Report and Key Findings of the Audit for Semester I, 2024	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Paripurna Poerwoko Sugarda 5. Irwanto 6. Duma Riana Hutapea 7. Bintoro Nurcahyo
10	Friday, July 19, 2024	Review on SKAI on Quarter II Financial Statements and Audit Findings report for 2024	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Paripurna Poerwoko Sugarda 5. Irwanto 6. Duma Riana Hutapea 7. Bintoro Nurcahyo
11	Tuesday, July 30, 2024	Evaluation of the Implementation of the Compliance Function for Semester I of 2024	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Paripurna Poerwoko Sugarda 5. Irwanto 6. Duma Riana Hutapea 7. Bintoro Nurcahyo
12	Tuesday, August 06, 2024	Discussion on the Audit Plan of the Public Accounting firm (KAP) for the Consolidated Financial Statements and Financial Statements of the Micro and Small Business Funding Program (PUMK) for Fiscal Year 2024	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Paripurna Poerwoko Sugarda 5. Irwanto 6. Duma Riana Hutapea 7. Bintoro Nurcahyo
13	Thursday, August 15, 2024	Review on SKAI on Quarter I Financial Statements and Audit Findings report for 2024	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Paripurna Poerwoko Sugarda 5. Irwanto 6. Duma Riana Hutapea 7. Bintoro Nurcahyo
14	Tuesday, August 20, 2024	Audit Review on Top Debtors with High-Risk Exposure and Politically Exposed Person (PEP)	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Paripurna Poerwoko Sugarda 5. Irwanto 6. Duma Riana Hutapea 7. Bintoro Nurcahyo

No.	Meeting Date	Meeting Agenda	Meeting Participants
15	Tuesday, September 10, 2024	Progress Report on the Enhancement of the Application System Supporting Insurance Products	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Haryo Baskoro Wicaksono 5. Irwanto 6. Bintoro Nurcahyo 7. Loethano Boy Meizardi 8. Donny Himawan
16	Friday, September 27, 2024	Alignment of Policies and procedures for Goods and Services Procurement Based on BUMN Regulation Number PER-2/MBU/03/2023 of 2023 Concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Haryo Baskoro Wicaksono 5. Irwanto 6. Bintoro Nurcahyo 7. Loethano Boy Meizardi 8. Donny Himawan
17	Tuesday, October 08, 2024	Discussion on the Request for Approval of the Addendum to the Annual Audit Plan (PAT) for 2024	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Haryo Baskoro Wicaksono 5. Irwanto 6. Bintoro Nurcahyo 7. Loethano Boy Meizardi 8. Donny Himawan
18	Monday, October 28, 2024	Review of BRI's Financial Statements for Quarter III of 2024	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Haryo Baskoro Wicaksono 5. Irwanto 6. Bintoro Nurcahyo 7. Loethano Boy Meizardi 8. Donny Himawan
19	Tuesday, October 29, 2024	Discussion on the Implementation Report and Key Audit Findings for Quarter III of 2024	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Haryo Baskoro Wicaksono 5. Irwanto 6. Bintoro Nurcahyo 7. Loethano Boy Meizardi 8. Donny Himawan
20	Tuesday, December 03, 2024	Update on the Progress of Implementing Internal Control over Financial Reporting (ICoFR)	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Haryo Baskoro Wicaksono 5. Irwanto 6. Bintoro Nurcahyo 7. Loethano Boy Meizardi 8. Donny Himawan 9. Thauriq Anwar
21	Tuesday, December 17, 2024	Update on the Progress of the 2024 Financial Statement Audit of BRI	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Agus Riswanto 4. Haryo Baskoro Wicaksono 5. Irwanto 6. Bintoro Nurcahyo 7. Loethano Boy Meizardi 8. Donny Himawan 9. Thauriq Anwar

Frequency and Attendance Rate of Audit Committee Meetings

During 2024, the Audit Committee has held 21 (twenty one) meetings. The frequency and level of attendance of each member of the Audit Committee are as follows:

Table of Attendance at Audit Committee Meetings

Name	Position	Audit Committee Meeting		
		Attedance Number and Percentage		
		Number of Meetings	Number of Attendance	Percentage
Hendrikus Ivo [1]	Chairman	7	7	100%
Rofikoh Rokhim [2]	Chairman / Member	21	21	100%
Heri Sunaryadi	Member	21	21	100%
Agus Riswanto	Member	21	21	100%
Paripurna Poerwoko Sugarda [3]	Member	8	8	100%
Haryo Baskoro Wicaksono [5]	Member	7	7	100%
Sahat Pardede [6]	Member	7	7	100%
Irwanto	Member	21	21	100%
Duma Riana Hutapea [5]	Member	14	14	100%
Bintoro Nurcahyo [4]	Member	14	14	100%
Loethano Boy Meizardi [5]	Member	7	7	100%
Donny Himawan [5]	Member	7	7	100%
Thauriq Anwar [7]	Member	2	2	100%

Description:
[1] Hendrikus Ivo serves as Chairman until March 1, 2024
[2] Rofikoh Rokhim serves as Chairman since March 19, 2024
[3] Paripurna Poerwoko Sugarda and Duma Riana Hutapea serve from March 19 to September 8, 2024
[4] Bintoro Nurcahyo serves from March 19, 2024
[5] Haryo Baskoro Wicaksono, Loethano Boy Meizardi and Donny Himawan serve from September 9, 2024
[6] Sahat Pardede serves from January 1, 2024 to March 18, 2024
[7] Thauriq Anwar serves from November 11, 2024

Audit Committee Income

Remuneration for committee members who are members of the Board of Commissioners is part of the honorarium given to the Board of Commissioners and there is no special honorarium for each Committee member. Honorarium for Committee members from independent parties (Non-Commissioners), the amount of the honorarium is determined by the Board of Commissioners with a maximum amount of 20% of the Main Director's salary and no other income is given apart from the honorarium. This is in accordance with the provisions of the Minister of BUMN Regulation Number PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.

Training and/or Enhance Competency of The Audit Committee in 2024

Name	Position	Types of Training and Competency Development/ Training Materials	Implementation Time and Place	Organizer
Hendrikus Ivo [1]	Chairman	Education and/or training can be seen in the Education and/or training section for members of the Board of Commissioners		
Rofikoh Rokhim [2]	Chairman / Member	Education and/or training can be seen in the Education and/or training section for members of the Board of Commissioners		
Heri Sunaryadi	Member	Education and/or training can be seen in the Education and/or training section for members of the Board of Commissioners		
Agus Riswanto	Member	Education and/or training can be seen in the Education and/or training section for members of the Board of Commissioners		
Paripurna Poerwoko Sugarda [3]	Member	Education and/or training can be seen in the Education and/or training section for members of the Board of Commissioners		
Haryo Baskoro Wicaksono [5]	Member	Education and/or training can be seen in the Education and/or training section for members of the Board of Commissioners		
Sahat Pardede [6]	Member	Asian Confederation of Institutes of Internal Auditors (ACIIA) Regional Conference	Bali, August 28 - 29 2024	Institute of Internal Auditors Indonesia
Irwanto	Member	Refreshing Risk Management Level 4	Online, August 08, 2024	Corporate University BRI
		Navigating the Global Internal Audit Standards	Bali, August 28 – 29, 2024	Institute of Internal Auditors Indonesia
		Asian Confederation of Institutes of Internal Auditors (ACIIA) Regional Conference	Semarang, September 12 - 13 2024	Institute of Internal Auditors Indonesia
Duma Riana Hutapea [3]	Member	Refreshing Risk Management Level 4	Online, August 08, 2024	Corporate University BRI
		Asian Confederation of Institutes of Internal Auditors (ACIIA) Regional Conference	Bali, August 28 – 29, 2024	Institute of Internal Auditors Indonesia
Bintoro Nurcahyo [4]	Member	Program Pathway to Chartered Accountant Indonesia bagi BUMN	Online, May 16 - July 13, 2024	BUMN School of Excellence
		Refreshing Risk Management Level 6	Online, August 02, 2024	Corporate University BRI
		Strategi Implementasi Market Conduct Membangun Kepercayaan dan Meningkatkan Kinerja Industri Jasa Keuangan	Online, August 08, 2024	OJK Institute
		Asian Confederation of Institutes of Internal Auditors (ACIIA) Regional Conference	Bali, August 28 - 29, 2024	Institute of Internal Auditors Indonesia
		How to Prevent Money Laundering anf Terrorism Financing	Online, September 06, 2024	OJK Institute
		Navigating the Global Internal Audit Standards	Semarang, September 12-13, 2024	Institute of Internal Auditors Indonesia
Loethano Boy Meizardi [5]	Member	-	-	-
Donny Himawan [5]	Member	-	-	-
Thauriq Anwar [7]	Member	-	-	-

Notes:
[1] Hendrikus Ivo serves as Chairman until March 1, 2024
[2] Rofikoh Rokhim serves as Chairman since March 19, 2024
[3] Paripurna Poerwoko Sugarda and Duma Riana Hutapea serve from March 19 to September 8, 2024
[4] Bintoro Nurcahyo serves from March 19, 2024
[5] Haryo Baskoro Wicaksono, Loethano Boy Meizardi and Donny Himawan serve from September 9, 2024
[6] Sahat Pardede serves from January 1, 2024 to March 18, 2024
[7] Thauriq Anwar serves from November 11, 2024

Working Program and Duties of The Audit Committee In 2024

The implementation of the Committee's activities in 2024 is as follows:

1. Audit Committee with Internal Audit Unit

No.	Duties	Implementation	Implementation Date
1	Review and provide recommendations for approval of the Annual Audit Plan	1. Discussion on the 2024 Annual Audit Plan (PAT)	January 09, 2024
		2. Follow-up Discussion on the Proposed 2024 annual Audit Plan (PAT)	January 30, 2024
		3. Discussion of the Request for approval of the Addendum to the 2024 Annual Audit Plan (PAT)	October 08, 2024
2	Review the main audit results report (LHA) on a quarterly basis	1. Discussion on the Implementation Report and Key Findings for Quarter IV 2023	February 13, 2024
		2. Discussion on the Implementation Report and Key Findings of the Semester 1 2024 Audit	July 19, 2024
		3. Discussion on the Implementation Report and Key Findings for Quarter III 2024	October 29, 2024
3	Reviewing Financial Statements	1. Review of SKAI on the Quarter I 2024 Financial Report and Audit Findings	April 22, 2024
		2. Review of SKAI on BRI's Semester 1 2024 Financial report	July 19, 2024
		3. Review of BRI's Quarter III 2024 Financial Report	December 17, 2024
4	Top Debtors with High Risk Exposure and Politically Exposed Persons (PEP)	Audit Review on Top Debtors with High-Risk Exposure and *Politically Exposed Person* (PEP)	August 20, 2024
5	Other Audit Committee duties	1. Presentation on the Progress of Follow-Up Audits for Branch Offices	February 27, 2024
		2. Discussion on the Progress of Follow-up Actions Based on the Board of Commissioners' Directive to the Head of SKAI	August 15, 2024

2. Audit Committee with Public Accountant and/or Public Accounting Firm

No.	Duties	Implementation	Implementation Date
1	Procurement of Public Accounting Firm Audit Services	1. Discussion on the progress of the financial Audit and the Micro and Small Business Funding Program (PUMK) of PT Bank Rakyat Indonesia (Persero) Tbk	January 11, 2024
		2. Discussion on the Public Accounting Firm (KAP) Audit Plan for the Consolidated Financial Statements and the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the fiscal Year 2024	August 06, 2024
2	Financial statements	1. Closing Meeting of the Financial Audit Results and the Micro and Small Business Funding Program (PUMK) of PT Bank Rakyat Indonesia (Persero) Tbk for the Fiscal Year 2023	January 25, 2024
		2. Update on the Progress of the 2024 BRI Financial Audit	December 17, 2024
3	Bank Health Rating Agency	Approval for the Procurement of a Rating Agency for the Assessment of the Soundness Level of PT Bank Rakyat Indonesia (Persero) Tbk	April 23, 2024

3. Audit Committee with Financial Services Authority, Bank Indonesia and other Authorities

No.	Duties	Implementation	Implementation Date
1	Audit Committee Evaluation Report	Alignment of Policies and Procedures for Goods and Services Procurement Based on Ministry of SOEs Regulation Number PER-2/MBU/03?2023 of 2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.	September 27, 2024

4. Audit Committee with Management

No.	Duties	Implementation	Implementation Date
1	Audit Committee Recommendations	1. Progress report on the enhancement of the Insurance Product Support Application System	September 10, 2024
		2. Update on the Progress of the Implementasi Internal Control over Financial Reporting (ICoFR)	December 03, 2024
2	Audit Committee Evaluation	1. Evaluation of Compliance Function Implementation for the Second Semester of 2023	January 23, 2024
		2. Evaluation of Compliance Function Implementation for the First Semester of 2024	July 30, 2024

5. Audit Committee with Financial Institution Pension Fund (DPLK)

No.	Duties	Implementation	Implementation Date
1	Procurement of Audit Services for Public Accounting Firms	1. Evaluation Report on the Implementation of Public Accounting Services and Public Accounting Firms on the Financial Report of DPLK BRI for the 2023 Fiscal Year	June 12, 2024
		2. Approval of the Determination of Public Accounting Firm for the Audit of Financial Reports and Investment Reports of BRI Financial Institution Pension Fund (DPLK) for the 2024 Financial Year.	November 19, 2024

6. Internal Audit Committee

No.	Duties	Implementation	Implementation Date
1	Audit Committee Work Budget Plan	1. Audit Committee Budget Work Plan	January 30, 2024
		2. Task Allocation and Responsibility Assignment for Achieving the 2023 Audit Committee Work Plan	January 30, 2024
		3. Review Results and Signing of the 2024 Audit Committee Charter.	May 28, 2024

Statement of the Audit Committee on the Effectiveness of the Internal Control System and Risk Management

The Audit Committee, together with the Board of Commissioners, assesses that the effectiveness of the Company's internal control system and risk management has been implemented under the applicable principles and regulations. The compliance function is consistently carried out following regulatory requirements, prioritizing the strengthening of a compliance culture across all organizational levels, managed transparently and accountably as part of the Company's commitment to better implementation of Good Corporate Governance (GCG). The internal control system continues to be enhanced through the optimization of internal audit functions, risk management, compliance, financial and operational controls, as well as the implementation of the roadmap Internal Control over Financial Reporting (ICoFR). These efforts aim to improve business process efficiency and effectiveness, ensure the reliability of financial reporting, and promote synergy across lines of defense.

The Audit Committee also emphasizes the importance of management's continuous commitment to strengthening internal controls, refining policies, mitigating risks, and preventing fraud. These initiatives are intended to support transparent, accountable, and highly ethical operational sustainability. Moving forward, the Company's internal control system is expected to support good corporate governance, create added value for stakeholders, and ensure consistent implementation across all Subsidiaries.

Nomination and Remuneration Committee

The Board of Commissioners establishes the Nomination and Remuneration Committee which aims to formulate policies and assist in the implementation of the functions and duties of the nomination and remuneration of members of the Board of Commissioners and Directors 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.

Basis for Establishing The Nomination and Remuneration Committee

1. Law of the Republic of Indonesia No. 7 of 1992 concerning Banking as amended by the Law of the Republic of Indonesia No. 10 of 1998.
2. Law of the Republic of Indonesia No. 40 of 2007 on the Limited Liability Companies.
3. Law of the Republic of Indonesia No. 19 of 2003 on the StateOwned Enterprises.
4. OJK Regulation no. 33/POJK.04/2014 dated December 08, 2014 concerning Directors and Board of Commissioners of Issuers or Public Companies.
5. OJK Regulation no. 34/POJK.04/2014 dated December 08, 2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies.
6. OJK Regulation no. 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks.
7. OJK Regulation No.17 of 2023 concerning Implementation of Governance for Commercial Banks
8. OJK Circular Letter No. 40/SEOJK.03/2016 concerning Implementation of Governance in Providing Remuneration for Commercial Banks.
9. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
10. BUMN Ministerial Regulation No. PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.
11. Articles of Association of PT Bank Rakyat Indonesia (Persero) Tbk and its amendments.

Nomination and Remuneration Committee Charter

The working guidelines of the Nomination and Remuneration Committee of the Company are regulated in the Board of Commissioners Decree Number B.09-KOM/05/2024 dated May 28, 2024, concerning the Guidelines and Rules of Procedure for the Nomination and Remuneration Committee of PT Bank Rakyat Indonesia (Persero) Tbk., which regulate, among others:

Chapter	Discussion
Chapter I	**Introduction** 1.1 Legal Basis 1.2 General Definition
Chapter II	**Corportate Values, Organizational Structure, and Code of Ethics** 2.1 Corporate Values 2.2 Organizational Structure, Membership, and Code of Ethics
Chapter III	**Guidelines and Rules of Procedure for the Nomination and Remuneration Committee** 3.1 Objectives, Authority, Duties, and Responsibilities 3.2 Appointment of Committee Members, Term of Office, and Working Hours 3.3 Meeting Govenance and Decision-Making 3.4 Committee Reports and Evaluation 3.5 Communication Protocol 3.6 Correspondence Mechanism
Chapter IV	**Closing**

Appointment and Termination of The Nomination and Remuneration Committee

The Nomination and Remuneration Committee is appointed and dismissed by and is accountable to, the Board of Commissioners. Throughout 2024, the positions of Chairman and Members of the Nomination and Remuneration Committee were established through the Board of Directors' Decree Number 441-DIR/HCB/03/2024 dated March 19, 2024, regarding the Appointment of the Chairman and Members of the Nomination and Remuneration Committee of PT Bank Rakyat Indonesia (Persero).

Duties and Responsibilities of The Nomination and Remuneration Committee

The Nomination and Remuneration Committee assists the Board of Commissioners in carrying out its duties and responsibilities in evaluating and ensuring the implementation of nomination and remuneration functions within the Company under the regulations and good corporate governance principles. The Nomination and Remuneration Committee is responsible for assisting the Board of Commissioners in overseeing the following matters:

Nomination Function

1. Provide recommendations to the Board of Commissioners regarding:
   a. The system, procedures, policies, and criteria required in the selection and/or replacement process of members of the Board of Directors and the Board of Commissioners are to be submitted by the Board of Commissioners to the General Meeting of Shareholders;
   b. Composition of the positions of members of the Board of Directors and/or members of the Board of Commissioners;
   c. Identification and nomination of candidates who meet the qualification to serve as members of the Board of Directors and/or the Board of Commissioners, to be submitted by the Board of Commissioners to the General Meeting of Shareholders (GMS);
   d. Independent parties who will serve as members of the Audit Committee and the Risk Monitoring Committee under the Board of Commissioners;
   e. Policies/ mechanism for evaluating the performance of members of the Board of Directors and/or the Board of Commissioners; and
   f. Development programs to enhance the capabilities of members of the Board of Directors and/or the Board of Commissioners.
2. Assisting the Board of Commissioners in assessing the performance of members of the Board of Directors and the Board of Commissioners based on established benchmarks as a basis for evaluation;
3. Evaluating the proposed individual Key Performance Indicators (KPI) of State-Owned Enterprise (BUMN) Board of Directors members;
4. Assisting the Board of Commissioners in evaluating the Selected Talent list based on performance and capacity;
5. Conducting periodic reviews of the BUMN Talent Management System, as well as monitoring and evaluating its implementation;
6. Conduting an evaluation of the system and procedures for Talent classification carried out by the Board of Directors of the State-Owned Enterprises (SOE);
7. Conducting validation and calibration of the Selected Talent to produce a list of nominated taltent proposed by the Board of Commissioners/ Supervisory Board of State-Owned Enterprises (SOEs) to the GMS/ Minister;
8. Evaluating candidates representing BUMN who will be proposed as members of the Board of Directors or the Board of Commissioners of Subsidiaries before submission to the General Meeting of Shareholders (GMS)/ Minister;
9. Evaluating the BUMN Board of Directors' proposal regarding the organizational structure of BUMN; and
10. In carrying out its Nomination function, the Committee is required to follow these procedures:
    a. Formulating the composition and nomination process for members of the Board of Directors and/or the Board of Commissioners;
    b. Developing policies and criteria required in the nomination process for candidates for the Board of Directors and/or the Board of Commissioners;
    c. Assisting in evaluating the performance of members of the Board of Directors and/or the Board of Commissioners;
    d. Designing capability development programs for members of the Board of Directors and/or the Board of Commissioners; and
    e. Reviewing and proposing qualified candidates for the Board of Directors and/or the Board of Commissioners to the Board of Commissioners for submission to the GMS.

Remuneration Function

1. Evaluating the Remuneration policy based on performance, risk, fairness compared to peer groups, corporate goals, and long-term strategy, compliance with reserve requirements as stipulated by laws and regulations, and the Company's potential future revenue;
2. Submitting evaluation results and recommendations to the Board of Commissioners regarding:
   a. The structure, policy, and amount of remuneration for the Board of Directors and the Board of Commissioners to be presented to the General Meeting of Shareholders (GMS); and
   b. The structure, policy, and amount of remuneration for employees as a whole to be presented to the Board of Directors.
3. Ensuring that the remuneration policy is under applicable regulations;
4. Conducting periodic evaluations of the implementation of the remuneration policy;
5. Evaluating the remuneration policy for employees that requires approval/feedback from the Board of Commissioners;
6. Assisting the Board of Commissioners in assessing performance concerning the appropriateness of the remuneration received by each member of the Board of Directors and/or the Board of Commissioners;
7. In carrying out the remuneration function, the Committee must follow these procedures:
   a. Formulating the structure, policy, and amount of remuneration for the members of the Board of Directors and the Board of Commissioners by considering:
      - financial performance and reserve compliance as regulated by applicable laws and regulations;
      - the creation of effective risk management;
      - remuneration practices in the industry under the business activities of the issuer or a similar public company and the scale of business of the issuer or public company within its industry;
      - short-term and long-term liquidity needs;
      - the objectives, long-term strategy of the bank, and its potential future revenue;
      - the duties, responsibilities, and authority of the members of the Board of Directors and/or the Board of Commissioners related to the achievement of the goals and performance of the Issuers or Public Company;
      - performance targets for each member of the Board of Directors and/or the Board of Commissioners; and
      - the balance of allowances between fixed and variable components.

b. The remuneration structure as mentioned in point 2.a. can include:
   - salary;
   - honorarium;
   - incentives; and/or
   - fixed and/or variable allowances.

c. Conducting an evaluation of the structure, policies, and amount of remuneration for members of the Board of Directors and the Board of Commissioners at least once a year.

Authority of The Nomination and Remuneration Committee

The Nomination and Remuneration Committee has the following authorities:

1. Accessing the data, documents, and information of the Company related to the performance of its duties;
2. Communicating and coordinating with parties related to the committee's tasks;
3. Exercising other powers granted by the Board of Commissioners as long as they do not conflict with applicable laws and regulations;
4. Providing opinions and recommendations to the Board of Commissioners of the Parent entity to enhance the internal control function, compliance function, and the implementation of integrated risk management; and
5. Exercising powers granted by the Board of Commissioners as long as they do not conflict with applicable laws and regulations.

Nomination and Remuneration Committee Term of Office

The term of office for members of the Nomination and Remuneration Committee may not be longer than the term of office of the Board of Commissioners as stipulated in the Company's Articles of Association and may be re-elected only for the next 1 (one) period, without reducing the right of the Board of Commissioners to dismiss at any time.

Structure, Membership and Expertise of The Nomination and Remuneration Committee

The structure of BRI's Nomination and Remuneration Committee complies with the provisions outlined in OJK Regulation Number 45/POJK.03/2015 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks and the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 on State-Owned Enterprises' Organization and Human Resources. The structure and membership of the Nomination and Remuneration Committee are arranged as follows:

1. The Committee is under the coordination of the Board of Commissioners and is structurally responsible to the Board of Commissioners;
2. The Committee is chaired by an Independent Commissioner who also serves as a member; and
3. The members of the Nomination and Remuneration Committee may be from the members of the Company's Board of Commissioners or from outside the Company
4. The Committee must have at least:
   a. One (1) Independent Commissioner;
   b. One (1) Non-Independent Commissioner;
   c. One (1) Executive Officer responsible for the HR function or one (1) representative of the Company's employees;
5. Members of the Board of Directors are prohibited from being members of the Committee;
6. If the Committee has more than (3) members, the number of Independent Commissioners must be at least two members;
7. Committee members who are not from the Board of Commissioners must meet the following criteria:
   a. having good integrity and sufficient knowledge and work experience in the fields of nomination and remuneration;
   b. not having personal interests/ relationships that could cause negative impacts or conflicts of interest with the relevant State-Owned Enterprise (BUMN;
   c. being able to communicate effectively;
   d. being able to allocate sufficient time to perform their duties; and
   e. not holding concurrent positions as members of the Board of Commissioners/Supervisory Board at other companies, secretaries/staff of the Board of Commissioners/Supervisory Board at other companies, members of other committees within the Company, or members of committees at other companies

The structure, membership, and expertise of the Nomination and Remuneration Committee can be seen in the table below.

Period January 1, 2024 to March 1, 2024

No.	Name	Position	Expertise	Description
1	Heri Sunaryadi	Chairman	Capital Market, Technology, Management	Independent Commissioner
2	Rofikoh Rokhim	Secretary	Finance, Economics, Management	Deputy Main Commissioner/ Independent Commissioner
3	Kartika Wirjoatmodjo	Member	Banking, Finance, Risk Management	President Commissioner/ Commissioner

No.	Name	Position	Expertise	Description
4	Rabin Indrajad Hattari	Member	Statistic, Economics, Management	Commissioner
5	Awan Nurmawan Nuh	Member	Accounting, Audit, Taxation	Commissioner
6	Hendrikus Ivo	Member	Law, Banking, Audit	Independent Commissioner
7	Dwi Ria Latifa	Member	Law, Social Politics, Regulation	Independent Commissioner
8	Nurmaria Sarosa	Member	ESG, Logistics, Management	Independent Commissioner
9	Agus Riswanto	Member	Law, Intelligent, Regulation	Independent Commissioner
10	Paripurna P. Sugarda	Member	Law, Social Politics, Regulation	Independent Commissioner
11	M. Dadang Permana K.F.	Member	Banking, Human Resources	Ex Officio (Head of Human Capital Business Partner Division)

Period March 2, 2024 to December 31, 2024

No.	Name	Position	Expertise	Description
1	Heri Sunaryadi	Chairman	Capital Market, Technology, Management	Independent Commissioner
2	Rofikoh Rokhim	Secretary	Finance, Economics, Management	Deputy Main Commissioner/ Independent Commissioner
3	Kartika Wirjoatmodjo	Member	Banking, Finance, Risk Management	President Commissioner/ Commissioner
4	Rabin Indrajad Hattari	Member	Statistic, Economics, Management	Commissioner
5	Awan Nurmawan Nuh	Member	Accounting, Audit, Taxation	Commissioner
6	Dwi Ria Latifa	Member	Law, Social Politics, Regulation	Independent Commissioner
7	Nurmaria Sarosa	Member	ESG, Logistics, Management	Independent Commissioner
8	Agus Riswanto	Member	Law, Intelligent, Regulation	Independent Commissioner
9	Paripurna P. Sugarda	Member	Law, Social Politics, Regulation	Independent Commissioner
10	Haryo Baskoro Wicaksono	Member	Governance, Risk Management, and Compliance (GRC), Management	Independent Commissioner
11	M. Dadang Permana K.F.	Member	Banking, Human Recources	Ex Officio (Head of Human Capital Business Partner Division)

Nomination and Remuneration Committee Profile

The profile of the Nomination and Remuneration Committee as of December 31, 2024 is as follows.

Heri Sunaryadi
Chairman of the Nomination and Remuneration Committee/ Independent Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Kartika Wirjoatmodjo
Member of the Nomination and Remuneration Committee/ President Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Rofikoh Rokhim
Member of the Nomination and Remuneration Committee/ Deputy President Commissioner/Independent Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Rabin Indrajad Hattari
Member of the Nomination and Remuneration Committee/ Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Dwi Ria Latifa
Member of the Nomination and Remuneration Committee/ Independent Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Nurmaria Sarosa
Member of the Nomination and Remuneration Committee/ Independent Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Paripurna Poerwoko Sugarda
Member of the Nomination and Remuneration Committee/ Independent Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Agus Riswanto
Member of the Nomination and Remuneration Committee/ Independent Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Awan Nurmawan Nuh
Member of the Nomination and Remuneration Committee/ Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

Haryo Baskoro Wicaksono
Member of the Nomination and Remuneration Committee/ Independent Commissioner

The profile can be seen in the Board of Commissioners section

The period and term of office have been attached to the period and term of office of the Board of Commissioners

M. Dadang Permana K.F.

Member of the Nomination and Remuneration Committee
Indonesian citizen, born in Bandung in 1973. Age 51 years as of December 2024. Domiciled in Jakarta.

EDUCATION BACKGROUND

- Bachelor of Agriculture, Winaya Mukti University, Jatinangor (1996)
- Master of Management, Padjadjaran University, Bandung (2009)

WORK EXPERIENCE

- Head of Human Capital, Padang Regional Office (2013 – 2014)
- Head of Human Capital, Denpasar Regional Office (2014 – 2016)
- Head of Human Capital, Yogyakarta Regional Office (2016 – 2018)
- Head of Career Development, Human Capital Policy and Development Division (2018 – 2019)
- Deputy Head of Career Management & Culture Division, Human Capital Policy and Development Division (2019)
- Department Head Talent Management & Industrial Relations, Human Capital Business Partner Division (2020 – 2022)
- Regional Chief Audit Denpasar (2022 – 2023)
- Division Head Human Capital Business Partner (2023 – 2024)
- Division Head Human Capital Business Partner 1 (2024 – present)

CERTIFICATION

Risk Management Level 5 – LSP LSPP

LEGAL BASIS FOR APPOINTMENT

- Board of Directors Decree Number 0673-DIR/HCB/07/2023 dated July 4, 2023 concerning the Determination of the Chairman and Members of the Nomination and Remuneration Committee of PT Bank Rakyat Indonesia (Persero) Tbk
- Board of Directors Decree Number 441-DIR/HCB/03/2024 dated March 19, 2024 concerning the Determination of the Chairman and Members of the Nomination and Remuneration Committee of PT Bank Rakyat Indonesia (Persero) Tbk

TERM OF OFFICE

In accordance with the Legal Basis for Appointment

SERVING DURATION

July 4, 2023 – present

CONCURRENT POSITIONS

- Commissioner of PT Upaya Purnabakti Sejahtera (BRImedika) (01/09/2023 – present)
- Head of Human Capital Business Partner 1 Division (01/09/2024 – present)

Qualification of Education and Work Experience of The Nomination and Remuneration Committee

Table of Qualification of Education and Work Experience of the Nomination and Remuneration Committee

Name	Position	Education	Work experience
Heri Sunaryadi	Chairman	• Bachelor of Agricultural Technology • Master of Management	Have experience in business and industry
Rofikoh Rokhim	Secretary	• Bachelor of Economics • Bachelor of Political Science • Master of Public Finance • Master of International & Development Economics • Doctor of Economics	Have experience in economics and management
Kartika Wirjoatmodjo	Member	• Bachelor of Accounting • Master of Business Administration	Have experience in banking and management
Rabin Indrajad Hattari	Member	• Bachelor of Economics and Mathematics • Master of Management • Phd. in Economics	Have experience in economics and banking supervision
Awan Nurmawan Nuh	Member	• Bachelor of Economics • Master of Business Taxation	Have experience in economics, management and taxation
Hendrikus Ivo [1]	Anggota	• Bachelor of Laws • Master of Management	Have experience in audit and banking supervision
Dwi Ria Latifa	Member	• Bachelor of Law • Lemhanas Alumni • Master of Science	Have experience in law and management
Nurmaria Sarosa	Member	Bachelor of Architecture	Have experience in business and industry
Agus Riswanto	Member	• Bachelor of Law • Master in Law • Doctor of Law	Have experience in law and management
Paripurna P. Sugarda	Member	Bachelor of Law	Have experience in law and management
Haryo Baskoro Wicaksono [2]	Member	• Bachelor of International Relations • Master of Management	Have experience in governance, risk management, compliance
M. Dadang Permana K.F.	Member	• Bachelor of Agriculture • Master of Managemen	Have experience in banking and human resources

Notes:
[1] Hendrikus Ivo resigned from his position as of March 1, 2024
[2] Haryo Baskoro Wicaksono began his tenure on March 1, 2024

Independence of The Nomination and Remuneration Committee

Independence Aspect	HS	RR	KW	RIH	ANN	HI[1]	DRL	NS	AR	PPS	HBW[2]	MDP
Has no financial relationship with the Board of Commissioners and Board of Directors	√	√	√	√	√	√	√	√	√	√	√	√
Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Major Shareholders of the Issuer or Public Company	√	√	√	√	√	√	√	√	√	√	√	√
Has no family relationship with the Board of Commissioners, Directors, and/or fellow members of the BRI Nomination and Remuneration Committee	√	√	√	√	√	√	√	√	√	√	√	√

Notes:
[1] Hendrikus Ivo resigned from his position as of March 1, 2024
[2] Haryo Baskoro Wicaksono began his tenure on March 1, 2024

Notes			
HS Heri Sunaryadi	**RIH** Rabin Indrajad Hattari	**DRL** Dwi Ria Latifa	**PPS** Paripurna Poerwoko Sugarda
RR Rofikoh Rokhim	**ANN** Awan Nurmawan Nuh	**NS** Nurmaria Sarosa	**HBW** Haryo Baskoro Wicaksono
KW Kartika Wirjoatmodjo	**HI** Hendrikus Ivo	**AR** Agus Riswanto	**MDP** M. Dadang Permana K.F.

Nomination and Remuneration Committee Meeting

Nomination and Remuneration Committee Meeting Policy

Committee meeting arrangements are set as follows.

Meeting Mechanism

1. The Committee Meetings must be held regularly at least once every three (3) months.;
2. The Committee Meetings may be held at any time upon the request of one or more Committee members, specifying the matters to be discussed;
3. The Committee meetings are conducted at the Company's domicile, another location within the Republic of Indonesia, or at a business operation site designed by the Committee;
4. The Committee meetings may be conducted online via teleconference, video conference, or other electronic media that enable all participants to communicate and interact during the meeting;
5. The Committee meeting material must be available and provided to meeting participants no later than five (5) working days before the meeting unless the meeting is held outside the schedule, in which case the materials can be provided before the meeting;
6. If necessary, the Committee may independently hold a Technical Meeting to conduct an in-depth technical review of the materials to be discussed in the Committee Meeting by inviting relevant parties.

Meeting Quorum

A Committee meeting is valid if attended and/or represented by more than half (1/2) of the total members, including at least one (1) Independent Commissioner and one (1) Executive Officer responsible for human resources or one (1) representative of the Company's employees.

Meeting Participants

1. Each Committee member is required to attend at least 75% (seventy-five) of the meetings in a year;
2. The Committee Meetings may invite members of the Board of Directors, Executives, and Employees of the Company or external guests;
3. The Committee meetings may invite other Committees and the management of Subsidiaries through the Integrated Governance Committee.

Meeting Chaiperson

1. The Committee meetings are chaired by the Chairperson of the Committee;
2. If the Chairperson of the Committee is absent or unable to attend, without the need to provide proof to any party, the meeting will be chaired by a Committee member from the Board of Commissioners

Meeting Summons

1. The Committee meetings are summoned by the Chairperson of the Committee.
2. If the Chairperson is unable to perform this duty, without the need to provide proof to any party, the summons may be made by a Committee member from the Board of Commissioners;

3. The meeting summons must be issued in writing, stating the agenda, date, time, and venue of the meeting;
4. In special situations or extraordinary conditions, the Committee may call a meeting at any time (less than one working day) online or offline.

Meeting Resolutions

1. A meeting is valid and authorized to make binding decisions if attended by at least half (1/2) of the total Committee members, including at least one (1) Independent Commissioner and one (1) Executive Officer responsible for human resources or one (1) representative of the Company's employees;
2. Recommendations formulated in the Committee Meeting are based on deliberation to reach a consensus. If consensus is not achieved, decisions are made by majority vote;
3. Each Committee member has one (1) vote and an additional one (1) vote for each Committee member they lawfully represent in the meeting;
4. Committee members who are unable to attend may submit their opinions and cast their votes in writing, signed, and delivered to the Chairperson of the Committee or the Commissioner leading the meeting. Such votes are considered valid and included in the decision-making process;
5. If the number of affirmative and dissenting votes is equal, the decision is postponed and re-evaluated. If, after re-evaluation, the votes remain tied, the final decision is determined by the meeting leader;
6. The meeting leader presents conclusions and decisions at the end of each meeting;
7. All meeting decisions are binding for all Committee members;
8. The Committee may also make valid decisions without holding a meeting, provided that all serving Board of Commissioners members give their written approval by signing the proposed decision;
9. Any Committee member who has a personal interest, whether directly or indirectly, in a transaction or contract involving the Company must declare the nature of their interest in a Committee meeting and is not entitled to vote on matters related to the transaction or contract.

Minutes of Meeting

1. The results of the Committee meetings must be documented in the minutes of the meeting;
2. The minutes must be signed by all Committee members present and distributed to all Committee members;
3. The minutes must be prepared by an Independent Party member of the Committee who attended the meeting;
4. If any Board of Commissioners or Board of Directors member does not sign the minutes as stated in points 2 and 3, they must provide written reasons in a separate letter attached to the minutes;
5. Any dissenting opinions during the meeting must be clearly recorded in the minutes along with the reasons for the disagreement;
6. The minutes serve as legal evidence of the decisions made during the meeting;
7. The Secretariat of the Board of Commissioners is responsible for properly documenting and maintaining the minutes of the meetings.

Follow-up on Meeting Results

1. The decisions made in the Committee meeting are communicated to the Board of Commissioners, containing opinions, recommendations, or suggestions to assist the execution of the Board's duties;
2. The Committee's memorandum in point one above may include drafts of outgoing letters from the Board of Commissioners and/or the Committee to the Board of Directors;
3. The Committee's memorandum must be signed by the Chairperson and all Committee members;
4. Outgoing letters from the Board of Commissioners must follow the communication procedures established by the Board of Commissioners, while letters from the Committee must be signed by the Chairperson and the Committee members from the Board of Commissioners;
5. All outgoing letters from the Board of Commissioners and/or the Committee must be recorded in the Letter Register and processed by the Secretariat of the Board of Commissioners and stored by the Corporate Secretary Division.

Meeting Agenda of The Nomination and Remuneration Committee

Table of Nomination and Remuneration Committee Meeting Agenda

No.	Meeting Date	Meeting agenda	Meeting Participants	Description
1	Tuesday, February 6, 2024	Changes in BRI Organizational Structure and Nomenclature	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Hendrikus Ivo 5. Heri Sunaryadi 6. Dwi Ria Latifa 7. Nurmaria Sarosa 8. Agus Riswanto 9. Awan Nurmawan Nuh 10. M. Dadang Permana K.F.	Nomination
2	Tuesday, February 13, 2024	Proposed Remuneration of Directors and Board of Commissioners with Consultants	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Hendrikus Ivo 4. Heri Sunaryadi 5. Nurmaria Sarosa 6. Agus Riswanto 7. Paripurna P. Sugarda 8. Awan Nurmawan Nuh 9. M. Dadang Permana K.F.	Remuneration
3	Tuesday, February 20, 2024	Human Capital Strategy and Roadmap Update 2024	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Hendrikus Ivo 5. Heri Sunaryadi 6. Dwi Ria Latifa 7. Nurmaria Sarosa 8. Agus Riswanto 9. Paripurna P. Sugarda 10. Awan Nurmawan Nuh 11. M. Dadang Permana K.F.	Nomination & Remuneration
4	Tuesday, February 20, 2024	Evaluation of the Board of Directors' Performance in 2024	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Hendrikus Ivo 5. Heri Sunaryadi 6. Dwi Ria Latifa 7. Nurmaria Sarosa 8. Agus Riswanto 9. Paripurna P. Sugarda 10. Awan Nurmawan Nuh 11. M. Dadang Permana K.F.	Nomination
5	Thursday, February 29, 2024	Authorization at the BRI Management Nomination Discussion Meeting in the BRI Annual GMS	1. Kartika Wirjoatmodjo 2. 7Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Hendrikus Ivo 5. Heri Sunaryadi 6. Dwi Ria Latifa 7. Nurmaria Sarosa 8. Agus Riswanto 9. Paripurna P. Sugarda 10. Awan Nurmawan Nuh 11. M. Dadang Permana K.F.	Nomination
6	Friday, March 1, 2024	Discussion of BRI Management Nomination in the BRI Annual GMS	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Hendrikus Ivo 5. Heri Sunaryadi 6. Dwi Ria Latifa 7. Nurmaria Sarosa 8. Agus Riswanto 9. Paripurna P. Sugarda 10. Awan Nurmawan Nuh 11. M. Dadang Permana K.F.	Nomination

No.	Meeting Date	Meeting agenda	Meeting Participants	Description
7	Wednesday, March 13, 2024	Proposal for Nominated Top Talent BOD-1 2024	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Dwi Ria Latifa 6. Nurmaria Sarosa 7. Agus Riswanto 8. Paripurna P. Sugarda 9. Awan Nurmawan Nuh 10. Haryo Baskoro Wicaksono 11. M. Dadang Permana K.F.	Nomination
8	Tuesday, March 19, 2024	Nomination of Subsidiary Company Management	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Dwi Ria Latifa 6. Nurmaria Sarosa 7. Agus Riswanto 8. Paripurna P. Sugarda 9. Awan Nurmawan Nuh 10. Haryo Baskoro Wicaksono 11. M. Dadang Permana K.F.	Nomination
9	Tuesday, March 26, 2024	Nomination of Subsidiary Company Management	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Dwi Ria Latifa 6. Nurmaria Sarosa 7. Agus Riswanto 8. Paripurna P. Sugarda 9. Awan Nurmawan Nuh 10. Haryo Baskoro Wicaksono 11. M. Dadang Permana K.F.	Nomination
10	Tuesday, March 26, 2024	1. Determination of Subsidiary Companies with Significant Contributions to BRI 2. Proposed Nominated Top Talent BOD-1 2024	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Dwi Ria Latifa 6. Nurmaria Sarosa 7. Agus Riswanto 8. Paripurna P. Sugarda 9. Awan Nurmawan Nuh 10. Haryo Baskoro Wicaksono 11. M. Dadang Permana K.F.	Nomination
11	Saturday, March 30, 2024	Discussion of Remuneration Revision in 2024	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Dwi Ria Latifa 4. Nurmaria Sarosa 5. Agus Riswanto 6. Paripurna P. Sugarda 7. Awan Nurmawan Nuh 8. Haryo Baskoro Wicaksono 9. M. Dadang Permana K.F.	Remuneration
12	Monday, April 1, 2024	Discussion of Remuneration Revision in 2024	1. Rofikoh Rokhim 2. Heri Sunaryadi 3. Dwi Ria Latifa 4. Nurmaria Sarosa 5. Agus Riswanto 6. Paripurna P. Sugarda 7. Awan Nurmawan Nuh 8. Haryo Baskoro Wicaksono 9. M. Dadang Permana K.F.	Remuneration

No.	Meeting Date	Meeting agenda	Meeting Participants	Description
13	Tuesday, April 23, 2024	Nomination of Subsidiary Company Management	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Dwi Ria Latifa 6. Nurmaria Sarosa 7. Agus Riswanto 8. Paripurna P. Sugarda 9. Awan Nurmawan Nuh 10. Haryo Baskoro Wicaksono 11. M. Dadang Permana K.F.	Nomination
14	Monday, April 29, 2024	Nomination of Subsidiary Company Management	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Dwi Ria Latifa 6. Awan Nurmawan Nuh 7. Haryo Baskoro Wicaksono 8. M. Dadang Permana K.F.	Nomination
15	Tuesday, June 25, 2024	Discussion of Criteria, Selection Mechanism, and Candidates for Supporting Organs under the Board of Commissioners	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Dwi Ria Latifa 6. Nurmaria Sarosa 7. Agus Riswanto 8. Paripurna P. Sugarda 9. Awan Nurmawan Nuh 10. Haryo Baskoro Wicaksono 11. M. Dadang Permana K.F.	Nomination
16	Tuesday, July 02, 2024	Nomination of Subsidiary Company Management	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Dwi Ria Latifa 6. Nurmaria Sarosa 7. Agus Riswanto 8. Paripurna P. Sugarda 9. Awan Nurmawan Nuh 10. Haryo Baskoro Wicaksono 11. M. Dadang Permana K.F.	Nomination
17	Tuesday, July 30, 2024	Discussion of Candidates for Supporting Organs under the Board of Commissioners.	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Nurmaria Sarosa 6. Agus Riswanto 7. Paripurna P. Sugarda 8. Awan Nurmawan Nuh 9. Haryo Baskoro Wicaksono 10. M. Dadang Permana K.F.	Nomination
18	Tuesday, August 6, 2024	Nomination of Subsidiary Company Management.	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Dwi Ria Latifa 6. Nurmaria Sarosa 7. Agus Riswanto 8. Paripurna P. Sugarda 9. Awan Nurmawan Nuh 10. Haryo Baskoro Wicaksono 11. M. Dadang Permana K.F.	Nomination

No.	Meeting Date	Meeting agenda	Meeting Participants	Description
19	Wednesday, August 14, 2024	Consultation on Tantiem Budget with the Ministry of SOEs.	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Dwi Ria Latifa 6. Nurmaria Sarosa 7. Agus Riswanto 8. Paripurna P. Sugarda 9. Awan Nurmawan Nuh 10. Haryo Baskoro Wicaksono 11. M. Dadang Permana K.F.	Remuneration
20	Tuesday, October 15, 2024	Discussion of the Revision of the Proposed Collegial KPI of the Board of Directors in 2024.	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Dwi Ria Latifa 6. Nurmaria Sarosa 7. Agus Riswanto 8. Paripurna P. Sugarda 9. Awan Nurmawan Nuh 10. Haryo Baskoro Wicaksono 11. M. Dadang Permana K.F.	Nomination
21	Tuesday, October 22, 2024	Nomination of Subsidiary Company Management	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Dwi Ria Latifa 6. Nurmaria Sarosa 7. Agus Riswanto 8. Paripurna P. Sugarda 9. Awan Nurmawan Nuh 10. Haryo Baskoro Wicaksono 11. M. Dadang Permana K.F.	Nomination
22	Tuesday, November 5, 2024	Nomination of Subsidiary Company Management	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Dwi Ria Latifa 6. Nurmaria Sarosa 7. Agus Riswanto 8. Paripurna P. Sugarda 9. Awan Nurmawan Nuh 10. Haryo Baskoro Wicaksono 11. M. Dadang Permana K.F.	Nomination
23	Tuesday, November 5, 2024	Discussion of the Composition of Supporting Organs under the Board of Commissioners	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Dwi Ria Latifa 6. Nurmaria Sarosa 7. Agus Riswanto 8. Paripurna P. Sugarda 9. Awan Nurmawan Nuh 10. Haryo Baskoro Wicaksono 11. M. Dadang Permana K.F.	Nomination
24	Tuesday, December 3, 2024	Discussion of the Proposed Budget for the Board of Directors and Board of Commissioners Bonuses in 2025	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Dwi Ria Latifa 6. Nurmaria Sarosa 7. Agus Riswanto 8. Paripurna P. Sugarda 9. Awan Nurmawan Nuh 10. Haryo Baskoro Wicaksono 11. M. Dadang Permana K.F.	Remuneration

No.	Meeting Date	Meeting agenda	Meeting Participants	Description
25	Tuesday, December 10, 2024	Changes in BRI's Organizational Structure	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Dwi Ria Latifa 6. Nurmaria Sarosa 7. Agus Riswanto 8. Paripurna P. Sugarda 9. Awan Nurmawan Nuh 10. Haryo Baskoro Wicaksono 11. M. Dadang Permana K.F.	Nomination

Frequency and Attendance Rate of The Nomination and Remuneration Committee Meetings

During 2024, the Nomination and Remuneration Committee held 25 meetings. The frequency and level of meeting attendance for each member of the Nomination and Remuneration Committee is as follows:

Table of Attendance at Nomination and Remuneration Committee Meetings

Name	Position	Nomination and Remuneration Committee Meeting		
		Attedance Number and Percentage		
		Number of Meetings	Number of Attedance	Percentage
Heri Sunaryadi	Chairman	25	25	100%
Rofikoh Rokhim	Secretary	25	25	100%
Kartika Wirjoatmodjo	Member	25	23	92%
Rabin Indrajad Hattari	Member	25	22	88%
Awan Nurmawan Nuh	Member	25	25	100%
Hendrikus Ivo [1]	Member	6	6	100%
Dwi Ria Latifa	Member	25	23	92%
Nurmaria Sarosa	Member	25	24	96%
Agus Riswanto	Member	25	24	96%
Paripurna P. Sugarda	Member	25	23	92%
Haryo Baskoro Wicaksono [2]	Member	19	19	100%
M. Dadang Permana K.F.	Member	25	25	100%

Notes:
[1] Hendrikus Ivo resigned from his position as of March 1, 2024
[2] Haryo Baskoro Wicaksono began his tenure on March 1, 2024

Competency Improvement Program of The Nomination and Remuneration Committee

Name	Position	Types of Training and Competency Development/ Training Materials	Implementation Time and Place	Organizer
Heri Sunaryadi	Chairman	Can be seen in the Education and/or Training section for Board of Commissioners Members		
Rofikoh Rokhim	Secretary	Can be seen in the Education and/or Training section for Board of Commissioners Members		
Kartika Wirjoatmodjo	Member	Can be seen in the Education and/or Training section for Board of Commissioners Members		
Rabin Indrajad Hattari	Member	Can be seen in the Education and/or Training section for Board of Commissioners Members		
Awan Nurmawan Nuh	Member	Can be seen in the Education and/or Training section for Board of Commissioners Members		
Hendrikus Ivo [1]	Member	Can be seen in the Education and/or Training section for Board of Commissioners Members		
Dwi Ria Latifa	Member	Can be seen in the Education and/or Training section for Board of Commissioners Members		
Nurmaria Sarosa	Member	Can be seen in the Education and/or Training section for Board of Commissioners Members		

Name	Position	Types of Training and Competency Development/ Training Materials	Implementation Time and Place	Organizer
Agus Riswanto	Member	Can be seen in the Education and/or Training section for Board of Commissioners Members		
Paripurna P. Sugarda	Member	Can be seen in the Education and/or Training section for Board of Commissioners Members		
Haryo Baskoro Wicaksono [2]	Member	Can be seen in the Education and/or Training section for Board of Commissioners Members		
M. Dadang Permana K.F.	Member	Qualified Internal Auditor (QIA) Certification	February 6, 2024 - March 5, 2024	Internal Audit Education Foundation

Notes:
[1] Hendrikus Ivo resigned from his position as of March 1, 2024
[2] Haryo Baskoro Wicaksono began his tenure on March 1, 2024

Income of The Nomination and Remuneration Committee

Remuneration for committee members who are members of the Board of Commissioners is part of the honorarium given to the Board of Commissioners and there is no special honorarium for each Committee member. Honorarium for Committee members from independent parties (Non-Commissioners), the amount of the honorarium is determined by the Board of Commissioners with a maximum amount of 20% of the Main Director's salary and no other income is given apart from the honorarium. This is in accordance with the provisions of the Minister of BUMN Regulation Number PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.

Work Program and Implementation of Duties of The Nomination and Remuneration Committee In 2024

The implementation of the Committee's activities in 2024 is as follows:

1. Nomination of the Company's Management candidates:
   - Granting Power of Attorney during the Nomination Discussion of BRI Management at the 2024 GMS.
   - Discussion of the Nomination of BRI Management at the 2024 GMS.
   - Proposal of Nominated Top Talent BOD-1 for 2024, conducted twice.
   - KNR's Recommendation on the Appointment of BRI Management Candidates.
2. Nomination of the Candidates for the Subsidiary's management or Representatives of the Company placed in Subsidiaries or affiliated parties. This process has been conducted 8 (eight) times.
3. Review of the Remuneration Policy and Structure for the Board of Directors and Board of Commissioners:
   - Proposal for Remuneration for the Board of Commissioners and Directors with the Consultant.
   - Remuneration Revision of the 2024, conducted twice.
   - Preparation for Consultation with the Ministry of BUMN regarding the Revision of the Performance Bonus Budget for the Board of Directors and Board of Commissioners of BRI for the 2024 performance in the Revised 2024 RKAP.
   - Usulan Anggaran Tantiem Dirkom Tahun 2025.
4. Evaluation of the Performance of the Board of Directors:
   - Evaluation of the Board of Directors' Performance for 2023
   - Discussion on the Revision of the 2024 Board of Directors KPI Proposal.
5. Policy, Nomination, and Evaluation of Independent Members of the Board of Commissioners Committees:
   - Discussion on the Criteria, Selection Mechanism, and Candidates for Independent Members.
   - Results of the Interview with Independent Committee Candidates for BRI.
   - Structure of BRI's Independent Committee.
6. Review of Human Capital Strategy and Organizational Structure:
   - Changes in the Organizational Structure and Nomenclature.
   - Update Strategy and Roadmap Human Capital.
   - Establishment of Subsidiaries with Significant Contributions to BRI.
   - Organizational Structure Changes.

In general, the Nomination and Remuneration Committee carried out activities in order to support the effectiveness of the implementation of the duties and obligations of the Board of Commissioners in accordance with applicable regulations. The explanation above provides a detailed overview of the meetings by the Nomination and Remuneration Committee in 2024. Throughout the year, the committee held 25 meetings, focusing on various important topics including the evaluation of the performance of the Board of Directors, nomination of company management, top talent evaluation, nomination of subsidiary management, review of remuneration policies and structures for the Board of Directors and Commissioners, as well as the review of human capital strategy and organizational structure.

Additionally, discussions on the nomination and evaluation of independent members of the Board of Commissioners' Committees were also conducted.

The Remuneration and Nomination Committee assessed that the system and procedure for selecting and/or replacing members of the Board of Commissioners and/or Board of Directors referred to the applicable regulations and complied with the principles of good corporate governance. For example, in terms of selecting a candidate for the Board of Directors, each candidate had to first pass an assessment conducted by an independent party and the Board of Commissioners should provide recommendations for the candidate for the Company's management based on BRI's Top Talent data from an Officer one level below the Board of Directors or the Board of Directors of a Subsidiary Company, which then underwent the process. Fit and Proper Test was conducted by the Board of Commissioners with the direct interview method.

The Nomination and Remuneration Committee considered that the current performance measurements for the Board of Commissioners and Directors are adequate. Specifically for Directors, individual performance assessments have been implemented which can measure the effectiveness of the implementation of the duties of each Director without prejudice to the fact that there is individual performance of Directors that is collegial in nature (influenced by the performance of other Directors or must be carried out with other Directors).

In terms of selection criteria and procedures for prospective officials one level below the Board of Directors, the Nomination and Remuneration Committee considers that the Board of Directors has implemented prudent, transparent and accountable systems, criteria and procedures.

Regarding remuneration, the Company is considered to have implemented remuneration for the Board of Directors based on the performance achieved, benchmarks to the industry and peer groups at both domestic and regional levels and based on a comprehensive evaluation assisted by competent independent consultants.. Likewise, the determination of remuneration for workers as a whole was applied fairly and motivated workers, while considering the financial capabilities of the company and the remuneration provided in the industry.

Succession Planning Policy

BRI has a succession program policy for the Board of Directors that complies with the OJK Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, and the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 dated March 20, 2023, concerning the Organization and Human Resources of State-Owned Enterprises. The implementation of the Board of Directors' succession is based on the principles of Good Corporate Governance (GCG) to ensure the continuity of business and the company's long-term goals. BRI has a nomination policy to select Executive Officers one level below the Board of Directors who possess adequate capacity and track records, placing them in a talent pool as successors for Board of Directors positions, either within the company or in other SOEs/companies. In addition, as a strategic step in preparing the talent pool candidates, the company also prepares potential employees for leadership positions and regularly evaluates the nomination policies and implementation to ensure leaders with leadership styles and characteristics that align with the company's needs.

The selected candidates are then proposed to the Nomination and Remuneration Committee to undergo the nomination procedure for the Board of Directors in accordance with applicable regulations. The company's Board of Directors succession is carried out based on the company's long-term objectives, considering various aspects, including:

1. Integrity
2. Background in the field of work,
3. Work experience and
4. Leadership.

The principles for implementing Director Succession are based on the principles of good corporate governance so as to ensure business continuity and the company's long-term goals. BRI has a talent pool candidate policy to select potential employees to occupy leadership positions in the Company and other state-owned companies. Apart from that, the company also periodically evaluates executive officers and subordinate officials to become the next successors so that leadership and character remain suitable and in accordance with the capacity required and required by the company.

The selected candidates are then proposed to the Nomination and Remuneration Committee for the nomination procedure for the Board of Directors, based on POJK Regulation No.33/POJK.04/2014 and the Minister of State-Owned Enterprises on the Organs and Human Resources of State-Owned Enterprises.

Risk Management Monitoring Committee

The Risk Management Monitoring Committee (RMOC) is one of the Committees under the Board of Commissioners whose duties and responsibilities are to assist the Board of Commissioners in carrying out evaluations and ensuring the implementation of risk management in the Company.

Basis Establishing of Risk Management Monitoring Committee

1. OJK Regulation no. 17/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
2. OJK Regulation (POJK) Number 17 of 2023 dated September 14, 2023 concerning Implementation of Governance for Commercial Banks.

3. Minister of State-Owned Enterprises Regulation No. PER-2/ MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
4. Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.
5. Articles of Association of PT Bank Rakyat Indonesia (Persero) Tbk. along with the changes.

Risk Management Monitoring Committee Charter

The Risk Management Monitoring Committee has Work Guidelines outlined in the Board of Commissioners' decree Number 08-KOM/05/2024 dated May 28, 2024, which contains the following matters:

Chapter	Discussion
Chapter I	**Introduction** 1.1 Legal Basis 1.2 General Definitions
Chapter II	**Corporate Values, Organizational Structure, and Code of Ethics** 2.1 Corporate Values 2.2 Organization Structure, Membership, and Code of Ethics
Chapter III	**Work Guidelines and Regulations of the Risk Management Monitoring Committee** 3.1 Objectives, Authority, Duties, and Responsibilities 3.2 Meeting and Governance and Decision Making 3.3 Committee reports and Evaluation 3.4 Communication Protocol 3.5 Correspondence Mechanism
Chapter IV	**Closing**

Appointment and Dismissal of the Risk Management Monitoring Committee

The Risk Management Monitoring Committee is appointed and dismissed by the Board of Commissioners and is accountable to them. During the year 2024, the positions of Chairperson and Members of the Risk Management Monitoring Committee were established through the following:

1. Director's Decree Number 2349-DIR/HCB/10/2023, dated October 3, 2023, regarding the Appointment of the Chairperson and Members of the Risk Management Monitoring Committee of PT Bank Rakyat Indonesia (Persero) Tbk
2. Director's Decree Number 439-DIR/HCB/03/2024, dated March 19, 2024, regarding the Appointment of the Chairperson and Members of the Risk Management Monitoring Committee of PT Bank Rakyat Indonesia (Persero) Tbk
3. Director's Decree Number 1789-DIR/HBS/09/2024, dated September 9, 2024, regarding the Appointment of the Chairperson and Members of the Risk Management Monitoring Committee of PT Bank Rakyat Indonesia (Persero) Tbk

Duties and Responsibilities of Risk Management Monitoring Committee

The Risk Management Monitoring Committee supports the Board of Commissioners in fulfilling its duties of evaluating and ensuring the Company's risk management procedures and methodologies are adequate. This ensures that the Company's activities are controlled within acceptable risk limits and remain profitable.

The Risk Management Monitoring Committee duties and responsibilities are as follow:

1. Periodically review and analyze risk management policy, providing recommendations to the Board of Commissioners for adjusting and improving the risk management framework and approach.
2. Evaluate and analyze the company's quarterly risk profile report, and provide advice and recommendations to the Board of Commissioners for necessary enhancements and improvements.
3. Monitor and evaluate the adequacy of the identification, measurement, monitoring, control, and risk management information system of the Company and provide advice and recommendations to the Board of Commissioners to improve the effectiveness and quality of the Company's risk management implementation.
4. Conduct supervision, evaluate the implementation of the duties of the Risk Management Committee and the Risk Management Division, and provide advice and/or recommendations to the Board of Commissioners to improve the effectiveness of the implementation of the duties of the Risk Management Committee and the Risk Management Division. Evaluation of the implementation of the duties of the Risk Management Committee and the Risk Management Division is carried out at least 1 (one) time in 1 (one) year.

5. Evaluate and analyze the implementation of risk control for the Company's fraud at least once per semester. Provide suggestions and recommendations to the Board of Commissioners to improve the implementation of the Company's Anti-Fraud Strategy.
6. Evaluate and analyze the implementation of the Company's Anti-Money Laundering, Counter-Terrorism Financing, and Prevention of Financing of Proliferation of Weapons Of Mass Destruction (AML, CFT, and PFWMD) programs at least semi-annually and provide suggestions and/or recommendations to the Board of Commissioners to improve the quality of the implementation of the programs.
7. Evaluate and analyze the implementation of risk management in the use of Information Technology Plans, Strategic Information Technology, and Company policies related to the use of Information Technology, and provide advice and recommendations to the Board of Commissioners regarding the implementation of risk management in the use of Technology Information by the Company.
8. Evaluate and analyze the Bank's Soundness Level every semester and provide suggestions and/or recommendations to the Board of Commissioners in order to maintain the Bank's Soundness Level.
9. Evaluate and analyze documents for providing funds for related parties proposed by the Board of Directors, which require approval from the Board of Commissioners.
10. Provide opinions and recommendations regarding loan facility above a certain amount that requires consultation with the Board of Commissioners.
11. Carry out other duties and responsibilities are assigned by the Board of Commissioners.

Authority of Risk Management Monitoring Committee

The Board of Commissioners grants authority to the Risk Management Monitoring Committee with the following responsibilities:

1. Obtain relevant information related to duties implementation from the Company's internal and or external parties.
2. Obtain inputs or recommendations from external parties related to its duties.
3. Provide opinions and recommendations to the Board of Commissioners for the improvement of risk management in the Company.
4. Provide opinions and recommendations to the Board of Commissioners for the improvement of effectiveness of Risk Management Unit.
5. Provide opinions and recommendations to the Board of Commissioners to improve the quality of implementation of the Company's Anti-Money Laundering, Prevention of Terrorism Financing, and Prevention of Proliferation of Mass Destruction Weapons programs.
6. Provide opinions and recommendations to the Board of Commissioners on the implementation of risk management in the use of Information Technology by the Company.
7. Provide opinions and recommendations to the Board of Commissioners to maintain and improve the Company's Soundness Level.
8. Carry out other authorities granted by the Board of Commissioners as long as they do not conflict with applicable laws and regulations.

Term of Office of The Risk Management Monitoring Committee

The term of office of members of the Risk Management Monitoring Committee may not be longer than the term of office of the Board of Commissioners as stipulated in the Company's Articles of Association and may be re-elected only for the next 1 (one) period, does not reduce the right of the Board of Commissioners to dismiss at any time.

Structure, Membership, and Expertise of The Risk Management Monitoring Committee

The Risk Management Monitoring Committee is under the coordination of the Board of Commissioners and is structurally responsible to the Board of Commissioners. The structure and membership of the Risk Management Monitoring Committee are regulated as follows.

1. Committee members consist of Independent Commissioners and Independent Parties.
2. The Committee is chaired by an Independent Commissioner who may also serve as a member.
3. The Committee members consist of at least:
   a. an Independent Commissioner.
   b. an Independent party who has expertise in the field of risk management proven by having a risk management certificate and a competency certificate that supports the implementation of the committee's functions and responsibilities; and
   c. an Independent Party who has expertise in the financial field.
4. Independent Parties must meet the following requirements:
   a. Do not receive compensation from the Company and its subsidiaries or affiliates, except for wages, salaries, and other facilities received in connection with the duties carried out as a member of the Risk Management Monitoring Committee.
   b. Do not have family or financial relationship with the Board of Directors and Board of Commissioners.
   c. Do not have dual positions in the Company and other companies affiliated with the Company.
   d. Do not have duties, responsibilities, and authority that may cause a conflict of interest.
   e. May not serve concurrently as a member of the Board of Commissioners, Secretary to the Board of Commissioners, Staff to the Secretary to the Board of Commissioners and member of the Committee at an SOEs or other company; and
   f. Do not conflict with other provisions and laws.

5. Members of the Board of Directors are prohibited from becoming members of the Committee.
6. Former members of the Board of Directors or Executive Officers of the Company or parties who have a relationship with the Company that can affect their ability to act independently cannot become Independent Parties as members of the Committee before undergoing a cooling off period of 6 (six) months. The cooling off period provisions to become Independent Parties do not apply to former members of the Board of Directors or Executive Officers whose duties are only to carry out supervisory functions for at least 6 (six) months.

The structure, membership, and expertise of the Risk Management Monitoring Committee can be seen in the table below.

Period January 1, 2023 – March 18, 2024

No.	Name	Position	Expertise	Description
1	Rofikoh Rokhim	Chairman	Finance, Economics, Management	Vice President Commissioner/ Independent Commissioner
2	Rabin Indrajad Hattari	Member	Statistic, Economics, Management	Commissioner
3	Dwi Ria Latifa	Member	Law, Social Politics, Regulation	Independent Commissioner
4	Heri Sunaryadi	Member	Capital Market, Technology, Management	Independent Commissioner
5	Nurmaria Sarosa	Member	ESG, Logistics, Management	Independent Commissioner
6	Awan Nurmawan Nuh	Member	Accounting, Audit, Taxation	Commissioner
7	A. Sigid Sudahno	Member	Banking, Management	Independent Party
8	Sandra Chalik	Member	Accounting, Risk Management	Independent Party

Period March 19, 2024 – September 8, 2024

No.	Name	Position	Expertise	Description
1	Nurmaria Sarosa	Chairman	ESG, Logistics, Management	Independent Commissioner
2	Rofikoh Rokhim	Member	Finance, Economics, Management	Vice President Commissioner/ Independent Commissioner
3	Rabin Indrajad Hattari	Member	Statistic, Economics, Management	Commissioner
4	Heri Sunaryadi	Member	Capital Market, Technology, Management	Independent Commissioner
5	Awan Nurmawan Nuh	Member	Accounting, Audit, Taxation	Commissioner
6	Haryo Baskoro Wicaksono	Member	Governance, Risk Management, and Compliance (GRC); Management	Independent Commissioner
7	A. Sigid Sudahno	Member	Banking, Management	Independent Party
8	Sandra Chalik	Member	Accounting, Risk Management	Independent Party

Period September 9, 2024 – December 31, 2024

No.	Name	Position	Expertise	Description
1	Nurmaria Sarosa	Chairman	ESG, Logistics, Management	Independent Commissioner
2	Rofikoh Rokhim	Member	Finance, Economics, Management	Vice President Commissioner/ Independent Commissioner
3	Rabin Indrajad Hattari	Member	Statistic, Economics, Management	Commissioner
4	Heri Sunaryadi	Member	Capital Market, Technology, Management	Independent Commissioner
5	Awan Nurmawan Nuh	Member	Accounting, Audit, Taxation	Commissioner
6	Haryo Baskoro Wicaksono	Member	Governance, Risk Management, and Compliance (GRC); Management	Independent Commissioner

No.	Name	Position	Expertise	Description
7	A. Sigid Sudahno	Member	Banking, Management	Independent Party
8	Sandra Chalik	Member	Accounting, Risk Management	Independent Party
9	Cahyo Yuliarso	Member	Banking, Finance, Risk Management	Independent Party

Risk Management Monitoring Committee Profile

The profile of the Risk Management Monitoring Committee as of December 31, 2024 is as follows.

Nurmaria Sarosa Chairman of the Risk Management Monitoring Committee/ Independent Commissioner
The profile can be seen in the Board of Commissioners section
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Heri Sunaryadi Member of the Risk Management Monitoring Committee/ Independent Commissioner
The profile can be seen in the Board of Commissioners section
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Rofikoh Rokhim Member of the Risk Management Monitoring Committee/ Deputy President Commissioner/Independent Commissioner
The profile can be seen in the Board of Commissioners section
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Awan Nurmawan Nuh Members of the Risk Management Monitoring Committee/ Commissioners
The profile can be seen in the Board of Commissioners section
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Rabin Indrajad Hattari Member of the Risk Management Monitoring Committee/ Commissioner
The profile can be seen in the Board of Commissioners section
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Haryo Baskoro Wicaksono Member of the Risk Management Monitoring Committee/ Independent Commissioner
The profile can be seen in the Board of Commissioners section
The period and term of office have been attached to the period and term of office of the Board of Commissioners

A. Sigid Sudahno

Member of the Risk Management Monitoring Committee/ Independent Party
Indonesian citizen, born in Semarang in 1961. Age 63 years as of December 2024. Domiciled in Semarang.

EDUCATIONAL BACKGROUND

- Bachelor of Economics Marketing Management, Diponegoro University Semarang (1987).
- Master of Management Concentration Marketing Management, Padjadjaran University Bandung (2000)

WORK EXPERIENCE

- Branch Manager, BRI So'E Timor - South Central (2002 – 2005)
- Senior Account Officer, BRI Padang Regional Office (2005 – 2006)
- Head of Credit Risk Policy Division, Credit Administration Division, BRI Head Office (2007-2013)
- Deputy Head of Credit Risk Policy Division, Credit Administration Division, BRI Head Office (2013 – 2017)
- Head of the Team for Drafting General Credit Policy (KUP) and Credit Implementation Guidelines (PPK), as a Fixed-Term Contract Worker (2018 – 2019)
- Commissioner at Bringin Sejahtera Makmur Insurance Broker (2018 – 2019)

CERTIFICATION

- Level 1 Risk Management Certification, BSMR
- Level 2 Risk Management Certification, BSMR
- Level 3 Risk Management Certification, BNSP
- Insurance Broker Professional Degree Certification, APARI

LEGAL BASIS FOR APPOINTMENT

BRI Board of Directors Decree Number 245-DIR/HCB/03/2020 dated March 31, 2020 concerning the Determination of the Chairperson and Members of the Risk Management Monitoring Committee of PT Bank Rakyat Indonesia (Persero) Tbk

PERIOD OF OFFICE

Period I

TERM OF OFFICE

March 31, 2020 to Present

CONCURRENT POSITIONS

-

Sandra Chalik

Member of the Risk Management Monitoring Committee/ Independent Party
Indonesian citizen, born in Makassar in 1964. Age 60 years as of December 2024. Domiciled in Jakarta.

EDUCATIONAL BACKGROUND

- Bachelor of Economics Accounting, STIE Surabaya – Surabaya (1989)
- Master of Management Concentration in Risk Management, University of Indonesia (MMUI) – Jakarta (2003)

WORK EXPERIENCE

- Group Head, Risk Management, BRI Jakarta I Regional Office (2008 – 2008)
- Head of Division, Market Risk Management and Integrated Risk, BRI Head Office (2009-2012)
- Head of Division, Financial Report, BRI Head Office (2012-2013)
- Vice President - Deputy Head of Division, Financial Policy and Management, BRI Head Office (2013-2014)
- Vice President - Deputy Head of Risk Management Division, BRI Head Office (2015-2017)
- Executive Vice President - Head of Enterprise Risk & Portfolio Management Division, BRI Head Office (2017-2018)
- Executive Vice President - Head of Management Accounting & Finance Division, BRI Head Office (2018-2020)
- Executive Vice President - Project Manager of BRI Financial Enterprise System (BRIFirst) Implementation Team, BRI Head Office (2020 – 2023)

CERTIFICATION

- Risk Management Assessor Certification, BNSP
- Risk Management Certification Level 7, LSP LSPP
- Master Trainer Certification, LSP IKN

LEGAL BASIS FOR APPOINTMENT

BRI Board of Directors Decree Number 2349-DIR/HCB/10/2023 dated October 3, 2023 concerning the Determination of the Chairperson and Members of the Risk Management Monitoring Committee of PT Bank Rakyat Indonesia (Persero) Tbk

PERIOD OF OFFICE

Period I

TERM OF OFFICE

July 01, 2023 - present

CONCURRENT POSITIONS

-

Cahyo Yuliarso

Member of the Risk Management Monitoring Committee/ Independent Party

Indonesian citizen, born in Semarang in 1964. Age 60 years as of December 2024. Domiciled in Jakarta.

EDUCATIONAL BACKGROUND

- Bachelor of Fiscal Administration, University of Indonesia (1989).
- University of California at Riverside, USA, Pre-MBA Program (1996)
- Master of Business Administration, Majoring in Finance, Georgia State University, Atlanta, USA (1998).
- Professional Education
  - PPM-BRI Corporate University, Assessor Certification (2018)
  - BRI Corporate University, Refreshment of Risk Management Competence Level 4 (2020)
  - YPIA, The Role of Internal Auditors in Monitoring Digitalization (2020)
  - Askom LSP MI Training, Refreshment of Micro Finance Competence (2020)

WORK EXPERIENCE

- Group Head of Agribusiness Division, BRI Head Office (2007 – 2009)
- Group Head of General Business Division, BRI Head Office (2010 – 2010)
- Group Head of Oil and Gas & Energy Desk, BRI Head Office (2010 – 2013)
- Branch Manager BRI Jepara (2013 – 2014)
- Branch Manager BRI Jakarta Pluit (2014 – 2016)
- Vice President / Head of Oil and Gas Desk, BRI Head Office (2016-2017).
- Vice President / Deputy Head of Corporate Business Division I, BRI Head Office (2017 – 2018).
- Vice President / Deputy Head of Agribusiness Division, BRI Head Office (2018 – 2019).
- Executive Vice President / Head of Internal Audit for BRI Pekanbaru Region (2019 – 2020).
- Marketing Director of PT Brilian Indah Gemilang / BRIdge, Assessment Center & Training Provider (2022 – 2023).

CERTIFICATION

- Level 4 Risk Management Certification
- LSP Micro Finance Indonesia, Competency Certification Test

LEGAL BASIS FOR APPOINTMENT

BRI Board of Directors Decree Number 1789-DIR/HBS/09/2024 dated September 9, 2024 concerning the Determination of the Chairperson and Members of the Risk Management Monitoring Committee of PT Bank Rakyat Indonesia (Persero) Tbk.

PERIOD OF OFFICE

Period I

TERM OF OFFICE

09 September 2024 – present

CONCURRENT POSITIONS

-

Educational Qualifications and Work Experience Risk Management Monitoring Committee

Table of Educational Qualifications and Work Experience of the Risk Management Monitoring Committee

Name	Position	Education	Work Experience
Nurmaria Sarosa [1]	Chairman / Member	Bachelor of Architecture	Have experience in ESG, logistics and management
Rofikoh Rokhim [2]	Chairman / Member	• Bachelor of Economics • Bachelor of Political Science • Master of Public Finance • Master of International & Development Economics • Doctor of Economics	Have experience in finance, economics and management
Rabin Indrajad Hattari	Member	• Bachelor of Economics and Mathematics • Master of Management • Phd. in Economics	Have experience in statistics, economics and management
Dwi Ria Latifa [3]	Member	• Bachelor of Law • Lemhanas Alumni • Master of Science	Have experience in law, socio-politics and regulation
Heri Sunaryadi	Member	• Sarjana Teknologi Pertanian • Master of Management	Have experience in capital markets, technology and management
Awan Nurmawan Nuh	Member	• Bachelor of Economics • Master of Business Taxation	Have experience in accounting, auditing and taxation
Haryo Baskoro Wicaksono [4]	Member	• Bachelor of International Relations • Master of Economics and Business	Have experience in governance, risk management, compliance

Name	Position	Education	Work Experience
A. Sigid Sudahno	Member	• Bachelor of Economics Marketing Management, Diponegoro University Semarang (1987). • Master of Management Concentration Marketing Management, Padjadjaran University Bandung (2000	Have experience in banking and management
Sandra Chalik	Member	• Bachelor of Economics Accounting, STIE Surabaya – Surabaya (1989) • Master of Management Concentration in Risk Management, University of Indonesia (MMUI) – Jakarta (2003)	Have experience in banking, accounting, financial management and risk management
Cahyo Yuliarso [5]	Member	• Bachelor of Fiscal Administration, University of Indonesia (1989). • University of California at Riverside, USA, Pre-MBA Program, 1996 • Master of Business Administration, Majoring in Finance, Georgia State University, Atlanta, USA (1998).	Have experience in banking and management

Information:
[1] Nurmaria Sarosa served as Chairperson as of March 19, 2024.
[2] Rofikoh Rokhim resigned as Chairperson as of March 19, 2024.
[3] Dwi Ria Latifa resigned from her position as of March 19, 2024
[4] Haryo Baskoro Wicaksono started in office as of March 19, 2024
[5] Cahyo Yuliarso started in office as of September 9, 2024

Independence of Risk Monitoring Committee

All members of RMOC have no affiliations with the Directors, other Commissioners or controlling shareholders of BRI, not a shareholder who can influence its abilities to act independently, nor as Commissioner, Director or employees of companies or businesses, which are affiliated to BRI. The independence requirement of RMOC Members are as follows.

Independent Parties must meet the following requirements:
1. Do not receive compensation from the Company and its subsidiaries or affiliates, except for wages, salaries, and other facilities received in connection with duties performed as a member of the Risk Management Monitoring Committee;
2. No family or financial relationship with the Board of Directors and Board of Commissioners;
3. Do not hold dual positions in the Company and other affiliated companies.
4. Not having the duties, responsibilities, and authorities that create a conflict of interest.
5. Not concurrently as a member of the Board of Commissioners, Secretary of the Board of Commissioners, Staff of the Secretary of the Board of Commissioners and members of the Committee on SOEs or other companies;
6. Do not conflict with other provisions and laws.

Table of Independence of Risk Monitoring Committee

Independence Aspects	NS	RR	RIH	DRL [1]	HS	ANN	HBW [2]	ASS	SC	CY [3]
Does not have financial relationship with the Board of Commissioners and Board of Directors	√	√	√	√	√	√	√	√	√	√
Does not have any affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Major Shareholders of the Issuer or Public Company.	√	√	√	√	√	√	√	√	√	√
Does not have a family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Risk Monitoring Committee	√	√	√	√	√	√	√	√	√	√

Information:
[1] Dwi Ria Latifa resigned from her position as of March 19, 2024.
[2] Haryo Baskoro Wicaksono effectively started in office as of March 19, 2024
[3] Cahyo Yuliarso effectively started in office as of September 9, 2024

Notes				
NS Nurmaria Sarosa	**RIH** Rabin Indrajad Hattari	**HS** Heri Sunaryadi	**HBW** Haryo Baskoro Wicaksono	**SC** Sandra Chalik
RR Rofikoh Rokhim	**DRL** Dwi Ria Latifa	**ANN** Awan Nurmawan Nuh	**ASS** A. Sigid Sudahno	**CY** Cahyo Yuliarso

Risk Management Monitoring Committee Meeting

Risk Management Monitoring Committee Meeting Policy

The Committee meeting arrangements are set as follows.

Meeting Organizing Mechanism

1. Committee meetings must be held periodically at least 1 (one) time in 3 (three) months.
2. Committee meetings may be held at any time at the request of 1 (one) or several Committee members by stating the matters to be discussed.
3. Committee meetings are held at the Company's domicile, or another location within the territory of the Republic of Indonesia or at the Company's place of business activities as determined by the Committee.
4. Committee meetings may be held online via teleconference or other electronic media that allows all participants to communicate and interact in Committee meetings.
5. Committee meeting materials are available and delivered to meeting participants no later than 5 (five) working days before the meeting is held, unless the meeting is held outside the meeting schedule, in which the meeting materials can be delivered before the meeting is held.
6. If necessary, the Committee may independently hold a Technical Meeting to conduct technical in-depth studies on the material to be discussed in the Committee Meeting by inviting related parties.

Meeting Quorum

A Committee meeting is valid if it is attended and/or represented by more than 1/2 (one-half) of the total number of Committee members.

Meeting participants

1. Each member of the Committee is required to attend at least 75% (seventy five percent) of meetings in one year.
2. Committee meetings may invite other Committees, Directors, Officers, and Employees of the Company or invitees from outside the Company.
3. The Committee Meeting may invite the Management of Subsidiaries as proposed through the Integrated Governance Committee.

Meeting Chairman

1. The Committee meeting is chaired by the Committee Chairman.
2. In case the Committee Chairperson is absent or prevented from attending, which does not need to be proven to any party, the Committee meeting will be led by a Committee member from the Board of Commissioners.

Meeting Call

1. The summons for the Committee meeting is made by the Committee Chairman.
2. In case the Chairman of the Committee is unable to attend, which does not need to be proven to anyone, the summons for the meeting may be made by a member of the Committee who is a member of the Board of Commissioners.
3. The invitation to a Committee meeting must be submitted in writing, stating the agenda/event, date, time and place of the meeting.
4. In the event of a special situation or extraordinary conditions, the Committee may convene a meeting at any time (less than 1 working day) either online or offline.

Meeting Decision

1. A meeting is valid and has the right to make binding decisions if it is attended by at least 1/2 (one half) of the committee members.
2. Recommendation decisions formulated in the Committee Meeting are taken based on deliberation to reach consensus. In the event that deliberation to reach consensus does not occur, decision making is carried out based on majority votes.
3. Each Committee member has 1 (one) vote and an additional 1 (one) vote for each Committee member he/she legally represents at the meeting.
4. Committee members who are unable to attend may submit opinions and provide voting rights in writing, signed, and submitted to the Committee Chairperson or Commissioner leading the meeting. Such voting rights are considered valid and become part of the decision-making process at the meeting.
5. If the number of votes for and against is the same, then the decision making is postponed and reviewed. If after review, the number of votes agreeing and disagreeing is the same, then the decision making will be determined by the meeting leader.
6. The meeting leader conveys conclusions and decisions at the end of each meeting.
7. Every meeting decision is binding on all Committee members.
8. The Committee may also take valid decisions without holding a meeting, provided that all members of the Board of Commissioners who are in office give their approval by signing in writing regarding the proposed decision.
9. Each member of the Committee who personally, in any way, directly or indirectly, has an interest in a transaction, contract or proposed contract to which the Company is a party must declare the nature of his interest at a Committee meeting and shall not be entitled to participate in voting on matters relating to such transaction or contract.

Minutes of Meetings

1. The results of the Committee meetings must be stated in the minutes of the meeting.
2. The minutes of the Committee meeting are valid evidence of the decisions taken at the meeting in question.
3. The minutes of the meeting are prepared by the Committee members who are Independent Parties who are present at the meeting.

4. The minutes of the Committee meeting must be signed by all members of the Committee present and submitted to all members of the Committee.
5. In case a Committee member does not sign the meeting results, the person concerned is required to state the reasons in writing in a separate letter attached to the meeting minutes.
6. If there is a difference of opinion (dissenting opinion) at the meeting, it must be stated clearly in the minutes of the meeting and accompanied by the reasons for the difference of opinion.
7. The minutes of the meeting are well documented by the Secretariat of the Board of Commissioners.

Follow-up to Meeting Results

1. The results of the Committee meeting decisions are conveyed in the Committee's Service Note to the Board of Commissioners which contains opinions or recommendations or suggestions in order to assist in carrying out the duties of the Board of Commissioners.
2. The Committee's Service Note in point one above may be accompanied by a draft of an outgoing letter from the Board of Commissioners and/or an outgoing letter from the Committee to the Board of Directors or Officials one level below the Company's Board of Directors.
3. The Committee Service Note must be signed by the Committee Chair and all Committee members.
4. The letter from the Board of Commissioners is signed in accordance with the procedures for correspondence regulated and determined by the Board of Commissioners, while the letter from the Committee is signed by the Committee Chairperson and Committee Members from the Board of Commissioners.
5. All outgoing letters from the Board of Commissioners and/or Committee must be recorded in the Letter Register and managed by the Board of Commissioners Secretariat and stored by the Corporate Secretary Division.

Risk Management Monitoring Committee Meeting Agenda

Throughout 2024, the implementation dates, meeting agendas, and participants of the Risk Management Monitoring Committee meetings are as follows.

Table of Risk Management Monitoring Committee Meeting Agenda

No.	Meeting Date	Meeting Agenda	Meeting Participants
1	Tuesday, January 09, 2024	Aspirations and Strategies for Micro Business Segment of 2024	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Awan Nurmawan Nuh 7. A. Sigid Sudahno 8. Sandra Chalik
2	Tuesday, January 09, 2024	General Policy Discussion on Human Capital	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Awan Nurmawan Nuh 7. A. Sigid Sudahno 8. Sandra Chalik
3	Tuesday, January 16, 2024	Report on BRI DPLK Business Plan Realization Semester II of 2023	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Awan Nurmawan Nuh 7. A. Sigid Sudahno 8. Sandra Chalik
4	Tuesday, January 16, 2024	IT Strategic Plan & Enterprise Architecture Overview for 2024	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Awan Nurmawan Nuh 7. A. Sigid Sudahno 8. Sandra Chalik

No.	Meeting Date	Meeting Agenda	Meeting Participants
5	Tuesday, January 23, 2024	Risk Profile for Quarter IV of 2023, Bank Soundness Level for Semester II of 2023, and Anti-Fraud Strategy for Semester II of 2023	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Awan Nurmawan Nuh 7. A. Sigid Sudahno 8. Sandra Chalik
6	Tuesday, January 23, 2024	Update on Anti-Money Laundering, Counter-Terrorism Financing, and Prevention of Financing of Proliferation of Weapons Of Mass Destruction (AML, CFT, and PFWMD) for Semester II of 2023	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Awan Nurmawan Nuh 7. A. Sigid Sudahno 8. Sandra Chalik
7	Tuesday, March 06, 2024	Update on Consumer Segment Strategy for 2024	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. A. Sigid Sudahno 7. Sandra Chalik
8	Tuesday, February 27, 2024	Update on Network Transformation - Branch Offices	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Awan Nurmawan Nuh 7. A. Sigid Sudahno 8. Sandra Chalik
9	Tuesday, February 27, 2024	Update on Vintage Analysis of Micro Products (Kupedes and KUR)	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Awan Nurmawan Nuh 7. A. Sigid Sudahno 8. Sandra Chalik
10	Tuesday, April 05, 2024	Credit Consultation	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Awan Nurmawan Nuh 7. A. Sigid Sudahno 8. Sandra Chalik
11	Tuesday, March 05, 2024	Approval for the Provision of Funds to Related Parties on behalf of PT Pegadaian	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Awan Nurmawan Nuh 7. A. Sigid Sudahno 8. Sandra Chalik
12	Tuesday, February 30, 2024	Risk Profile Q1 2024	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Awan Nurmawan Nuh 7. A. Sigid Sudahno 8. Sandra Chalik

No.	Meeting Date	Meeting Agenda	Meeting Participants
13	Tuesday, April 30, 2024	Credit Consultation	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik
14	Tuesday, May 14, 2024	Credit Consultation	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik
15	Tuesday, June 4, 2024	Update on Early Fraud Detection	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik
16	Tuesday, June 4, 2024	Credit Consultation	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik
17	Tuesday, June 11, 2024	Credit Consultation	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. A. Sigid Sudahno 7. Sandra Chalik
18	Tuesday, July 02, 2024	Approval for the Provision of Funds to Related Parties on behalf of PT BRI Danareksa Sekuritas	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik
19	Tuesday, July 9, 2024	Update on BRI's Legal Risk Management Governance and Legal Case Handling	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Awan Nurmawan Nuh 5. Haryo Baskoro Wicaksono 6. A. Sigid Sudahno 7. Sandra Chalik
20	Thursday, July 18, 2024	Update on BRI E-Channel Governance and Performance	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik

No.	Meeting Date	Meeting Agenda	Meeting Participants
21	Thursday, July 18, 2024	Realization of DPLK Business Plan for Semester I of 2024	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik
22	Tuesday, July 30, 2024	Efforts to Strengthen Risk Management in the Micro Business Segment	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik
23	Tuesday, July 30, 2024	Risk Profile for Quarter II of 2024, Bank's Soundness Level for Semester I of 2024, and Anti-Fraud Strategy for Semester I of 2024	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik
24	Tuesday, July 30, 2024	The implementation of the Anti-Money Laundering, Counter-Terrorism Financing, and Prevention of Financing of Proliferation of Weapons Of Mass Destruction (AML, CFT, and PFWMD) Program for Semester I of 2024 and Implementation of Compliance Function for Semester I of 2024	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik
25	Tuesday, August 6, 2024	Update on Central Counterparty (CCP) Project for Interest Rate and Exchange Rate Derivative Transactions (SBNT)	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik
26	Tuesday, August 6, 2024	Update on BRI Regional Office Performance for Semester I of 2024	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik
27	Tuesday, August 13, 2024	Update on Wholesale and Institutional Business Strategy	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik
28	Tuesday, August 13, 2024	Update on Commercial, Small, and Medium Business Strategy	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik

No.	Meeting Date	Meeting Agenda	Meeting Participants
29	Tuesday, August 20, 2024	Update on Top Debtors with High Risk Exposure	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Heri Sunaryadi 4. Awan Nurmawan Nuh 5. Haryo Baskoro Wicaksono 6. A. Sigid Sudahno 7. Sandra Chalik
30	Tuesday, August 27, 2024	Credit Consultation	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Heri Sunaryadi 4. Awan Nurmawan Nuh 5. Haryo Baskoro Wicaksono 6. A. Sigid Sudahno 7. Sandra Chalik
31	Tuesday, October 8, 2024	Evaluation on the Implementation of BRI's Three Lines Model: Transfer of Risk & Compliance Unit (URC) Function and Revitalization of Branch Risk & Compliance (BRC) Function	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Heri Sunaryadi 4. Awan Nurmawan Nuh 5. Haryo Baskoro Wicaksono 6. A. Sigid Sudahno 7. Sandra Chalik 8. Cahyo Yuliarso
32	Tuesday, October 22, 2024	Risk Profile Q3 2024	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Heri Sunaryadi 4. Awan Nurmawan Nuh 5. Haryo Baskoro Wicaksono 6. A. Sigid Sudahno 7. Sandra Chalik 8. Cahyo Yuliarso
33	Tuesday, October 29, 2023	Approval of Recovery Plan 2024 - 2025 & Resolution Plan 2024 – 2026	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Heri Sunaryadi 4. Awan Nurmawan Nuh 5. Haryo Baskoro Wicaksono 6. A. Sigid Sudahno 7. Sandra Chalik 8. Cahyo Yuliarso
34	Tuesday, November 12, 2024	Update on the Provisions for Writing Off MSME Loan Bills Along with Anticipation of Impacts and Mitigation of Implementation Procedures	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik 9. Cahyo Yuliarso
35	Tuesday, November 19, 2024	Update on ESG Implementation and BRI Green Financing Evaluation	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik 9. Cahyo Yuliarso
36	Tuesday, November 19, 2024	Approval of BRI DPLK Sustainable Finance Business Plan and Action Plan for 2025	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik 9. Cahyo Yuliarso

No.	Meeting Date	Meeting Agenda	Meeting Participants
37	Tuesday, November 26, 2024	Approval of BRI Risk Appetite for 2025	1. Rofikoh Rokhim 2. Rabin Indrajad Hattari 3. Heri Sunaryadi 4. Awan Nurmawan Nuh 5. Haryo Baskoro Wicaksono 6. A. Sigid Sudahno 7. Sandra Chalik 8. Cahyo Yuliarso
38	Tuesday, December 03, 2024	Approval for the Provision of Funds to Related Parties on behalf of PT BRI Multifinance Indonesia	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Heri Sunaryadi 5. Awan Nurmawan Nuh 6. Haryo Baskoro Wicaksono 7. A. Sigid Sudahno 8. Sandra Chalik 9. Cahyo Yuliarso
39	Tuesday, December 10, 2024	Approval for the Provision of Funds to Related Parties on behalf of PT Tower Bersama Infrastructure Tbk	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Awan Nurmawan Nuh 5. Haryo Baskoro Wicaksono 6. A. Sigid Sudahno 7. Sandra Chalik 8. Cahyo Yuliarso
40	Tuesday, December 10, 2024	Credit Consultation	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Awan Nurmawan Nuh 5. Haryo Baskoro Wicaksono 6. A. Sigid Sudahno 7. Sandra Chalik 8. Cahyo Yuliarso
41	Tuesday, December 10, 2024	*Update on the Preparation of Bad Debt Write-off Policy for Micro, Small, and Medium Enterprises*	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Awan Nurmawan Nuh 5. Haryo Baskoro Wicaksono 6. A. Sigid Sudahno 7. Sandra Chalik 8. Cahyo Yuliarso
42	Tuesday, December 10, 2024	Review of 2024 Write-off Budget Realization	1. Nurmaria Sarosa 2. Rofikoh Rokhim 3. Rabin Indrajad Hattari 4. Awan Nurmawan Nuh 5. Haryo Baskoro Wicaksono 6. A. Sigid Sudahno 7. Sandra Chalik 8. Cahyo Yuliarso

Frequency and Attendance Rate of Risk Management Monitoring Committee Meetings

During 2024, the Risk Management Monitoring Committee held 42 (forty-two) meetings. The frequency and level of attendance of each Committee member are as follows.

Table of Risk Management Monitoring Committee Meeting Attendance Levels

Name	Position	Risk Management Monitoring Committee Meeting		
		Attedance Number and Percentage		
		Number of Meetings	Number of Attedance	Percentage
Nurmaria Sarosa [1]	Chairman / Member	42	41	97,62%
Rofikoh Rokhim [2]	Chairman / Member	42	42	100,00%
Rabin Indrajad Hattari	Member	42	37	88,10%
Dwi Ria Latifa [3]	Member	12	11	91,67%
Heri Sunaryadi	Member	42	37	88,10%
Awan Nurmawan Nuh	Member	42	42	100,00%
Haryo Baskoro Wicaksono [4]	Member	30	29	96,67%
A. Sigid Sudahno	Member	42	42	100,00%
Sandra Chalik	Member	42	42	100,00%
Cahyo Yuliarso [5]	Member	12	12	100,00%

Information:
[1] Nurmaria Sarosa served as Chairperson as of March 19, 2024.
[2] Rofikoh Rokhim resigned as Chairperson as of March 19, 2024
[3] Dwi Ria Latifa resigned from her position as of March 19, 2024
[4] Haryo Baskoro Wicaksono started in office as of March 19, 2024
[5] Cahyo Yuliarso started in office as of September 9, 2024

Risk Management Monitoring Committee Competence Improvement Program

The RMMC members have competencies in their respective fields with a minimum of five years' experience in the economic, financial and/ or banking fields; or a minimum of two years in risk management in the financial and/or banking sector. The professional background of the members is quite diverse, which includes experience in strategic management, risk management, banking, finance and accounting thereby ensure the quality of recommendations and opinions for improvements to the Board of Commissioners.

Name	Position	Types of Training and Development Materials Competence/Training	Time and Place Implementation	Organizer
Nurmaria Sarosa [1]	Chairman / Member	can be seen in the Education and/or Training section of the Board of Commissioners		
Rofikoh Rokhim [2]	Chairman / Member	can be seen in the Education and/or Training section of the Board of Commissioners		
Rabin Indrajad Hattari	Member	can be seen in the Education and/or Training section of the Board of Commissioners		
Dwi Ria Latifa [3]	Member	can be seen in the Education and/or Training section of the Board of Commissioners		
Heri Sunaryadi	Member	can be seen in the Education and/or Training section of the Board of Commissioners		
Awan Nurmawan Nuh	Member	can be seen in the Education and/or Training section of the Board of Commissioners		
Haryo Baskoro Wicaksono [4]	Member	can be seen in the Education and/or Training section of the Board of Commissioners		
A. Sigid Sudahno	Member	Risk Management Provision and Refreshment Level 5 batch 3	Online, September 3, 2024	Corporate University BRI

Name	Position	Types of Training and Development Materials Competence/Training	Time and Place Implementation	Organizer
Sandra Chalik	Member	Asian Confederation of Institutes of Internal Auditors (ACIIA) Regional Conference	Bali, August 28-29, 2024	Asian Confederation of Institutes of Internal Auditors
		Training of Trainers, Master Trainers (SKKNI Level 6)	Online, December 6-7, 2024	BRIlian Indah Gemilang
		Risk Management Refreshment Level 7, Batch 1	Online, December 18, 2024	Bankers Association for Risk Management
Cahyo Yuliarso [5]	Member	Digital Transformation from Strategy to Execution	Online, September 26, 2024	ACT Consulting

Information:
[1] Nurmaria Sarosa served as Chairperson since March 19, 2024.
[2] Rofikoh Rokhim resigned as Chairperson as of March 19, 2024
[3] Dwi Ria Latifa resigned from her position as of March 19, 2024
[4] Haryo Baskoro Wicaksono started in office since March 19, 2024
[5] Cahyo Yuliarso started in office since September 9, 2024

Risk Monitoring Committee Income

Remuneration for committee members from the Board of Commissioners is part of the honorarium given to the Board of Commissioners and there is no special honorarium for each member of the Committee. The amount of honorarium for Committee members from independent parties (non-commissioners) is determined by the Board of Commissioners with a maximum amount of 20% of the President Director's salary and no other income is given apart from the honorarium. This is in accordance with the provisions of the Minister of SOEs Regulation Number PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises State-Owned Enterprises.

Work Program and Duties Implementation of The Risk Management Monitoring Committee In 2024

The implementation of the Committee's activities in 2024 is as follows:

No.	Duties and responsibilities		Implementation	
	Scope	Activity	Implementation	Agenda
1	Recommendation and/or Approval of Risk Management Policy and Other Policies	Review of the proposed General Policy on Risk Management, General Policy on Corporate Governance, General Policy on Anti-Bribery Management System, and General Policy on Fixed Assets Management & Procurement	Tuesday, March 26, 2024	Response to the Draft of General Policy on Fixed Assets Management & Procurement
			Wednesday, April 24, 2024	Approval of the Proposed General Risk Management Policy
			Monday, July 01, 2024	Response to the Corporate Governance Policy and Anti-Bribery Management System
			Tuesday, December 03, 2024	Response to the evaluation report on the implementation of ISO 37001:2016 Anti-Bribery Management System 2024
2	Board of Commissioners' approval to be submitted to OJK/LPS/KBUMN	Recovery Plan 2024 – 2025 & Resolution Plan 2024 – 2026	Tuesday, October 29, 2024	Approval of Recovery Plan 2024 - 2025 & Resolution Plan 2024 – 2026
			Tuesday, November 26, 2024	Approval of BRI Risk Appetite for 2025
3	Review and Evaluation of Risk Profile	Report on Risk Profile for Quarter IV of 2023	Tuesday, January 23, 2024	Risk Profile Quarter IV 2023
		Report on Risk Profile for Quarter I of 2024	Tuesday, March 05, 2024	Risk Profile Quarter I 2024
		Report on Risk Profile for Quarter II of 2024	Tuesday, July 30, 2024	Risk Profile Quarter II 2024
		Report on Risk Profile for Quarter III of 2024	Tuesday, October 22, 2024	Risk Profile Quarter III 2024

No.	Duties and responsibilities		Implementation	
	Scope	Activity	Implementation	Agenda
4	Review and Evaluation of the Bank's Soundness Level	Report on the Bank's Soundness Level Assessment for Semester II of 2023	Tuesday, January 23, 2024	Bank's Soundness Level Semester II of 2023
		Report on the Bank's Soundness Level Assessment for Semester I of 2024	Tuesday, July 30, 2024	Bank's Soundness Level for Semester I of 2024
5	Evaluation of Anti Fraud Strategy Implementation	Report on Anti Fraud Strategy Implementation for Semester II of 2023	Tuesday, January 23, 2024	Anti Fraud Strategy for Semester II of 2023
		Implementation of Anti-Fraud Strategy for Semester I of 2024	Tuesday, July 30, 2024	Anti Fraud Strategy for Semester I of 2024
6	Review and Evaluation of the Implementation of the Anti-Money Laundering, Counter-Terrorism Financing, and Prevention of Financing of Proliferation of Weapons Of Mass Destruction (AML, CFT, and PFWMD) Programs	Implementation of the Anti-Money Laundering, Counter-Terrorism Financing, and Prevention of Financing of Proliferation of Weapons Of Mass Destruction (AML, CFT, and PFWMD) Program for Semester II of 2023	Monday, July 01, 2024	Update on Anti-Money Laundering, Counter-Terrorism Financing, and Prevention of Financing of Proliferation of Weapons Of Mass Destruction (AML, CFT, and PFWMD) for Semester II of 2023
		Implementation of the Anti-Money Laundering, Counter-Terrorism Financing, and Prevention of Financing of Proliferation of Weapons Of Mass Destruction (AML, CFT, and PFWMD) Program for Semester I of 2024	Monday, July 01, 2024	Implementation of the Anti-Money Laundering, Counter-Terrorism Financing, and Prevention of Financing of Proliferation of Weapons Of Mass Destruction (AML, CFT, and PFWMD) Program for Semester I of 2024
7	Discussion and Review of Thematic Agenda	Discussion on Specific Issues to Ensure Adequacy of Risk Management Implementation	Tuesday, December 03, 2024	Aspirations and Strategies for Micro Business Segment of 2024
			Tuesday, March 26, 2024	Discussion on General Policy on Human Capital
			Tuesday, October 29, 2024	IT Strategic Plan & Enterprise Architecture Overview for 2024
			Tuesday, November 26, 2024	Update on Consumer Segment Strategy of 2024
			Tuesday, January 23, 2024	Update on Vintage Analysis of Micro Products (Kupedes and KUR)
			Tuesday, March 05, 2024	Update on Network Transformation - Branch Offices
			Tuesday, July 30, 2024	Update on Early Fraud Detection
			Tuesday, October 22, 2024	Update on BRI's Legal Risk Management Governance and Legal Case Handling
			Tuesday, January 23, 2024	Update on BRI E-Channel Governance and Performance
			Tuesday, July 30, 2024	Efforts to Strengthen Risk Management in the Micro Business Segment
			Tuesday, January 23, 2024	Update on Central Counterparty (CCP) Project for Interest Rate and Exchange Rate Derivative Transactions (SBNT)
			Tuesday, August 06, 2024	Update on BRI Regional Office Performance for Semester I of 2024
			Tuesday, August 13, 2024	Update on Wholesale and Institutional Business Strategy
			Tuesday, August 13, 2024	Update on Commercial, Small and Medium Business Strategy

No.	Duties and responsibilities		Implementation	
	Scope	Activity	Implementation	Agenda
			Tuesday, August 20, 2024	Update on Top Debtors with High Risk Exposure
			Tuesday, October 08, 2024	Evaluation on the Implementation of BRI's Three Lines Model: Transfer of Risk & Compliance Unit (URC) Function and Revitalization of Branch Risk & Compliance (BRC) Function
			Tuesday, November 12, 2024	Update on the Provisions for Writing Off MSME Loan Bills Along with Anticipation of Impacts and Mitigation of Implementation Procedures
			Tuesday, November 19, 2024	Update on ESG Implementation and Evaluation on BRI Green Financing
			Tuesday, December 10, 202c 4	Update on the Preparation of Bad Debt Write-off Policy for Micro, Small, and Medium Enterprises
			Tuesday, December 10, 2024	Review of 2024 Write-off Budget Realization
8	Credit Consultation from the Board of Directors to the Board of Commissioners	Consultation on New Loan Facility and/or Supplement with Total Individual Risk Exposure of More than One Trillion Rupiah	Tuesday, March 13, 2024	Credit Consultation
			Tuesday, April 30, 2024	Credit Consultation
			Tuesday, May 14, 2024	Credit Consultation
			Tuesday, June 04, 2024	Credit Consultation
			Tuesday, June 11, 2024	Credit Consultation
			Tuesday, August 27, 2024	Credit Consultation
			Tuesday, December 10, 2024	Credit Consultation
9	Approval for the Provision of Facilities/ Provision of Funds to Subsidiaries/ Related Parties	Approval for the Provision of Facilities/ Provision of Funds to Subsidiaries/ Related Parties	Tuesday, April 30, 2024	Approval for the Provision of Funds to Related Parties on behalf of PT Pegadaian
			Tuesday, July 02, 2024	Approval for the Provision of Funds to Related Parties on behalf of PT BRI Danareksa Sekuritas
			Tuesday, December 03, 2024	Approval for the Provision of Funds for PT Tower Bersama Infrastructure Tbk
			Tuesday, December 10, 2024	Approval for the Provision of Funds to Related Parties on behalf of PT BRI Multifinance Indonesia
10	Performance Evaluation and Implementation of DPLK Governance	Report on the Realization of Business Plan and Approval of the Following Year's Business Plan	Tuesday, January 16, 2024	Report on the Realization of BRI DPLK Business Plan for Semester II of 2023.
			Thursday, July 18, 2024	Realization of DPLK Business Plan for Semester I of 2024
			Tuesday, November 19, 2024	Approval of BRI DPLK Sustainable Finance Business Plan and Action Plan for 2025

Integrated Governance Committee

The Integrated Governance Committee (IGC) is one of the committees that assists the Board of Commissioners and has the duties and responsibilities in evaluating and ensuring that the implementation of governance is in accordance with the principles of GCG in the Company's financial conglomerates.

Legal Basis of Integrated Governance Committee

1. OJK Regulation Number 18/ POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Governance for Financial Conglomerates and Financial Services Authority Regulation Number 17/ POJK.03/2014 dated November 19, 2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates

2. OJK Regulation no. 33/POJK.4/2014 dated December 8, 2014 concerning Directors and Board of Commissioners of Issuers or Public Companies
3. OJK Regulation Number 17 of 2023 dated September 14, 2023 concerning Implementation of Governance for Commercial Banks.
4. The OJK Regulation Circular Letter Number 14/SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
5. The OJK Regulation Circular Letter Number 15/SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Governance for Financial Conglomerates.
6. OJK Circular Letter Number 13/SEOJK.03/2017 dated March 17, 2017 concerning Implementation of Governance for Commercial Banks.
7. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of StateOwned Enterprises.
8. Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.
9. Articles of Association of PT. Bank Rakyat Indonesia (Persero) Tbk. along with its changes.

Integrated Governance Committee Charter

The Integrated Governance Committee has an Integrated Governance Committee Charter ratified through the Decree of the BRI Board of Commissioners Number 07-KOM/BRI/05/2024 dated May 28, 2024 concerning the Guidelines and Work Procedures of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk. The Integrated Governance Committee Charter is a reference for Integrated Governance in carrying out its duties effectively. The Charter is a guideline and work procedure for the Integrated Governance Committee in carrying out its duties to assist the Board of Commissioners in actively supervising the implementation of governance in accordance with the principles of GCG in the Company's financial conglomerate.

The contents of the Integrated Governance Committee Charter include:

Chapter	Contents
Chapter I	**Introduction** 1.1 Legal Basis 1.2 General Definition
Chapter II	**Company Values, Organizational Structure, and Code of Ethics** 2.1 Company Values 2.2 Organizational Structure and Membership 2.3 Code of Ethics
Chapter III	**Guidelines and Work Procedures of Integrated Governance Committee** 3.1 Goals, Authorities, Duties and Responsibilities 3.2 Appointment of Committee Members, Term of Office, and Working Time 3.3 Meetings 3.4 Reports 3.5 Communication Protocol 3.6 Correspondence Mechanism
Chapter IV	**Closing**

Appointment and Dismissal of the Integrated Governance Committee

The Integrated Governance Committee is appointed and dismissed by the Board of Commissioners and is accountable to them. During the year 2024, the positions of Chairperson and Members of the Integrated Governance Committee were established through the following:

1. Board of Commissioners Decree Number 11-KOM/BRI/10/2023, dated October 3, 2023, regarding the Appointment of the Chairperson and Members of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
2. Board of Commissioners Decree Number 03a-KOM/BRI/03/2024, dated March 19, 2024, regarding the Appointment of the Chairperson and Members of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
3. Board of Commissioners Decree Number 12-KOM/BRI/03/2023, dated September 7, 2024, regarding the Appointment of the Chairperson and Members of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.
4. Board of Commissioners Decree Number 15-KOM/BRI/11/2024, dated November 11, 2024, regarding the Composition of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.

Duties and Responsibilities of Integrated Governance Committee

The Integrated Governance Committee assists the Board of Commissioners to carry out its duties and responsibilities in evaluating and ensuring comprehensive and effective governance by implementing the principles of transparency, accountability, responsibility, independency or professionalism, and fairness in an integrated manner within the Financial Conglomerate.

The Committee is tasked with assisting the Board of Commissioners in carrying out supervisory duties with regard to:

1. Conduct evaluation of Integrated Governance policies;
2. Conduct monitoring and evaluation of BRI or its Subsidiary Company's compliance on Integrated Governance policies;
3. Conduct an evaluation of the implementation of Integrated Governance, at least through an assessment of the adequacy of internal control and the implementation of integrated compliance functions;
4. Provide recommendations to the Board of Commissioners/ Supervisory Board for the improvement of Integrated Governance policies;
5. Conduct communication with business units for functions including Internal Audit, legal and compliance, finance and Risk Management, human resources and aspects of operational business functions as required, to obtain information, clarification, and request reports as required in an integrated manner;
6. Carry out monitoring and evaluation of the implementation of other Integrated Governance functions in accordance with the provisions of laws and regulations, articles of association, and/or GMS/Ministerial Decisions; and
7. Carry out other authorities, duties, and responsibilities related to its functions.

Authority of Integrated Governance Committee

The Board of Commissioners grants authority to the Committee within the scope of the Committee's responsibilities to:

1. Obtain data and information support from the Management of the Main Entity and/or Subsidiary Entities for matters related to the implementation of its duties.
2. Provide opinions and recommendations to the Board of Commissioners of the Main Entity in order to improve internal control functions, compliance functions, and the implementation of integrated risk management.
3. Conduct communication with business units for functions including Audit, Compliance, Finance, Risk Management, Human Resources and Operational Function Aspects of the business as needed, to obtain information and clarification and request reports as needed in an integrated manner.
4. Obtain opinion regarding the implementation of Integrated Governance, at least including the implementation of risk management, internal control, and implementation of compliance functions from members of the financial conglomerate and/or professional parties outside the Company through discussion forums and/or meetings at the technical level.
5. Carry out other authorities granted by the Board of Commissioners as long as they do not conflict with applicable laws and regulations.

Integrated Governance Committee Term of Office

The term of office of members of the Integrated Governance Committee may not be longer than the term of office of the Board of Commissioners as regulated in the Company's Articles of Association and can only be re-elected for 1 (one) subsequent period, without prejudice to the Board of Commissioners' right to dismiss them at any time.

Governance Committee Structure, Membership and Expertise Integrated Manage

The Committee is under the coordination of main entity Board of Commissioners and structurally responsible to the Main Entity Board of Commissioners. The Committee is led by Independent Commissioner that serves as Chairman in one of BRI committees. To carry out daily tasks, the Committee could be assisted by the Staff and/or Secretary of the Integrated Governance Committee, who may come from the Bank's internal and external circles.

The membership of the Integrated Governance Committee is regulated as follows:

1. Committee members consist of at least one Commissioner from each member of the BRI financial conglomerate, an independent party and a member of the Sharia Supervisory Board.
2. Members of the Committee shall at least consist of:
   a. An Independent Commissioner from the Main Entity as chairman concurrently a member;
   b. Independent Commissioner of each member of the BRI Financial Conglomerate as a member;
   c. An Independent Party who has expertise according to the needs of the Integrated Governance Committee;
   d. Member of the Sharia Supervisory Board of BRI Syariah as a member;
   e. The number and composition of Independent Commissioners who were members of the Integrated Governance Committee are adjusted to the needs of the Financial Conglomerate and the efficiency and effectiveness of the implementation of the duties of the Integrated Governance Committee by considering at least the representation of each financial services sector.

Period January 1, 2024 – March 18, 2024

No.	Name	Position	Expertise	Description
1	Rofikoh Rokhim	Chairman	Finance, Economics, Management	Deputy President Commissioner/ Independent Commissioner BRI
2	Kartika Wirjoatmodjo	Member	Banking, Finance, Risk Management	Independent Commissioner BRI
3	Hendrikus Ivo	Member	Law, Banking, Audit	Independent Commissioner BRI
4	Dwi Ria Latifa	Member	Law, Social Politics, Regulation	Independent Commissioner BRI
5	Heri Sunaryadi	Member	Capital Market, Technology, Management	Independent Commissioner BRI
6	Paripurna Poerwoko Sugarda	Member	Law, Social Politics, Management	Independent Commissioner BRI
7	Tedi Nurhikmat	Member	Banking, Risk Management	Independent Party BRI
8	Bardiyono Wiyatmojo	Member	Banking, Audit	Independent Party BRI
9	Bintoro Nurcahyo	Member	Accounting, Management	Independent Party BRI
10	Eko B Supriyanto	Member	Economics, Management	Independent Commissioner Bank Raya Indonesia
11	Ayahanita K.	Member	Audit, Law	Independent Commissioner PT BRI Asuransi Indonesia
12	Abdul Ghoni	Member	Sharia, Management	Member of the Sharia Supervisory Board of BRI Asuransi Indonesia
13	Eko Wahyudi	Member	Banking, Management	Independent Commissioner BRI Life Insurance
14	Muhammad Hidayat	Member	Law, Sharia	Member of the Supervisory Board of BRI Life Insurance
15	Sumihar Manullang	Member	Accounting, Management	Independent Commissioner BRI Danareksa Sekuritas
16	Sumantri Suwarno	Member	Economics, Management	Independent Commissioner BRI Multifinance
17	Agoosh Yoosran	Member	Business, Management	Indonesia
18	Yudi Priambodo Purnomo Sidi	Member	Economics, Management	Independent Commissioner BRI Ventura Investama
19	Muhammad Cholil Nafis	Member	Sharia, Management	Independent Commissioner Pegadaian
20	Nurhaida	Member	Banking, Management	Chairman of the Sharia Supervisory Board of Pegadaian
21	Kahlil Rowter	Member	Economics, Management	Independent Commissioner of PT BRI Manajemen Investasi

Period March 19, 2024 – September 8, 2024

No.	Name	Position	Expertise	Description
1	Paripurna Poerwoko Sugarda	Chairman	Law, Social Politics, Management	President Commissioner BRI
2	Kartika Wirjoatmodjo	Member	Banking, Finance, Risk Management	President Commissioner BRI
3	Rofikoh Rokhim	Member	Finance, Economics, Management	Vice President Commissioner/ Independent Commissioner BRI
4	Dwi Ria Latifa	Member	Law, Social Politics, Regulation	Independent Commissioner BRI
5	Heri Sunaryadi	Member	Capital Market, Technology, Management	Independent Commissioner of BRI
6	Haryo Baskoro Wicaksono	Member	Governance, Risk, and Compliance (GRC), Management	Independent Commissioner of BRI
7	Tedi Nurhikmat	Member	Banking, Risk Management	Independent Party of BRI
8	Bardiyono Wiyatmojo	Member	Banking, Audit	Independent Party of BRI

No.	Name	Position	Expertise	Description
9	Eko B Supriyanto	Member	Economics, Management	Independent Commissioner of Bank Raya Indonesia
10	Ayahanita K.	Member	Audit, Law	Independent Commissioner of PT BRI Asuransi Indonesia
11	Abdul Ghoni	Member	Sharia, Management	Sharia Supervisory Board of PT BRI Asuransi Indonesia
12	Eko Wahyudi	Member	Banking, Management	Independent Commissioner of PT Asuransi BRI Life
13	Mohammad Hidayat	Member	Law, Sharia	Sharia Supervisory Board of PT Asuransi BRI Life
14	Donsuwan Simatupang	Member	Investment Banking, Economics	Independent Commissioner of PT BRI Danareksa Sekuritas
15	Diah Defawati Ade*)	Member	Social Politics, Management	Independent Commissioner of PT BRI Multifinance Indonesia
16	Agoosh Yosran	Member	*Business, Management*	Independent Commissioner of PT BRI Ventura Investama
17	Yudi Priambodo Purnomo Sidi	Member	*Economics, Management*	Independent Commissioner of PT Pegadaian
18	Muhammad Cholil Nafis	Member	*Sharia, Management*	Chairman of the Sharia Supervisory Board of Pegadaian
19	Nurhaida	Member	*Banking, Management*	Independent Commissioner of PT Permodalan Nasional Madani
20	Kahlil Rowter	Member	*Economics, Management*	Independent Commissioner of PT BRI Manajemen Investasi

Period September 9, 2024 - November 10, 2024

No.	Name	Position	Expertise	Description
1	Paripurna Poerwoko Sugarda	Chairman	Law, Social Politics, Management	Independent Commissioner BRI
2	Kartika Wirjoatmodjo	Member	Banking, Finance, Risk Management	President Commissioner BRI
3	Rofikoh Rokhim	Member	Finance, Economics, Management	Vice President Commissioner/Independent BRI
4	Dwi Ria Latifa	Member	Law, Social Politics, Regulation	Independent Commissioner BRI
5	Heri Sunaryadi	Member	Capital Market, Technology, Management	Independent Commissioner BRI
6	Haryo Baskoro Wicaksono	Member	Governance, Risk, and Compliance (GRC), Management	Independent Commissioner BRI
7	Tedi Nurhikmat	Member	Banking, Risk Management	Independent Party BRI
8	Tjondro Prabowo	Member	Banking, Pension Fund	Independent Party BRI
9	Johanes Kuntjoro Adisardjono	Member	Finance, Risk Management	Independent Commissioner of PT Bank Raya Indonesia
10	Ayahanita K.	Member	Audit, Law	Independent Commissioner of PT BRI Asuransi Indonesia
11	Abdul Ghoni	Member	Sharia, Management	Sharia Supervisory Board of PT BRI Asuransi Indonesia
12	Eko Wahyudi	Member	Banking, Management	Independent Commissioner of PT Asuransi BRI Life
13	Mohammad Hidayat	Member	Law, Sharia	Sharia Supervisory Board of PT Asuransi BRI Life
14	Donsuwan Simatupang	Member	Investment Banking, Economics	Independent Commissioner of PT BRI Danareksa Sekuritas

No.	Name	Position	Expertise	Description
15	Diah Defawati Ade	Member	Social Politics, Management	Independent Commissioner of PT BRI Multifinance Indonesia
16	Agoosh Yosran	Member	Business, Management	Independent Commissioner of PT BRI Ventura Investama
17	Yudi Priambodo Purnomo Sidi	Member	Economics, Management	Independent Commissioner of PT Pegadaian
18	Muhammad Cholil Nafis	Member	Sharia, Management	Head of the Sharia Supervisory Board of Pegadaian
19	Nurhaida	Member	Banking, Management	Independent Commissioner of PT Permodalan Nasional Madani
20	Kahlil Rowter	Member	Economics, Management	Independent Commissioner of PT BRI Manajemen Investasi

Period November 11, 2024 – December 31, 2024

No.	Name	Position	Expertise	Description
1	Paripurna Poerwoko Sugarda	Chairman	Law, Social Politics, Management	Independent Commissioner BRI
2	Kartika Wirjoatmodjo	Member	Banking, Finance, Risk Management	President Commissioner BRI
3	Rofikoh Rokhim	Member	Finance, Economics, Management	Vice President Commissioner/Independent BRI
4	Dwi Ria Latifa	Member	Law, Social Politics, Regulation	Independent Commissioner BRI
5	Heri Sunaryadi	Member	Capital Market, Technology, Management	Independent Commissioner BRI
6	Haryo Baskoro Wicaksono	Member	Governance, Risk, and Compliance (GRC), Management	Independent Commissioner BRI
7	Tedi Nurhikmat	Member	Banking, Risk Management	Independent Commissioner BRI
8	Tjondro Prabowo	Member	Banking, Pension Fund	Independent Party BRI
9	Maria Ulpah	Member	Finance, Risk Management	Independent Party BRI
10	Johanes Kuntjoro Adisardjono	Member	Banking, Management	Independent Party BRI
11	Ayahanita K.	Member	Audit, Law	Independent Commissioner PT Bank Raya Indonesia
12	Abdul Ghoni	Member	Sharia, Management	Independent Commissioner PT BRI Asuransi Indonesia
13	Eko Wahyudi	Member	Banking, Management	Sharia Supervisory Board PT BRI Asuransi Indonesia
14	Mohammad Hidayat	Member	Law, Sharia	Independent Commissioner PT Asuransi BRI Life
15	Donsuwan Simatupang	Member	Investment Banking, Economics	Sharia Supervisory Board PT Asuransi BRI Life
16	Diah Defawati Ade	Member	Social Politics, Management	Independent Commissioner PT BRI Danareksa Sekuritas
17	Agoosh Yosran	Member	Business, Management	Independent Commissioner PT BRI Multifinance Indonesia
18	Yudi Priambodo Purnomo Sidi	Member	Economics, Management	Independent Commissioner PT BRI Ventura Investama
19	Muhammad Cholil Nafis	Member	Sharia, Management	Independent Commissioner PT Pegadaian
20	Nurhaida	Member	Banking, Management	Sharia Supervisory Board PT Pegadaian
21	Kahlil Rowter	Member	Economics, Management	Independent Commissioner PT Permodalan Nasional Madani

Profile of Integrated Governance Committee

The profiles of the Integrated Governance Committee Members as of December 31, 2024 are as follows:

Paripurna Poerwoko Sugarda Chairman/VIndependent Commissioner
The profile can be seen in the Board of Commissioners section
The period and term of office have been attached to the period and term of office of the Board of Commissioners

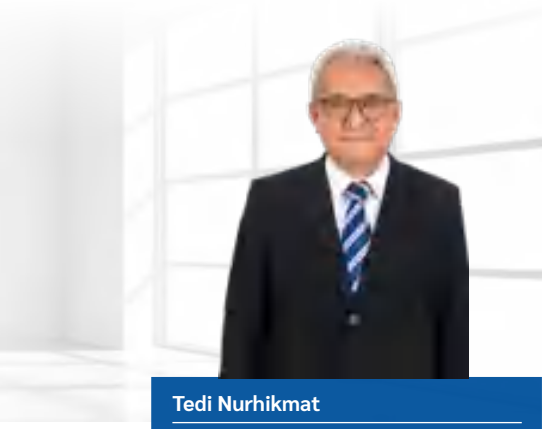
Dwi Ria Latifa Member/Independent Commissioner
The profile can be seen in the Board of Commissioners section
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Kartika Wirjoatmodjo Member/President Commissioner
The profile can be seen in the Board of Commissioners section
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Heri Sunaryadi Member/Independent Commissioner
The profile can be seen in the Board of Commissioners section
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Rofikoh Rokhim Member/Vice President Commissioner/Independent Commissioner
The profile can be seen in the Board of Commissioners section
The period and term of office have been attached to the period and term of office of the Board of Commissioners

Haryo Baskoro Wicaksono Member/Independent Commissioner
The profile can be seen in the Board of Commissioners section
The period and term of office have been attached to the period and term of office of the Board of Commissioners



Tedi Nurhikmat

Member of Integrated Governance Committee/ Independent Party of BRI

Indonesian citizen, born in Bogor in 1965. Age 59 years as of December 2024. Domiciled in Bogor.

EDUCATIONAL BACKGROUND

- Bachelor of Resource Economics, Bogor Agricultural University (1989)
- MBA (Exchange) International Finance & Marketing, University of Washington, Seattle, USA (1997)
- MBA Banking and Finance International, University of Japan (1998)

WORK EXPERIENCE

- Vice President Consumer Risk Scoring, Bank Mandiri (2004 – 2007)
- Vice President Enterprise Risk Management, Bank Mandiri (2007 – 2010)
- Senior Vice President Credit Risk and Portfolio Management, Bank Mandiri (2010 – 2018)
- Senior Vice President Mandiri University Group, Bank Mandiri (2018 – 2021)
- Member of Integrated Governance Committee / Independent Party BRI (2021 – present)

CERTIFICATION

- Risk Management Certification Level VII (BNSP)
- Risk Management Competency Assessor Certification Level V (BNSP)
- Learning Value Chain Certification
- Risk Management Trainers – BSMR GAARP

LEGAL BASIS FOR APPOINTMENT

Decree of the BRI Board of Commissioners Number 10-KOM/BRI/12/2021 dated December 28, 2021 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

PERIOD OF OFFICE

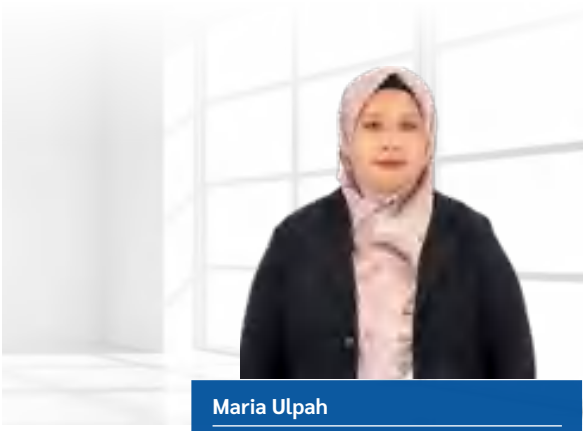
Period I

TERM OF OFFICE

December 28, 2021 – present

CONCURRENT POSITIONS

None



Maria Ulpah

Member of Integrated Governance Committee/ Independent Party of BRI

Indonesian citizen, born in Purwakarta in 1981. Age 43 years as of December 2024. Domiciled in Depok.

EDUCATIONAL BACKGROUND

- Bachelor of Economics – Financial Management, University of Indonesia (2005)
- MSc in Finance, University of Groningen, The Netherlands (2008)
- PhD in Finance, University of Birmingham, United Kingdom (2015)

WORK EXPERIENCE

- Lecturer, Department of Management, Faculty of Economics and Business, University of Indonesia (2008 – present)
- Teaching Assistant, Graduate Diploma of Business Administration (GDBA) and Undergraduate programme, School of Business, University of Birmingham, United Kingdom (2011 – 2015)
- Consultant, TA 8224 The Implementation of Value Chain Methodology on Tuna Fisheries in Nangroe Aceh Darussalam, Asian Development Bank (2014 – 2016)
- Member of Audit Committee of PT Pos Indonesia (2015 – 2018)
- Head of Staff Team of Master of Management Program, Faculty of Economics and Business, University of Indonesia (2015 – 2018)
- Research Consultant, UKM Centre, Faculty of Economics and Business, University of Indonesia (2018 – present)
- Deputy of Risk Management Unit, University of Indonesia (2018 – 2020)
- Member of Risk Management and Governance Committee of PT Hutama Karya (Persero) (2019 – 2024)
- Head of Undergraduate Program, Department of Management, Faculty of Economics and Business, University of Indonesia (2020 – 2024)
- Member of Integrated Governance Committee / Independent Party of BRI (2024 – present)

CERTIFICATION

- Deputy Investment Manager
- Certified Risk Management Professional (CRMP)
- Enterprise Risk Management Certified Professional (ERMCP)

LEGAL BASIS FOR APPOINTMENT

Decree of the Board of Commissioners of BRI Number 15-KTKT/BRI/11/2024 dated November 11, 2024, concerning the Composition of the Integrated Governance Committee.

PERIOD OF OFFICE

Period I

TERM OF OFFICE

November 11, 2024 – present

CONCURRENT POSITIONS

- Lecturer, Department of Management, Faculty of Economics and Business, University of Indonesia (2008 – present)
- Research Consultant, UKM Centre, Faculty of Economics and Business, University of Indonesia (2018 – present)

Tjondro Prabowo

Member of Integrated Governance Committee/ Independent Party of BRI

Indonesian citizen, born in Jakarta in 1965. Age 59 years as of December 2024. Domiciled in Jakarta.

EDUCATIONAL BACKGROUND

- Bachelor of Agricultural Socioeconomics, Bogor Agricultural University (1989)
- Master of Management – Financial Management, University of Indonesia (2003)

WORK EXPERIENCE

- VP Asset Liability Management PT Bank Rakyat Indonesia (Persero) Tbk (2017 – 2018)
- VP Custodian Bank and Trust & Corporate Services PT Bank Rakyat Indonesia (Persero) Tbk (2018 – 2020)
- EVP Investments Services PT Bank Rakyat Indonesia (Persero) Tbk (2020 – 2021)
- Director of Administration of Pelni Pension Fund (2023 - 2024)
- Member of Integrated Governance Committee / Independent Party of BRI (2024 – present)

CERTIFICATION

- Certified Wealth Manager
- Assessment Center Assessor Certification
- Basic Knowledge Certificate in Pension Funds

LEGAL BASIS FOR APPOINTMENT

Decree of the BRI Board of Commissioners Number 12-KOM/BRI/09/2024 dated September 7, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

PERIOD OF OFFICE

Period I

TERM OF OFFICE

September 07, 2024 – present

CONCURRENT POSITIONS

None

Johanes Kuntjoro Adisardjono

Member of the Integrated Governance Committee / Independent Commissioner of PT Bank Raya Indonesia Tbk

Indonesian citizen, born in Surakarta in 1964. Age 60 years as of December 2024. Domiciled in Jakarta.

EDUCATIONAL BACKGROUND

- Bachelor of Economics Accounting University of Indonesia (1988)
- Master of Agribusiness University of Bogor Agricultural Institute (1999)

WORK EXPERIENCE

- Finance Director of PT Bahana Artha Ventura (BAV) (2018 – 2018)
- Acting Head of Compliance Division of PT Bank Rakyat Indonesia (Persero) Tbk (2019 – 2019)
- Head of Compliance Division of PT Bank Rakyat Indonesia (Persero) Tbk (2019 - 2020)
- Expert Staff of PT Siaga Abdi Utama (2022-2023)
- Independent Commissioner of PT Bank Raya Indonesia Tbk (2023-present)

CERTIFICATION

- KKNI Certification Qualification 6 Banking Risk Management Fields
- Qualified Internal Auditor (QIA) Certification
- Risk Management Certification Qualification 6
- Banking Compliance Certification (Officer level)
- Competency Assessor Certification - Compliance Manager Assessor Certification
- Indonesian Institute of Accountants Certification

LEGAL BASIS FOR APPOINTMENT

Decree of the BRI Board of Commissioners Number 12-KOM/BRI/09/2024 dated September 7, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

PERIOD OF OFFICE

Periode I

TERM OF OFFICE

September 07, 2024 – present

CONCURRENT POSITIONS

None

Ayahanita K

Member of Integrated Governance Committee / Independent Commissioner of PT BRI Asuransi Indonesia

Indonesian citizen, born in Jakarta in 1965. Age 59 years as of December 2024. Domiciled in Jakarta.

EDUCATIONAL BACKGROUND

- Bachelor of Laws, University of Indonesia (1989)
- Master of Law Specialist (Notary) (2001)

WORK EXPERIENCE

- Group Head PT Bank Rakyat Indonesia (Persero) Tbk Internal Audit Unit Head Office (2016 – 2018)
- Head of SKAI PT Bank BRI Agroniaga Tbk (2019 – 2020)
- Head of Division PT Bank Rakyat Indonesia (Persero) Tbk Audit Standards & Quality Development Division Head Office (2020)
- Executive Vice President PT Bank Rakyat Indonesia (Persero) Tbk Audit Standards & Quality Development Division Head Office (2020 – 2021)
- Independent Commissioner PT BRI Asuransi Indonesia (2022 - present)

CERTIFICATION

- Qualified Risk Governance Professional (QRGP)
- Certification in Audit Committee Practices (CACP)

LEGAL BASIS FOR APPOINTMENT

Decree of the BRI Board of Commissioners Number 11-KOM/BRI/10/2023 dated October 3, 2023 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

PERIOD OF OFFICE

Period I

TERM OF OFFICE

October 03, 2023 – present

CONCURRENT POSITIONS

None

Abdul Ghoni

Member of Integrated Governance Committee / Sharia Supervisory Board of PT BRI Asuransi Indonesia

Indonesian citizen, born in Tanjungkarang in 1977. Age 47 years as of December 2024. Domiciled in Jakarta.

EDUCATIONAL BACKGROUND

- Bachelor of Accounting, STIE Bhakti Pembangunan (2002)
- Master of Management, Mercubuana University (2015)
- Doctor of Islamic Economics, UIN Syarif Hidayatullah (2018)

WORK EXPERIENCE

- Chairman of the Sharia Supervisory Board of PT Asuransi Parolamas (2019 – 2020)
- Permanent Lecturer at Muhammadiyah University of Jakarta (2019 – present)
- Sharia Supervisory Board of PT Asuransi Reliance Indonesia (2020 – present)
- Sharia Supervisory Board of PT Capella Multidana (2021 – present)
- Sharia Supervisory Board of PT BRI Asuransi Indonesia (2021 – present)

CERTIFICATION

None

LEGAL BASIS FOR APPOINTMENT

Decree of the BRI Board of Commissioners Number 04-KOM/BRI/07/2021 dated July 6, 2021 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

TERM OF OFFICE

Period I

TERM OF OFFICE

July 06, 2021 – present

JABATAN RANGKAP

- Permanent Lecturer at Muhammadiyah University of Jakarta (2019 – present)
- Sharia Supervisory Board of PT Asuransi Reliance Indonesia (2020 – present)
- Sharia Supervisory Board of PT Capella Multidana (2021 – present)

Eko Wahyudi

Member of Integrated Governance Committee / Independent Commissioner of PT Asuransi BRI Life

Indonesian citizen, born in Baturaja in 1963. Age 61 years as of December 2024. Domiciled in South Tangerang.

EDUCATIONAL BACKGROUND

- Bachelor of Law Education, Atmajaya University, Yogyakarta (1986)
- Master of Agribusiness Management, Gadjah Mada University, Yogyakarta (2005)

WORK EXPERIENCE

- BRI Palembang Regional Head (2018)
- BRI Malang Regional Head (2018 – 2019)
- BRI Surabaya Regional Head (2019)
- Finance Director of Perum Perhutani (2019 – 2021)
- Independent Commissioner of BRI Life (2022 – present)

CERTIFICATION

- Risk Management Certification Level II IBI Perbanas
- Risk Management Certification Level III LSPP BNSP
- Risk Management Certification Level IV BNSP
- Integrated Governance Expert Certification CRGP LSPMR-BNSP

LEGAL BASIS FOR APPOINTMENT

Decree of the BRI Board of Commissioners Number 04-KOM/BRI/07/2021 dated July 6, 2021 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

PERIOD OF OFFICE

Period I

TERM OF OFFICE

July 06, 2021 – present

CONCURRENT POSITIONS

None

Mohammad Hidayat

Member of Integrated Governance Committee / Independent Commissioner of PT Asuransi BRI Life

Indonesian citizen, born in Jakarta in 1967. Age 57 years as of December 2024. Domiciled in Jakarta

EDUCATIONAL BACKGROUND

- Bachelor of Sharia, UIN Syarief Hidayatullah, Jakarta (1992)
- Master of Law, College of Law (2004)
- Doctor of Islamic Economics and Finance, Trisakti University (2014)

WORK EXPERIENCE

- Sharia and Research Bureau of Bank Muamalat Indonesia (1993-1999)
- Advisor of Bank Muamalat Indonesia (1999-2011)
- Member of the Sharia Supervisory Board of BTN Syariah (2018 - 2023)
- Chairman of the Sharia Supervisory Board of Bank Syariah Mandiri (2019 - 2022)
- Member of the Sharia Supervisory Board of Manulife Syariah (2024 - 2024)

CERTIFICATION

- Sharia Supervisory Board of Sharia Banking
- Sharia Supervisory Board of Sharia Insurance Company
- Sharia Expert of Capital Market
- DPS Competence

LEGAL BASIS FOR APPOINTMENT

Decree of the BRI Board of Commissioners Number 04-KOM/BRI/07/2021 dated July 6, 2021 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

PERIOD OF OFFICE

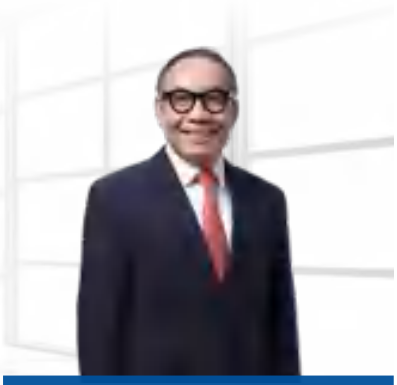
Period I

TERM OF OFFICE

July 06, 2021 – present

CONCURRENT POSITIONS

None



Donsuwan Simatupang

Member of Integrated Governance Committee / Independent Commissioner of BRI Danareksa Securities

Indonesian citizen, born in Medan in 1961. Age 63 years as of December 2024. Domiciled in Jakarta

EDUCATIONAL BACKGROUND

- Bachelor of Corporate Economics, Parahyangan University (1985)
- Master in Investment Banking, Virginia Polytechnic Institute and State University, USA (1993)

WORK EXPERIENCE

- Director of Commercial PT Bank Rakyat Indonesia (Persero) Tbk (2015 – 2017)
- Director of Micro, Small & Medium Enterprises of PT Bank Rakyat Indonesia (2017)
- Director of Risk Management of PT Bank Rakyat Indonesia (Persero) Tbk (2017 – 2018)
- Director of Institutional Relations of PT Bank Mandiri (Persero) Tbk (2019 – 2020)
- Independent Commissioner of PT BRI Danareksa Sekuritas (2023 – present)

CERTIFICATION

None

LEGAL BASIS FOR APPOINTMENT

Decree of the BRI Board of Commissioners Number 03a-KOM/BRI/03/2024 dated March 19, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

PERIOD OF OFFICE

Period I

TERM OF OFFICE

March 19, 2024 – present

CONCURRENT POSITIONS

None

Diah Defawati Ade

Member of Integrated Governance Committee / Independent Commissioner of PT BRI Multifinance Indonesia

Indonesian citizen, born in Jakarta in 1964. Age 60 years as of December 2024. Domiciled in Jakarta

EDUCATIONAL BACKGROUND

Medical Education, Brawijaya University (1992)

WORK EXPERIENCE

- Member of the Indonesian House of Representatives (2004 – 2009)
- Expert Staff to the Coordinating Minister for PM, Coordinating Ministry for PMK RI (2015 – 2019)
- Director of Kasih Sayang Ibu Hospital, Batam (2020 – 2022)
- Commissioner of PT Sinar Energi Utama (2022 – present)
- Independent Commissioner of PT BRI Multifinance Indonesia (2023 – present)

CERTIFICATION

- Financing qualification 6 Financing Fields, Supervision Sub-Field, Financing LSP
- APPI National Seminar, Financing Challenges Amidst Geopolitical and Economic Changes

LEGAL BASIS FOR APPOINTMENT

Decree of the BRI Board of Commissioners Number 03a-KOM/BRI/03/2024 dated March 19, 2024 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

PERIOD OF OFFICE

Period I

TERM OF OFFICE

March 19, 2024 – present

CONCURRENT POSITIONS

Commissioner of PT Sinar Energi Utama (2022 – present)

Agoosh Yosran

Member of Integrated Governance Committee / Independent Commissioner of BRI Ventura Investama

Indonesian citizen, born in Jakarta in 1969. Age 55 years as of December 2024. Domiciled in Jakarta

EDUCATIONAL BACKGROUND

Bachelor of Economics – Indonesian College of Economics, Finance & Banking (STEKPI) (1995)

WORK EXPERIENCE

- President Director of PT Kalyanamitra Adhara Mahardika (2007 – 2019)
- Director of Corporate Affairs & Corporate Secretary of PT Mahaka Media Tbk (2013 – 2016)
- President Director of PT Republika Media Mandiri (2016 – 2019)
- Commissioner of PT Republika Media Mandiri (2019 – 2020)
- Independent Commissioner of PT BRI Ventura Investama (2020 – present)

CERTIFICATION

-

LEGAL BASIS FOR APPOINTMENT

Decree of the BRI Board of Commissioners Number 11-KOM/BRI/10/2023 dated October 3, 2023 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

PERIOD OF OFFICE

Period I

TERM OF OFFICE

October 03, 2023 – present

CONCURRENT POSITIONS

None

Yudi Priambodo Purnomo Sidi

Member of Integrated Governance Committee / Independent Commissioner of PT Pegadaian

Indonesian citizen, born in Jakarta in 1966. Age 57 years as of December 2024. Domiciled in Jakarta

EDUCATIONAL BACKGROUND

- Bachelor of Business Management, Pancasila University (1989)
- Master of International Business, Gadjah Mada University (2000)
- Doctor of Business Management, Brawijaya University (2019)

WORK EXPERIENCE

- Vice President of Audit Standard and Quality Development, PT Bank Rakyat Indonesia (Persero) Tbk (2019 – 2020)
- Member of YKP BRI Supervisory Board (2019 – 2022)
- Competency Assessor LSP-PM Capital Market Professional Certification Institute (LSP-PM) (2019 – present)
- Vice President of Regional Audit Jakarta 2, PT Bank Rakyat Indonesia (Persero) Tbk (2020)
- Vice President of Regional Office Jakarta 2, PT Bank Rakyat Indonesia (Persero) Tbk (2020 – 2021)
- Senior Vice President of Regional Audit Manado, PT Bank Rakyat Indonesia (Persero) Tbk (2021 – 2022)
- Independent Commissioner of PT Pawnshop (2022 - present)

CERTIFICATION

- Qualified Internal Audit (QIA), YPIA
- Certified Enterprise Risk Governance (CERG), ERMA
- Governance Risk Compliance Professional (GRCP), OCEG
- Banking Risk Management Level 4, Banking LSP
- Training Methodology Qualification Competency Certification Scheme 3, National Training and Instructor LSP
- Banking Risk Management Level 3, Banking LSP
- Bank Internal Audit Audit Supervisor Level, Banking LSP
- Certified Risk Professional for Risk Management, LSP Capital Markets
- Certified Securities Analyst for Securities Analysis, LSP Capital Markets
- Certified Investment Banker for Investment banking, LSP Capital Markets
- Certified Wealth Manager (CWM), ICWMA
- Workplace Assessment Competency Assessor, BNSP
- Certified Financial Planner (CFP), FPSB
- Bank Risk Management Level 2, LSP Banking
- Level 1 Risk Management, BSMR

LEGAL BASIS FOR APPOINTMENT

Decree of the BRI Board of Commissioners Number 08-KOM/BRI/09/2022 dated September 6, 2022 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

PERIOD OF OFFICE

Period I

TERM OF OFFICE

September 06, 2022 – present

CONCURRENT POSITIONS

Capital Market Certification Institution (LSP PM) Assessor (2019 – present)

Muhammad Cholil Nafis

Member of the Integrated Governance Committee / Chairman of the Sharia Supervisory Board of Pegadaian

Indonesian citizen, born in Sampang in 1975. Age 49 years as of December 2023. Domiciled in Depok

EDUCATIONAL BACKGROUND

- LC from Ibnu Sa'ud Islamic University, Jakarta (1996-2000)
- Bachelor of Religion from Az Ziyadah Islamic College, Jakarta (1996-2000)
- MA from Postgraduate Program UIN Jakarta (2001–2003)
- Ph.D. from University of Malaya, Malaysia (2008–2010)

WORK EXPERIENCE

- Lecturer in Islamic Economics and Finance, Postgraduate Program, University of Indonesia (2005 – present)
- Lecturer at Al Hikam Al Qur'an College, Depok (2011 – present)
- Chairman of the Sharia Supervisory Board of Pegadaian (2011 – present)
- Sharia Supervisory Board of Kresna Multi Finance (2012 – present)
- Sharia Financial Services Development Group of OJK (2013 – 2017)
- Sharia Supervisory Board of ACE Life Assurance (2013 – present)
- Secretary of the Middle Eastern and Islamic Studies Study Program, University of Indonesia (2014 – 2017)
- Sharia Supervisory Board of Puskop Syariah DKI Jaya (2014 – present)
- Sharia Supervisory Board of Asyki Insurance (2015 – present)

CERTIFICATION

- Certification of Sharia Supervisors by the National Sharia Board and Bank Indonesia
- Post-Doctoral at Muhammad V University, Morocco
- Certification of the National Sharia Supervisory Board of Sharia Multifinance
- Training of Sharia Supervisor Competency Assessors

LEGAL BASIS FOR APPOINTMENT

Decree of the BRI Board of Commissioners Number 10-KOM/BRI/12/2021 dated December 28, 2021 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

PERIOD OF OFFICE

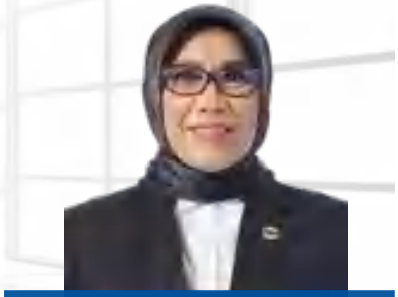
Period I

TERM OF OFFICE

December 28, 2021 – present

JABATAN RANGKAP

- Sharia Supervisory Board of Asyki Insurance (2015 – present)
- Sharia Supervisory Board of Puskop Syariah DKi Jaya (2014 – present)
- Sharia Supervisory Board of Kresna Multi Finance (2012 – present)
- Sharia Supervisory Board of ACE Life Assurance (2013 – present)



Nurhaida

Member of Integrated Governance Committee / Independent Commissioner of PNM

Indonesian citizen, born in Padang Panjang in 1959. Age 64 years as of December 2023. Domiciled in Bogor

EDUCATIONAL BACKGROUND

- Bachelor of Textile Chemistry (Bandung Institute of Textile Technology) (1985)
- Master of Business Administration (Indiana University, USA) (1995)

WORK EXPERIENCE

- Chairman of the Capital Market Supervisory Agency (2011 – 2012)
- Chief Executive of the OJK Capital Market Supervisory Board and concurrently member (2012 – 2017)
- Deputy Chairman of the OJK Board of Commissioners as Chairman of the Ethics Committee and concurrently member (2017 – 2022)

CERTIFICATION

Banking Risk Management Level 5 by the Banking Professional Certification Institute

LEGAL BASIS FOR APPOINTMENT

Decree of the BRI Board of Commissioners Number 11-KOM/BRI/10/2023 dated October 3, 2023 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

PERIOD OF OFFICE

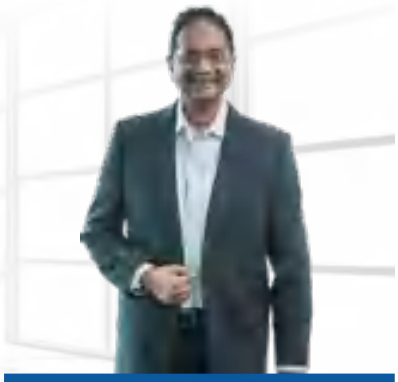
Period I

TERM OF OFFICE

October 03, 2023 – present

CONCURRENT POSITIONS

None



Kahlil Rowter

Member of Integrated Governance Committee / Independent Commissioner of PT BRI Investment Management

Indonesian citizen, born in Jakarta in 1964. Age 60 years as of December 2024. Domiciled in Jakarta

EDUCATIONAL BACKGROUND

- Bachelor of Economics, University of Indonesia (1988)
- Master of Economics Michigan State University East Lansing, MI, USA (1991)

WORK EXPERIENCE

- Chief Economist Mandiri Sekuritas (2005 – 2006)
- Chief Executive Officer (CEO) Pefindo (2007 – 2010)
- Chief Economist PT Bakrie and Brothers Tbk (2011 – 2013)
- Senior Advisory Real Estate Investment Trusts, AIPEG, Jakarta (2015)
- Chief Economist PT Danareksa (Persero) (2015 – 2018)
- Independent Commissioner PT Danareksa Investment Management (2018 – 2022)
- Senior Advisor Prospera (Australia Indonesia Partnership Economic Development) in the Economic and Finance Engagement Ar (2018 – present)
- Independent Commissioner PT BRI Investment Management (2022 – present)

CERTIFICATION

None

LEGAL BASIS FOR APPOINTMENT

Decree of the BRI Board of Commissioners Number 05-KOM/BRI/02/2023 dated February 15, 2023 concerning the Composition of Membership of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk

PERIOD OF OFFICE

Period I

TERM OF OFFICE

February 15, 2023 – present

CONCURRENT POSITIONS

Senior Advisor Prospera (Australia Indonesia Partnership Economic Development) in the Economic and Finance Engagement Ar (2018 – present)

Educational Qualifications and Work Experience of The Integrated Governance Committee

1. Independent parties that meet the requirements of integrity, competence, financial reputation, and experience.
2. Independent parties who have knowledge regarding the main entity and subsidiaries, including an understanding of the main business activities and main risks of the LJK.
3. Have an adequate understanding of GCG principles.
4. Have an adequate understanding of the concept of risk and risk control in business activities and internal control of the company.
5. Independent Commissioner from each member of the BRI Financial Conglomerate as a member.
6. Member of the Sharia Supervisory Board of BRI Syariah as a member.

Table of Educational Qualifications and Work Experience of the Integrated Governance Committee

Name	Position	Education	Work Experience
Paripurna Poerwoko Sugarda	Chairman	• Bachelor of Law • Master in Law • Doctor of Law	Have experience in law, socio-politics and management
Kartika Wirjoatmodjo	Member	• Bachelor of Accounting • Master of Business Administration	Have experience in banking, finance and risk management
Rofikoh Rokhim	Member	• Bachelor of Economics • Bachelor of Political Science • Master of Public Finance • Master of International & Development Economics • Doctor of Economics	Have experience in finance, economics and management
Dwi Ria Latifa	Member	• Bachelor of Law • Lemhanas Alumni • Master of Science	Have experience in law, socio-politics and regulation
Heri Sunaryadi	Member	• Bachelor of Agricultural Technology • Master of Management	Have experience in capital markets, technology, and management
Haryo Baskoro Wicaksono	Member	• Bachelor of International Relations • Master of Economics and Business	Have experience in governance, risk management, compliance and management
Tedi Nurhikmat	Member	• Bachelor of Economics Resources • MBA Banking and Finance International MBA (Exchange) International Finance & Marketing	Have experience in banking and risk management.
Tjondro Prabowo	Member	• Bachelor of Agricultural Socioeconomics • Master of Management	Have experience in banking and management.
Maria Ulpah	Member	• Bachelor of Economics • MSc in Finance • PhD in Finance	Have experience in finance and risk management.
Johanes Kuntjoro Adisardjono	Member	• Bachelor of Economics • Master of Agribusiness	Have experience in banking and management
Ayahanita K.	Member	• Bachelor of Laws • Master of Law Specialist (Notary)	Have experience in audit and law.
Abdul Ghoni	Member	• Bachelor of Accounting • Master of Management • Doctor of Islamic Economics	Have experience in sharia and management.
Eko Wahyudi	Member	• Bachelor of Laws • Master of Agribusiness Management	Have experience in banking and management.
Mohammad Hidayat	Member	• Bachelor of Sharia • Master of Law • Doctor of Islamic Economics and Finance	Have experience in law and sharia.
Donsuwan Simatupang	Member	• Bachelor of Corporate Economics, • Master in Investment Banking	Have experience in investment banking and economics.
Diah Defawati Ade	Member	Medical Education	Have experience in socio-politics and management.
Agoosh Yosran	Member	Bachelor of Economics	Have experience in economics and banking
Yudi Priambodo Purnomo Sidi	Member	• Bachelor of Business Management • Masters in International Business • Doctor of Business Management	Have experience in economics and management

Name	Position	Education	Work Experience
Muhammad Cholil Nafis	Member	• Bachelor of Religion • Master of Religion • Ph.D	Have experience in sharia and management
Nurhaida	Member	• Bachelor of Textile Chemistry • Master of Business Administration	Have experience in banking and management
Kahlil Rowter	Member	• Bachelor of Economics • Master of Economics	Have experience in economics and management

Integrated Governance Independence

To ensure the independence of the implementation of duties and the provision of views, suggestions and recommendations to the Board of Commissioners, all members of the KTKT have no affiliation with the Directors, other Commissioners or controlling shareholders of BRI and are not shareholders, Commissioners, Directors or employees of companies that have affiliations or businesses with BRI.

The requirements for the independence of KTKT members are:

1. It is not permitted to receive compensation from the Company and its subsidiaries, or affiliates, except for wages, salaries and other facilities received in connection with the duties carried out as a member of the Integrated Governance Committee.
2. Not permitted to have family or business relationships with the Board of Directors and Board of Commissioners.
3. Not permitted to have dual positions in the Company and other Companies affiliated with the Bank; And
4. Not permitted to have duties, responsibilities and authority that give rise to a conflict of interest.

Table of Independence of the Integrated Governance Committee

Independence Aspect	PPS	KW	RR	DRL	HS	HBW	TN	TP	MU	JKA
Has no financial relationship with the Board of Commissioners and Directors	√	√	√	√	√	√	√	√	√	√
Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Major Shareholders of the Issuer or Public Company.	√	√	√	√	√	√	√	√	√	√
Has no family relationship with the Board of Commissioners, Directors and/or fellow members of the Integrated Governance Committee	√	√	√	√	√	√	√	√	√	√

Independence Aspect	AG	EW	MH	DS	DDA	AY	YPPS	MCN	NH	KR
Has no financial relationship with the Board of Commissioners and Directors	√	√	√	√	√	√	√	√	√	√
Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Major Shareholders of the Issuer or Public Company.	√	√	√	√	√	√	√	√	√	√
Has no family relationship with the Board of Commissioners, Directors and/or fellow members of the Integrated Governance Committee	√	√	√	√	√	√	√	√	√	√

Independence Aspect	HI	BW	BN	EBS
Has no financial relationship with the Board of Commissioners and Directors	√	√	√	√
Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Major Shareholders of the Issuer or Public Company.	√	√	√	√
Has no family relationship with the Board of Commissioners, Directors and/or fellow members of the Integrated Governance Committee	√	√	√	√

Information:
Paripurna P Sugarda (PPS), Kartika Wirjoatmodjo (KW), Rofikoh Rokhim (RR), Dwi Ria Latifa (DRL), Heri Sunaryadi (HS), Haryo Baskoro Wicaksono (HBW), Tedi Nurhikmat (TN), Tjondro Prabowo (TP), Maria Ulpah (MU) [2], Johanes Kuntjoro Adisardjono (JKA), Ayahanita K (AK), Abdul Ghoni (AG), Eko Wahyudi (EW), Mohammad Hidayat (MH), Donsuwan Simatupang (DS), Diah Defawati Ade (DDA), Agoosh Yoosran (AY), Yudi Priambodo Purnomo Sidi (YPPS), Muhammad Cholil Nafis (MCN), Nurhaida (NH), Kahlil Rowter (KR), Hendrikus Ivo (HI) 1, Bardiyono Wiyatmojo (BW) [3], Bintoro Nurcahyo (BN) [4] Eko B Supriyanto (EBS) [5]

Information:
1. Hendrikus Ivo was honorably dismissed in the Annual GMS dated March 1, 2024.
2. Maria Ulpah served since that dated November 11, 2024 up now.
3. Bardiyono Wiyatmojo served since that dated March 19, 2024 up to September 9, 2024
4. Bintaro Nurcahyo served since that dated January 1, 2024 up to March 19, 2024
5. Eko B Supriyanto served since that dated January 1, 2024 up to September 7, 2024

Integrated Governance Committee Meeting

Integrated Governance Committee Meeting Policy

Arrangements for the Committee meeting are as follows.

Meeting Implementation Mechanism

1. Integrated Governance Committee (IGC) is held in accordance with work plan that has been stipulated and in line with need. Types of the meeting based on participants are as follows:
   a. IGC Meeting with Main Entity.
   b. Main Entity IGC Meeting with Subsidiaries.
   c. Board of Commissioners' Meeting/Main Entity IGC Meeting.
   d. Main Entity IGC Meeting with Certain Subsidiaries.
   e. IGC Technical Meeting (meeting at technical level). Meetings at the technical level are meetings with Committee members from Independent Parties and Division Heads or officials and/or staff in certain business unit of the Main Entity and/or Subsidiaries.
2. Committee meetings must be held periodically, minimally 1 (one) time in 3 (three) months.
3. Committee meetings may be held at any time upon the request of 1 (one) or several members of the Committee by stating the matters to be discussed.
4. Committee meetings are held at the Company's domicile, or other places within the territory of the Republic of Indonesia or at the Company's business activity sites, determined by the Committee.
5. Committee meetings may be held online via teleconference or other electronic media that allows all participants to communicate and interact in Committee meetings.
6. Committee meeting materials are available and delivered to meeting participants no later than 5 (five) working days before the meeting is held, unless the meeting is held outside the meeting schedule. The meeting materials can be delivered before the meeting is held.
7. Committee members may attend meetings based on invitations from the Audit Committee, Monitoring Committee of Risk Management or other business units related to the implementation of their duties.
8. Committee members may attend meetings based on invitations from external auditors and/or Internal Audit Units (SKAI) related to plans and results of examinations of Subsidiaries and other matters.

Meeting Quorum

A Committee meeting is valid if it is attended and/or represented by more than ½ (one half) of the total of Committee members

Meeting Participants

1. Each member of the Committee must attend minimally 75% (seventy five percent) of meetings in a year.
2. Committee meetings may invite the Board of Directors, Officers, and Employees of the Company or invitees from outside the Company.
3. Committee meetings may invite Other Committees and Subsidiary Management, submitted through the Integrated Governance Committee.

Meeting Chairperson

1. The Board of Commissioners' meeting is chaired by the Committee Chairperson.
2. In case the Committee Chairperson is unavailable or absent, which does not need to be proven to any party, the Committee meeting is chaired by a Committee member from the Board of Commissioners.
3. Meetings at the technical level are chaired by one of the IGC members from an Independent Party in the Main Entity.

Meeting Invitation

1. The summons of the Committee meeting is made by the Chairman of the Committee.
2. In case the Chairman of the Committee is unavailable or absent, which does not need to be proven to any party, the summons of the meeting can be conducted by a member of the Committee, who is a member o the Board of Commissioners.
3. The summons of the Committee meeting must be submitted in writing by stating the agenda/event, date, time, and venue of the meeting.
4. In case a special or extraordinary situation occurs, the Committee can conduct the summons at any tome minimally (less than 1 working day) either directly or online.
5. The summons to the IGC meeting at the technical level is signed by the Chairman of the Committee, and the summons to the meeting can also be made by related parties, such as BRI Management or Subsidiaries.
6. The scheduled IGC Committee meeting is held with a written summon, signed by the chairman of the Committee or a member of the Committee from the Board of Commissioners of the Main Entity. If the Chairman of the Committee is absent, the summons can be signed by two Committee members from the Board of Commissioners. If it is not possible to be signed by two Committee members, the invitation can be signed by one Committee member from the Board of Commissioners
7. Summons can be signed using a digital signature by firstly requesting permission from the Board of Commissioners, who are authorized to sign.
8. Summons to the IGC meetings at the technical level are signed by the Chairman of the Committee, the meeting invitation can also be made by related parties, such as BRI Management or Subsidiaries.
9. The Committee Meeting must draft meeting agendas, date, time, and venue of the meeting as well as the attendance list.

Meeting Resolutions

1. A meeting is valid and has the right to make binding resolutions, if it is attended by at least 1/2 (one half) of the total of the Committee members.
2. Recommended resolutions that are formulated in the Committee Meeting are made based on deliberation to reach consensus. In case the deliberation to reach consensus does not occur, resolutions are made based on a majority vote.
3. Each Committee member has 1 (one) vote and an additional 1 (one) vote for each Committee member, who is legally represented at the meeting.
4. Committee members, who are unable to attend, may submit opinions and cast votes, which are given in writing, signed, and submitted to the Chairman of Committee or Commissioner chairing the meeting. The voting rights are considered valid and is an integral part of the decision-making process at the meeting
5. In case the number of in favor and against votes are the same, the decision-making process is postponed and reviewed. If, after being reviewed, the number of in favor and against votes are the same, the decision-making process is determined by the Meeting Chairperson.
6. The Meeting chairperson delivers conclusion at the end of each meeting.
7. Each meeting resolution is binding on all Committee members.
8. The Committee may also make valid resolutions, provided that members of the Board of Commissioner, who are serving their term of office, provide approval by singing in writing to the proposed resolutions.
9. Every member of the Committee, who personally in any means, either directly or indirectly, has an interest in any transaction, contract or proposed contract in which the Company is a party, must declare the characteristics of his/her interest in a Committee meeting and shall not entitle to participate in voting on any matters related to the transaction or contract.

Meeting Minutes

1. The results of the Committee meeting must be stated in the minutes of the meeting.
2. The minutes of the Committee meeting must be signed by all members of the Committee present and submitted to members of the Committee, who have voting rights.
3. The minutes of the meeting are prepared by members of the Committee who are Independent Parties who are present at the meeting.
4. In case a member of the Board of Commissioners and/or Board of Directors does not sign the results of the meeting as referred to in points 2 and 3 above, the said person must state the reasons in writing in a separate letter attached to the minutes of the meeting.
5. If any dissenting opinions in the meeting occur, they must be clearly stated in the minutes of the meeting and accompanied by the reasons for the dissenting opinion.
6. The minutes of the Committee meeting are valid evidence of the resolutions taken in the said meeting.
7. The results of meetings held at the technical level are stated in the minutes of the meeting containing important points of discussion and reported to the Board of Commissioners.
8. If, based on the meeting results at the Technical Meeting, any significant matters requires consideration, the Independent Party can recommend to the Chairman of the Committee to follow up as required, including submitting a recommendation letter to the Board of Directors of the Main Entity. The letter is signed by the Chairman of the Committee, and one of the members of the KTKT from the Board of Commissioners of the Main Entity.
9. The minutes of the meeting are properly documented by the Secretariat of the Board of Commissioners.

Follow-Up on Meeting Results

1. The results of the Committee meeting decisions are submitted in a Committee Service Note to the Board of Commissioners containing opinions or recommendations or suggestions in order to assist in the implementation of the Board of Commissioners' duties.
2. The Committee Service Note in point one above may be accompanied by a draft of the Board of Commissioners' outgoing letter and/or the Committee's outgoing letter to the Board of Directors.
3. The Committee Service Note must be signed by the Committee Chairperson and all members of the Committee.
4. The Board of Commissioners' letter is conducted by the correspondence procedures regulated and determined by the Board of Commissioners, while the Committee Letter is signed by the Committee Chairperson and Members from the Board of Commissioners.
5. All outgoing letters from the Board of Commissioners and/or the Committee must be recorded in the Letter Register and administered by the Board of Commissioners' Secretariat and stored by the Corporate Secretary Division.

Integrated Governance Committee Meeting Agenda

Table of Integrated Governance Committee Meeting Agenda

No.	Meeting Date	Meeting Agenda	Meeting Participants
1	Tuesday, March 5, 2024	Integrated Risk Profile, Implementation of the Integrated Compliance Function, and Adequacy Assessment of the Integrated Internal Control Quarter-II of 2023.	1. Rofikoh Rokhim 2. Hendrikus Ivo 3. Dwi Ria Latifa 4. Heri Sunaryadi 5. Paripurna Poerwoko Sugarda 6. Tedi Nurhikmat 7. Bintoro Nurcahyo 8. Eko B Supriyanto 9. Ayahanita K. 10. Abdul Ghoni 11. Eko Wahyudi 12. Muhammad Hidayat 13. Agoosh Yoosran 14. Yudi Priambodo Purnomo Sidi 15. Muhammad Cholil Nafis 16. Nurhaida 17. Kahlil Rowter
2	Wednesday, March 13, 2024	Updating on Business Conditions for Quarter-II of 2023, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT Permodalan Nasional Madani (PNM).	1. Rofikoh Rokhim 2. Kartika Wirjoatmodjo 3. Hendrikus Ivo 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Paripurna Poerwoko Sugarda 7. Tedi Nurhikmat 8. Bintoro Nurcahyo 9. Nurhaida
3	Tuesday, March 26, 2024	Updating on Business Conditions for Quarter-II of 2023, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT BRI Multifinance Indonesia (BRI Finance)	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Bardiyono Wiyatmojo 9. Diah Defawati Ade*)
4	Tuesday, April 02, 2024	Updating on Business Conditions for Quarter-II of 2023, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT Pegadaian (Pegadaian).	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Bardiyono Wiyatmojo 9. Yudi Priambodo Purnomo Sidi 10. Muhammad Cholil Nafis
5	Tuesday, April 30, 2024	Updating on Business Conditions for Quarter-II of 2023, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT BRI Asuransi Indonesia (BRINS).	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Bardiyono Wiyatmojo 9. Ayahanita K. 10. Abdul Ghoni
6	Tuesday, May 7, 2024	Updating on Business Conditions for Quarter-II of 2023, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT BRI Danareksa Securities (BRIDS).	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Bardiyono Wiyatmojo 9. Donsuwan Simatupang

No.	Meeting Date	Meeting Agenda	Meeting Participants
7	Tuesday, May 7, 2024	Updating on Business Conditions for Quarter-II of 2023, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT BRI Manajemen (BRIMI).	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Bardiyono Wiyatmojo 9. Kahlil Rowter
8	Tuesday, May 7, 2024	Updating on Business Conditions for Quarter-II of 2023, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT Asuransi BRI Life (BRI Life).	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Bardiyono Wiyatmojo 9. Eko Wahyudi 10. Mohammad Hidayat
9	Tuesday, May 14, 2024	Updating on Business Conditions for Quarter-II of 2023, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT Bank Raya Indonesia (Bank Raya).	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Bardiyono Wiyatmojo 9. Eko B Supriyanto
10	Tuesday, May 14, 2024	Updating on Business Conditions for Quarter-II of 2023, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT BRI Ventura Investama (BVI).	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Bardiyono Wiyatmojo 9. Agoosh Yosran
11	Tuesday, July 02, 2024	a. Updating Maturity Level BRI Group	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Bardiyono Wiyatmojo
12	b. Evaluation on BRI Group's Capital Investment	Profil Risiko Terintegrasi, Pelaksanaan Fungsi Kepatuhan Terintegrasi, dan Penilaian Kecukupan Pengendalian Intern Terintegrasi Semester I Tahun 2024.	1. Paripurna Poerwoko Sugarda 2. Rofikoh Rokhim 3. Dwi Ria Latifa 4. Heri Sunaryadi 5. Haryo Baskoro Wicaksono 6. Tedi Nurhikmat 7. Bardiyono Wiyatmojo 8. Eko B Supriyanto 9. Ayahanita K. 10. Abdul Ghoni 11. Eko Wahyudi 12. Mohammad Hidayat 13. Donsuwan Simatupang 14. Diah Defawati Ade 15. Agoosh Yosran 16. Yudi Priambodo Purnomo Sidi 17. Muhammad Cholil Nafis 18. Nurhaida 19. Kahlil Rowter

No.	Meeting Date	Meeting Agenda	Meeting Participants
13	Tuesday, September 03, 2024	Updating on Business Conditions for Quarter-I of 2024, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT BRI Multifinance Indonesia (BRI Finance).	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Dwi Ria Latifa 4. Heri Sunaryadi 5. Haryo Baskoro Wicaksono 6. Tedi Nurhikmat 7. Bardiyono Wiyatmojo 8. Diah Defawati Ade
14		Update Kondisi Bisnis Semester I Tahun 2024, Rencana Strategi Ke depan dan Pelaksanaan Tata Kelola dan Pengawasan Dewan Komisaris PT BRI Asuransi Indonesia (BRINS).	1. Kartika Wirjoatmodjo 2. Rofikoh Rokhim 3. Dwi Ria Latifa 4. Heri Sunaryadi 5. Haryo Baskoro Wicaksono 6. Tedi Nurhikmat 7. Bardiyono Wiyatmojo 8. Ayahanita K. 9. Abdul Ghoni
15	Tuesday, September 03, 2024	Updating on Business Conditions for Quarter-I of 2024, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT BRI Asuransi Indonesia (BRINS).	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Tjondro Prabowo 9. Johanes Kuntjoro Adisardjono 10. Donsuwan Simatupang
16	Tuesday, September 17, 2024	Updating on Business Conditions for Quarter-I of 2024, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT BRI Danareksa Sekuritas (BRIDS).	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Tjondro Prabowo 9. Kahlil Rowter
17	Tuesday, October 1, 2024	Updating on Business Conditions for Quarter-I of 2024, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT Permodalan Nasional Madani (PNM)	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Tjondro Prabowo 9. Nurhaida
18	Tuesday, October 1, 2024	Updating on Business Conditions for Quarter-I of 2024, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT BRI Ventura Investama (BRI Ventures).	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Tjondro Prabowo 9. Agoosh Yosran
19	Tuesday, October 15, 2024	Updating on Business Conditions for Quarter-I of 2024, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT Pegadaian (Pegadaian).	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Tjondro Prabowo 9. Yudi Priambodo Purnomo Sidi 10. Muhammad Cholil Nafis

No.	Meeting Date	Meeting Agenda	Meeting Participants
20	Tuesday, October 15, 2024	Updating on Business Conditions for Quarter-I of 2024, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT Asuransi BRI Life (BRI Life).	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Tjondro Prabowo 9. Eko Wahyudi 10. Mohammad Hidayat
21	Tuesday, October 22, 2024	Updating on Business Conditions for Quarter-I of 2024, Future Strategic Plans, and Implementation of Governance and Supervision of the Board of Commissioners of PT Bank Raya Indonesia (Bank Raya).	1. Paripurna Poerwoko Sugarda 2. Kartika Wirjoatmodjo 3. Rofikoh Rokhim 4. Dwi Ria Latifa 5. Heri Sunaryadi 6. Haryo Baskoro Wicaksono 7. Tedi Nurhikmat 8. Tjondro Prabowo 9. Johanes Kuntjoro Adisardjono

Frequency and Attendance Level of Integrated Governance Committee Meetings

During 2024, the Integrated Governance Committee held 21 (twenty one) meetings. The frequency and level of attendance of each Committee member's meeting are as follows.

Table of Attendance at Integrated Governance Committee Meetings

Name	Position	Integrated Governance Committee Meeting		
		Attedance Number and Percentage		
		Number of Meeting	Number of Attedance	Percentage
Paripurna Poerwoko Sugarda	Chairman	21	21	100%
Kartika Wirjoatmodjo	Member	21	19	90%
Rofikoh Rokhim	Member	21	21	100%
Dwi Ria Latifa	Member	21	21	100%
Heri Sunaryadi	Member	21	21	100%
Haryo Baskoro Wicaksono	Member	19	19	100%
Tedi Nurhikmat	Member	21	21	100%
Tjondro Prabowo	Member	7	7	100%
Johanes Kuntjoro Adisardjono	Member	1	1	100%
Ayahanita K.	Member	4	4	100%
Abdul Ghoni	Member	4	4	100%
Eko Wahyudi	Member	4	4	100%
Mohammad Hidayat	Member	4	4	100%
Donsuwan Simatupang	Member	3	3	100%
Diah Defawati Ade	Member	3	3	100%
Agoosh Yosran	Member	4	4	100%
Yudi Priambodo Purnomo Sidi	Member	4	4	100%
Muhammad Cholil Nafis	Member	4	4	100%
Nurhaida	Member	4	4	100%

Name	Position	Integrated Governance Committee Meeting		
		Attedance Number and Percentage		
		Number of Meeting	Number of Attedance	Percentage
Kahlil Rowter	Member	4	4	100%
Hendrikus Ivo [1]	Member	2	2	100%
Maria Ulpah [2]	Member	-	-	-
Bardiyono Wiyatmojo [3]	Member	12	12	100%
Bintoro Nurcahyo [4]	Member	2	2	100%
Eko B Supriyanto [5]	Member	3	3	100%

Information:
[1] Mr. Hendrikus Ivo was honorably dismissed in the Annual GMS dated March 1, 2024.
[2] Mr. Maria Ulpah served since that dated November 11, 2024 up now.
[3] Mr. Bardiyono Wiyatmojo served since that dated March 19, 2024 up to September 9, 2024
[4] Mr. Bintaro Nurcahyo served since that dated January 1, 2024 up to March 19, 2024
[5] Mr. Eko B Supriyanto served since that dated January 1, 2024 up to September 7, 2024

Integrated Governance Committee Competency Improvement Program

Members of the BRI IGC have competence in their respective fields with a minimum of five years experience. The backgrounds of the members of BRI's Integrated Governance Committee are quite diverse, namely experience in the fields of strategic management, risk management, banking, finance and accounting so that they can guarantee the quality of recommendations and suggestions for improvement to the Board of Commissioners.

Name	Position	Types of Trainings and Competency/ Training Development Materials	Time and Place of Implementation	Organizer
Paripurna Poerwoko Sugarda	Chairman	Can be seen in the Education and/or Training section for Board of Commissioners Members		
Kartika Wirjoatmodjo	Member	Can be seen in the Education and/or Training section for Board of Commissioners Members		
Rofikoh Rokhim	Member	Can be seen in the Education and/or Training section for Board of Commissioners Members		
Dwi Ria Latifa	Member	Can be seen in the Education and/or Training section for Board of Commissioners Members		
Heri Sunaryadi	Member	Can be seen in the Education and/or Training section for Board of Commissioners Members		
Haryo Baskoro Wicaksono	Member	Can be seen in the Education and/or Training section for Board of Commissioners Members		
Tedi Nurhikmat	Member	Asian Confederation of Institutes of Internal Auditors (ACIIA) Regional Conference	Bali, August 28 - 29 2024	Institute of Internal Auditors Indonesia
Tjondro Prabowo	Member	Management Short-course on Pension Funds Investment	August 13 - 15, 204	Asosiasi Dana Pensiun Indonesia
Maria Ulpah[2]	Member	Applying Green Energy Finance: Renewable Energy & Energy Efficiency	Online, October 2024	Renewables Academy Berlin
Johanes Kuntjoro Adisardjono	Member	*Fit & Proper Test provision*	Jakarta, February 20-21 2024	Lembaga Pengembangan Perbankan Indonesia
		Seminar on Risk Management Alignment	Bali, September 18-20 2024	Bankers Association for Risk Management
		Risk & Governance Summit (RGS) 2024 Seminar "Strengthening the GRC Ecosystem in the Financial Sector to Support the Golden Indonesia 2045 Vision"	Online, November 26, 2024	Otoritas Jasa Keuangan
		International Seminar in the 67th Anniversary entitled "Connecting Sustainability and Economic Resilience: Accountants Navigating the Future"	Jakarta, December 2-4 2024	Ikatan Akuntan Indonesia

Name	Position	Types of Trainings and Competency/ Training Development Materials	Time and Place of Implementation	Organizer
Ayahanita K	Member	How Digital Twins will Help Insurance to Implement and Optimize Operations	Online, May 30, 2024	Asosiasi Ahli Manajemen Asuransi Indonesia
		Certification in Audit Committee Practices (CACP) 2024	Jakarta, July 06, 2024	Ikatan Komite Audit Indonesia
		GRC Summit 2024 _ Leadership for Sustainable Impact: GRC, ESG, and SDGs	Yogyakarta, August 22-23, 2024	Center for Risk Management & Sustainability
		Webinar on APARI & AAMAI - Carbon Credit Insurance	Online, October 16, 2024	Asosiasi Ahli Manajemen Asuransi Indonesia
		OJK Risk & Govermance Summit 2024	Online, November 26, 2024	OJK
Abdul Ghoni	Sharia Supervisory Board	Presentation Skills Workshop For IIS Trainers	Online, May 4, 2024	Islamic Insurance Society
		International Webinar Series On Takagul Around The World	Online, June 25, 2024	Islamic Insurance Society
		Workshop on *Pra-Ijtima' Sanawi* (Pre-Annual Meeting) of the Board of Sharia Supervisory IX of 2024	Jakarta, September 24, 2024	Dewan Syariah Nasional - Majelis Ulama Indonesia
		Ittima' Sanawi (Annual Meeting) of the Board of Sharia Supervisory XX of 2024	Jakarta, October 29, 2024	Dewan Syariah Nasional - Majelis Ulama Indonesia
Eko Wahyudi	Member	International Wealth Management Conference	Jakarta, April 24, 2024	Certified Wealth Managers Association
		The 2-24 Internal Auditor Conference	Yogyakarta, July 10-11 2024	Yayasan Pendidikan Internal Audit
		Masterclass Program Series XXIII Life Cycle Assessment (LCA) and Carbon Reduction Strategy	Bandung July 25-26, 2024	Lembaga Sertifikasi Profesi Manajemen Risiko
		2 Risk Assessment Technique ISO 31010	Online, August 12-13, 2024	GRC
		National Conference on Risk Management Professional	Bali, December 12-13, 2024	Lembaga Sertifikasi Profesi Manajemen Risiko
Mohammad Hidayat	Member	Training & Courtesy Visit Transaction Banking to Arab Saudi: Training on Murabahah Commodity Product	KSA Saudi Arabia, February 04 – 12 2024	PT Bank Syariah Indonesia Tbk
		Digital and Risk Management Insurance	London, May 15 – 17, 2024	AAJI Pusat
		International Webinar Series Takaful Around The World	Jakarta, November 6, 2024	Islamic Insurance Society (IIS)
		BSMR Provisioning of the Board of Sharia Supervisory Level 4	Jakarta, July 2-3, 2024	PT Bank Syariah Indonesia Tbk
		Training on Foreign Exchange Transaction for the Board of Sharia Supervisory, Indonesia University	Jakarta , September 26-27, 2024	PT Bank Syariah Indonesia Tbk
Donsuwan Simatupang	Member	-	-	-
Diah Defawati Ade	Member	Qualification Financing 6 in the Financing and Sub-Supervising Sections	Jakarta, November 27, 2024	LSP Pembiayaan Indonesia
Agoosh Yosran	Member	Qualified Risk Management Professional (QRMP)	Jakarta, December 09 – 13, 2024	PPM Manajemen

Name	Position	Types of Trainings and Competency/ Training Development Materials	Time and Place of Implementation	Organizer
Yudi Priambodo Purnomo Sidi	Member	Updating Risk Certification Program Level 6	Online, February 27, 2024 and March 05, 2024	Lembaga Sertifikasi Profesi Perbankan
		The 2024 Internal Auditor Conference themed: Elevating Internal Audit As A Value Driver: Achieving Business Resilience in The Era of Digitalization	Yogyakarta, July 10 – 11, 2024	Yayasan Pendidikan Internal Audit
		Seminar on Operational Risk Management: "Strengthening Cybersecurity and Privacy: Navigating the Digital Landscape"	Jakarta, September 30, 2024	PDP Kominfo dan ISACA Indonesia
		Digital Marketing Essentials for Leaders	Manchester, December 03 – 06, 2024	Alliance Manchester Business School
		The 2024 World Anti-Corruption Day: "Affirming Commitment to Eradicate Corruption for Advanced Indonesia through Self-Integrity Improvement"	Jakarta, December 13, 2024	Hakordia – Corpu PT Pegadaian
Muhammad Cholil Nafis	Member	National Zakat Driving Scholars	Jakarta, February 29, 2024	Badan Amil Zakat Nasional
		Islamic Law Istinbath System & Bahtsul Masail Method for Determining the Beginning of the Hijri Month	Semarang, September 11 – 13 2024	Islamic Center Semarang
		National Economic Seminar	Garut, September 16, 2024	Institut Agama Islam
Nurhaida	Member	Onboarding Commissioner Program Batch 7 of 2024	Jakarta, January 13, 2024	Kementerian BUMN
		Personal Data Protection Law: Ensuring Compliance and Operational Readiness	Online, December 18, 2024	Asosiasi Profesional Privasi Data Indonesia
Kahlil Rowter	Member	The Role of Directors: Duties, Responsibilities and Legal Obligations - Executive Development Program	Singapore, January 7 – 11, 2024	Singapore Management University
		Assessing Strategic Performance: The Board Level View Executive Development Program	Singapore, June 20 – 23, 2024	Singapore Management University
Hendrikus Ivo[1]	Member	Education and/or Training can be seen in the Education and/or Training section of Members of the Board of Commissioners.		
Bardiyono Wiyatmojo[3]	Member	*Refreshment Risk Management* Jenjang 6	Online, August 02, 2024	Corporate University BRI
		Asian Confederation of Institutes of Internal Auditors (ACIIA) Regional Conference	Bali, August 28 – 29, 2024	Institute of Internal Auditors Indonesia
Bintoro Nurcahyo[4]	Member	Pathway to Chartered Accountant Indonesia Program for SOE	Online, May 16 - July 13, 2024	BUMN School of Excellence - IAI
		Refreshing Risk Management Level 6	Online, August 02, 2024	Corporate University BRI
		Asian Confederation of Institutes of Internal Auditors (ACIIA) Regional Conference	Bali, August 28 – 29, 2024	Institute of Internal Auditors Indonesia
		How to Prevent Money Laundering and Terrorism Financing	Online, September 06, 2024	OJK Institute
		Navigating the Global Internal Audit Standards	Semarang, September 12-13, 2024	Institute of Internal Auditors Indonesia

Name	Position	Types of Trainings and Competency/ Training Development Materials	Time and Place of Implementation	Organizer
Eko B. Supriyanto[5]	Member	Navigating Country Risk for Sustainable Growth: Opportunities and Challenges "Navigating Country Risk for Sustainable Growth: Opportunities and Challenges"	Yogyakarta, December 14 – 15, 2024	LSPMR
		The 2024 Starting Year Forum: Monetary Stability in the mid of Indonesian Economy Dynamic "Securing Financial and Sharia Industries from Fraud Risk & Cyber Attacks"	Jakarta, February 01, 2024	Infobank

Information:
[1] Hendrikus Ivo was honorably dismissed in the Annual GMS dated March 1, 2024.
[2] Maria Ulpah served since that dated November 11, 2024 up now.
[3] Bardiyono Wiyatmojo served since that dated March 19, 2024 up to September 9, 2024
[4] Bintaro Nurcahyo served since that dated January 1, 2024 up to March 19, 2024
[5] Eko B Supriyanto served since that dated January 1, 2024 up to September 7, 2024

Integrated Governance Committee Income

Remuneration for committee members who are members of the Board of Commissioners is part of the honorarium given to the Board of Commissioners and there is no special honorarium for each Committee member. Honorarium for Committee members from independent parties (Non-Commissioners), the amount of the honorarium is determined by the Board of Commissioners with a maximum amount of 20% of the Main Director's salary and no other income is given apart from the honorarium. This is in accordance with the provisions of the Minister of BUMN Regulation Number PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.

Work Program and Implementation of Duties of the Integrated Governance Committee in 2024

No	Scope	Activity	Day & Date	Agenda
1	Evaluation of Children's LJK Performance	1. Evaluating the financial and non-financial performance of Subsidiaries. 2. Evaluate business strategies based on performance achievements based on business sectors (main business) and strategic issues in Subsidiary Companies	Wednesday, March 13, 2024	Update on Business Conditions for the Second Half of 2023, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT Permodalan Nasional Madani (PNM)
			Tuesday, March 26, 2024	Update on Business Conditions for the Second Half of 2023, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT BRI Multifinance Indonesia (BRI Finance)
			Tuesday, April 02, 2024	Update on Business Conditions for the Second Half of 2023, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT Pegadaian (Pegadaian).
			Tuesday, April 30, 2024	Update on Business Conditions for the Second Half of 2023, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT BRI Asuransi Indonesia (BRINS).
			Tuesday, May 7, 2024	Update on Business Conditions for the Second Half of 2023, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT BRI Danareksa Securities (BRIDS).
			Tuesday, May 7, 2024	Update on Business Conditions for the Second Half of 2023, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT BRI Manajemen (BRIMI).

No	Scope	Activity	Day & Date	Agenda
			Tuesday, May 7, 2024	Update on Business Conditions for the Second Half of 2023, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT Asuransi BRI Life (BRI Life).
			Tuesday, May 14, 2024	Update on Business Conditions for the Second Half of 2023, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT Bank Raya Indonesia (Bank Raya).
			Tuesday, May 14, 2024	Update on Business Conditions for the Second Half of 2023, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT BRI Ventura Investama (BVI).
			Tuesday, September 03, 2024	Update on Business Conditions for the First Half of 2024, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT BRI Multifinance Indonesia (BRI Finance).
			Tuesday, September 03, 2024	Update on Business Conditions for the First Half of 2024, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT BRI Asuransi Indonesia (BRINS).
			Tuesday, September 17, 2024	Update on Business Conditions for the First Half of 2024, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT BRI Danareksa Sekuritas (BRIDS).
			Tuesday, September 17, 2024	Update on Business Conditions for the First Half of 2024, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT BRI Manajemen Investasi (BRI MI)
			Tuesday, October 1, 2024	Update on Business Conditions for the First Half of 2024, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT Permodalan Nasional Madani (PNM)
			Tuesday, October 1, 2024	Update on Business Conditions for the First Half of 2024, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT BRI Ventura Investama (BRI Ventures).
			Tuesday, October 15, 2024	Update on Business Conditions for the First Half of 2024, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT Pegadaian (Pegadaian).
			Tuesday, October 15, 2024	Update on Business Conditions for the First Half of 2024, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT Asuransi BRI Life (BRI Life).
			Tuesday, October 22, 2024	Update on Business Conditions for the First Half of 2024, Future Strategic Plans, and Implementation of Governance and Oversight by the Board of Commissioners of PT Bank Raya Indonesia (Bank Raya).

No	Scope	Activity	Day & Date	Agenda
2	Evaluation of the Implementation of Integrated Governance Functions	Evaluating the adequacy of Integrated Internal Control, Integrated Compliance Function, Integrated Risk Management, and the Self-Assessment of Integrated Governance in accordance with applicable regulations, as well as testing their effectiveness.	Tuesday, March 5, 2024	Integrated Risk Profile, Implementation of Integrated Compliance Function, and Assessment of Integrated Internal Control Adequacy for the Second Half of 2023.
			Tuesday, August 27, 2024	Integrated Risk Profile, Implementation of Integrated Compliance Function, and Assessment of Integrated Internal Control Adequacy for the First Half of 2024.
		The Self-Assessment of Integrated Governance is conducted every semester	Wednesday, January 10, 2024	Integrated Governance Self-Assessment for the Second Half of 2023
			Tuesday, July 09, 2024	Integrated Governance Self-Assessment for the First Half of 2024
		Annual Reporting on Integrated Governance Implementation (TKT)	Tuesday, May 31, 2024	Evaluation of Integrated Governance Implementation in 2023
3	Strengthening Integrated Governance Functions	Coordinating with relevant business units regarding the Maturity Level and Capital Investment of BRI Group	Friday, July 02, 2024	a. Update on the Maturity Level of BRI Group b. Evaluation of Capital Investment within BRI Group
4	Changes and appointment of members of the BRI financial conglomerate KTKT	Review of proposed KTKT members from Financial Services Institutions (LJK) was conducted four times in 2023	Changes to KTKT Members through the Decree of the Board of Commissioners on the date: a. October 3, 2023 b. March 19, 2024 c. September 7, 2024 d. November 11, 2024	Changes in KTKT Members Based on Board of Commissioners' Decisions: 1. Decision No. 11-KOM/BRI/10/2023 dated October 3, 2023 2. Decision No. 03a-KOM/BRI/03/2024 dated March 19, 2024 3. Decision No. 12-KOM/BRI/03/2023 dated September 7, 2024 4. Decision No. 15-KOM/BRI/11/2023 dated November 11, 2024

Procedure For The Replacement Of Committees Under The Board Of Commissioners

Appointment and replacement of Committee members are determined in the Board of Commissioners' Meeting. Specifically for Committee members originating from Independent Parties, the following provisions apply:

1. Selected and appointed by the Board of Commissioners through recruitment and selection mechanisms.
2. The tenure is determined in the Board of Commissioners' Meeting according to the contract duration and contractual worker regulations in the Company. The Board of Commissioners may terminate their appointment before the contract period ends

Organs and Committees Under the Board of Directors

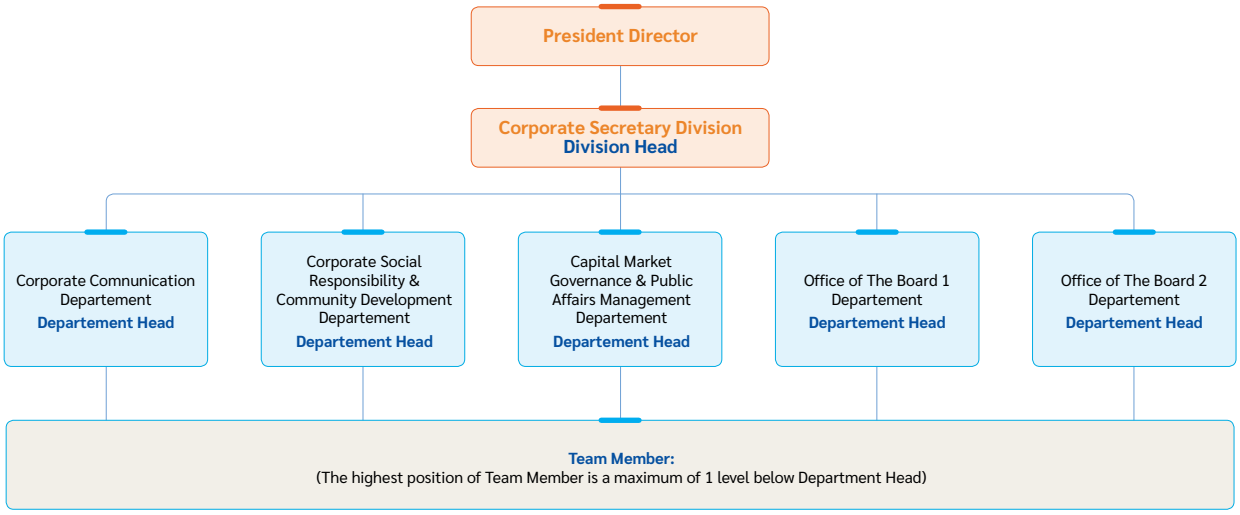
Corporate Secretary

The Corporate Secretary has the responsibility to assist the Board of Directors and Board of Commissioners in implementing corporate governance in accordance with the capital market regulations, particularly in the disclosure to the public through the reporting to the government agencies and announcement on website as well as printed media (if mandatory), including the implementation of the GMS. The Corporate Secretary serves as a liaison between the Company and external parties such as capital market regulators, shareholders, media and other stakeholders.

Basis of Appointment of A Corporate Secretary

The establishment of Corporate Secretary refers to the following rules and prevailing laws:
1. OJK Regulation No. 35/POJK.04/2014 on the Corporate Secretary of Issuers or Public Companies.
2. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

Structure of Corporate Secretary



Function:

- Corporate Communication & Media Relation
- Eksternal Corporate Event & Sponsoship
- Museum
- Planning Strategy & Administration
- Program & Activation
- Capital Market Governance
- Public Affairs Management
- Strategic & Project Portofolio
- BOC General Affair
- Internal BOC Activity
- Executive Assistant
- BOD General Affair
- Internal Corporate Event
- Executive Assistant

The Corporate Secretary leads the Corporate Secretary Division business unit in carrying out its functions with a position at the level of Executive Vice President. The Corporate Secretary Division is under the guidance of the Vice President Director and the Main Director. The Organization of the Corporate Secretary Division is in charge of:

1. Corporate Communication Department which manages the following functions:
   a. Corporate Communication & Media Relation.
   b. Eksternal Corporate Event & Sponsorship.
   c. Corporate Museum.
2. Corporate Social Responsibility & Community Development Department which manages the following functions:
   a. Planning, Strategy & Administration.
   b. Program & Activation.
3. Capital Market Governance & Public Affairs Management Department which manages the following functions:
   a. Capital Market Governance.
   b. Public Affairs Management.
   c. Strategic & Project Portofolio.
4. Office of the Board 1 Department which manages the following functions:
   a. Board General Affair (board of Commissioners).
   b. Internal BOC Activity.
   c. Executive Assistant.
5. Office of the Board 2 Department which manages the following functions:
   a. Board General Affair (Directors and SEVP).
   b. Internal Corporate Event.
   c. Executive Assistant.

The Appointment and Termination of The Corporate Secretary

1. Pool of Candidates for Corporate Secretary candidates through the Talent Committee (Human Capital Committee).
2. Nomination of Candidate for Corporate Secretary by the Board of Directors.
3. Discussion of Corporate Secretary Candidates.
4. Discussion of the proposed Corporate Secretary.
5. Approval by the Board of Commissioners.

Functions, Duties and Responsibilities of The Corporate Secretary

The duties and responsibilities of the Corporate Secretary include, among others:

General Duties and Responsibilities

1. The Corporate Secretary should at least:
   a. Ensuring the Company compliance with the prevailing laws and regulations regarding information disclosure and the implementation of GCG.
   b. Following the developments of the capital market, in particular the applicable stipulations and laws and regulations in the capital market.
   c. Providing services to stakeholders for any required information relating to the condition of the Company.
   d. Providing input to the Board of Commissioners and the Board of Directors to comply with the prevailing laws and regulations in the capital market.
   e. Providing information required by the Board of Commissioners and Board of Directors periodically and/or at any time if requested.
   f. Assisting the Board of Commissioners and Board of Directors in implementing the Company's GCG which includes:
      - Information disclosure to the public, including the availability of information on the Company Website.
      - Timely submission of reports to regulators.
      - Organizing and documenting the meetings of the Board of Directors and/or the Board of Commissioners (assisted by the Secretary of the Board of Commissioners).
      - Implementation of corporate orientation programs for the Board of Commissioners and/or Board of Directors.
   g. Acting as a liaison officer or contact person between the Company and stakeholders.
   h. Administering and recording the Company documents, including but not limited to the Shareholders Register, Special List and Minutes of Board of Directors Meetings, Board of Commissioners Meetings, and GMS.
   i. Conducting corporate communication activities in order to maintain and enhance the Company's corporate image, including implementing external event programs, providing corporate sponsorship and managing the Company's museums;
   j. Managing the function of preparing the Company's Annual Report, as well as the publication of Financial Statements and other important information/reports in print media, electronic media and the Company's Website to related parties/regulators in accordance with the prevailing laws and regulations.
   k. Organizing GMS and public expose.
   l. Carrying out other activities required for corporate action.
2. To increase knowledge and understanding in carrying out its duties, the Corporate Secretary shall attend education and/or trainings.

Communications

1. Managing the functions of policy development, implementation and evaluation of the Company's communication/publication strategy.
2. Manage brand image and brand positioning alongside the marketing communication unit.
3. Foster good relations with print and electronic media, institutions/agencies, and other external parties.
4. Manage the provision of communication materials related to the Company.
5. Manage the drafting and analysis of responses/answers/scripts, including responses/press conferences related to Company issues in the mass media in coordination with relevant units.
6. Manage the Company's Website and social media together with the service and marketing communication units.
7. . Managing the BRI Purwokerto Museum.

CSR and Community Development

1. Manage the mapping of target communities for CSR & Community Development programs.
2. Manage the implementation of CSR & Community Development programs.

Capital Market Governance and Public Affairs Management

1. Direct compliance related to regulations, capital markets, and others.
2. Manage Company secretarial, administrative, and documentation activities.
3. Manage stakeholder management.
4. Manage the administration and documentation of the Board of Directors.

Protocol and Internal Services of the Board of Commissioners, Directors and SEVP

1. Manage activities supporting the functions and activities of the Board of Commissioners, Directors, and SEVP.
2. Manage communication between the Board of Commissioners, Directors, SEVP, and internal and external parties of the Company.
3. Manage the provision of rights and facilities for the Board of Commissioners, Directors, and SEVP.
4. Manage the preparation and analysis of speech materials, papers, hearings, presentations, interviews, and other supporting materials for the Board of Commissioners, Directors, and SEVP.
5. Manage the scheduling activities of the Board of Commissioners, Directors, and SEVP.
6. Manage the implementation and evaluation of protocols and secretarial services for the Board of Commissioners, Directors, and SEVP.

Meeting

1. Ensuring the implementation of the Board of Directors Meeting periodically at least 1 (one) time every month.
2. Ensuring the implementation of the Board of Commissioners Meeting at least 1 (one) time in 2 (two) months.
3. Ensuring the implementation of the Board of Directors – Board of Commissioners Meetings periodically at least 1 (one) time in 4 (four) months.
4. Ensuring the Meeting is held in accordance with the Articles of Association, Guidelines and Rules of the Meeting and other stipulations.
5. Becoming a liaison for the Board of Commissioners, Board of Directors and SEVP in coordinating the agenda of routine and incidental meetings.
6. Ensuring the agenda of the Meeting requires decision making or matters that have a major impact on the welfare of the Company.
7. If necessary, reminding the Board of Commissioners and Board of Directors that each discussion meeting will be focused primarily on the implementation of their duties and responsibilities.
8. If necessary, reminding the Board of Commissioners and Board of Directors that the level of authority for matters delegated is correct and obeyed.
9. Ensuring the Minutes of Meeting are administered in accordance with the stipulations..

General Meeting of Shareholders (GMS)

1. Ensuring the implementation of the Annual GMS by the Board of Directors within the period of minimum 5 (five) months following the ended of fiscal year or implementing other GMS at any time as required for the interest of the Company.
2. Ensuring the series of convention and administration of the GMS are in accordance with prevailing stipulations.
3. Ensuring the appointment of the GMS Chairman prior to the GMS convention.
4. Ensuring the GMS activity has included the decision making in every agenda.
5. Coordinating with related independent parties (Notary and Share Registrar) for the efficiency of the GMS convention.
6. Coordinating with related divisions on the formulation and scenario in the GMS agenda.
7. Ensuring the GMS announcements and invitations have been implemented according to the Articles of Association and other rules.

Enhancement of Knowledge

1. Ensuring each member of the Board of Commissioners and Board of Directors receives an adequate introduction (orientation) program at the first opportunity and thereafter based on the needs. The objective of this program is to provide brief insights to each member of the Board of Commissioners and Board of Directors regarding the Company hence new members can immediately contribute to the Company. Particularly for new members of the Board of Commissioners, the induction program is determined by the President Commissioner and/or determined by the needs of members of the Board of Commissioners. Furthermore, for new members of the Board of Directors, the induction program is determined by the President Director and/ or determined by the needs of the members of the Board of Directors. If there is a condition that the President Commissioner and/ or President Director are new members, then the orientation program is determined by Vice President Commissioner or Vice President Director or 2 (two) Commissioners or 2 (two) Directors in accordance with the provisions of the President Commissioner and/or the substitute President Director according to applicable stipulations.
2. Minimum requirements for basic information or knowledge by the Corporate Secretary shall include:
   a. Internal information or knowledge, among others:
      - Articles of Association.
      - Duties, responsibilities and authorities of members of the Board of Commissioners and members of the Board of Directors.
      - Vision, Mission and objectives of the Company.
      - Strategic plan of the Company.
      - Financial performance of the Company.
      - Segmentation of the Company's business, products and services.
      - Bank risk management, risk profile, risk assessment and monitoring.
      - Company Organizational Structure.
      - Function of Internal and External Audit Units.
      - Other relevant information that can assist the duties and performance of members of the Board of Commissioners and members of the Board of Directors.
   b. External information or knowledge, including::
      - External developments covering political, economic, social and technological aspects, etc.
      - The Company's position among competitors, customers and other stakeholders.

- The role and relationship with government authorities in the monetary sector, as well as other authorized bodies.
- Relevant laws and regulations.
- Other external information relevant to the Board of Commissioners and Directors.

c. Preparation and distribution of documents during the induction/orientation period for newly appointed members of the Board of Commissioners and/or Directors, include:
- Guidelines and Work Rules of the Board of Commissioners and Board of Directors.
- Company Articles of Association and its amendments.
- Latest Annual Report.
- Management Contract and latest Company plan.
- Company Organizational Structure.
- Other documents, according to the request of the Board of Commissioners and Board of Directors.

3. Discussion on continuous self-development with the relevant Boards of Commissioners and Directors and preparing training programs plans with related business unit.
4. Compiling information on trainings, both conducted domestically and abroad, based on information and cooperation with related divisions.
5. Determining/providing recommendations on training programs according to the needs of the Board of Commissioners and Directors or at the request of the Board of Commissioners and Directors.
6. The Company orientation/induction program may take the form of presentations, meetings, visits and document studies or other programs deemed appropriate to the needs and requests of the Board of Commissioners and Directors.
7. The implementation of education/training follows the applicable educational requirements at BRI Corporate University.

Shareholders Registry and Ownership

1. The Corporate Secretary assists the Board of Directors in managing the Shareholders Registry and Special Share Ownership (Series A Dwiwarna),
2. The Corporate Secretary assists the Board of Commissioners and Directors in reporting shares ownership to the Financial Services Authority upon shares ownership, either directly or indirectly, in a public company ≥5% of the paid-up capital of the company.
3. The Corporate Secretary assists the Board of Commissioners and Directors in reporting shares ownership to the Financial Services Authority if there is a change in their ownership in a public company ≥0.5% (zero point five percent) of the company shares paid up, either in 1 (one) or multiple transactions.
4. The reports referred to in number 2) and number 3) must be submitted to the Financial Services Authority no later than 10 (ten) days after the ownership or change in ownership of the shares of the public company occurred.

Coordination of Annual Report Preparation

1. The Annual Reports include at least Financial Highlights Data, Board of Commissioners and Board of Directors Reports, Company Profile, Management Discussions and Analysis on the Company Performance, GCG, Financial Information and other information deemed relevant in accordance with the developments of prevailing laws and regulations. and the latest best practices.
2. The Annual Report is completed no later than the 4th (fourth) month after the end of the current financial year and not later than the shareholder's acceptance prior to the GMS.
3. Approval of the Annual Report is carried out at the GMS and shall be in one of the GMS agenda items.
4. The Corporate Secretary coordinates with related business unit in preparing the Annual Report).

Capital market

1. Following the developments in the capital market, particularly regarding the prevailing capital market regulations.
2. Providing input to the Board of Directors to comply with the stipulations related to the capital market and other related regulations.
3. As a contact person representing the Company to the Capital Market Financial Services Authority, the Indonesia Stock Exchange and Series A Dwiwarna Shareholders.

Other

1. Manage the implementation of risk management in the Corporate Secretary Division.
2. Preparing a Functional Work Plan (RKF) and Work Plan & Budget (RKA) in the Corporate Secretary Division.
3. Managing Human Capital, meeting the needs of plan of employees, improve competence and encourage performance so that the management of Human Capital runs according to the policies in force in the Corporate Secretary Division.
4. Providing documents/data/information related to audit implementation and realization of follow-up audits at the Corporate Secretary Division.
5. Preparing reports at the Division/Department level to comply with applicable regulations and the needs of other business unit or related agencies.
6. Managing logistics and secretarial affairs at the Division/ Department level, including the use of logistics and secretarial related costs in accordance with applicable regulations.
7. Managing the development of application platforms/systems in coordination with related divisions.
8. Improving policies/provisions related to the output (work results) of the Corporate Secretary Division and other Business Units (including among others: Service Level Agreement/SLA, Operational Procedure Book/BPO, etc.).
9. Coordinating and cooperating at the Division/Department level, as well as fostering good relations with other business unit, institutions or agencies or agencies or third parties, including, among other things, the procurement and implementation of Cooperation Agreements (PKS) related to the duties of the Corporate Secretary Division

Profile of Corporate Secretary

Agustya Hendy Bernadi

Corporate Secretary

Indonesian citizen, born in Bogor in 1979. Age 45 years as of December 2024. Domiciled in Jakarta, Indonesia

EDUCATION BACKGROUND

- Bachelor of Agricultural Economics, Bogor Agricultural University, Bogor (2001)
- Master of Strategic Management, Bogor Agricultural University, Bogor (2009)
- Master of Business Administration, University of Florida, United States (2012)

CERTIFICATION

Risk Management Certification Level 5

WORK EXPERIENCE

- Manager, Investor Relations Desk, Head Office (01-10-2012 to 28-02-2015)
- Head of Financial Institution Banks & Overseas Business Unit Management, International Business Division, Head Office (01-03-2015 to 30-06-2018)
- Deputy General Manager/Operations Manager, BRI New York Agency (01-07-2018 to 08-05-2022)
- Department Head International Business Division, Head Office (09/05/2022 to 31-7-2023)
- Division Head Corporate Secretary, Head Office (1-8-2023 to present)

LEGAL BASIS FOR APPOINTMENT

Served as BRI Corporate Secretary since August 1, 2023 based on Board of Directors Decree No. 1613-DIR/HCB/08/2023 dated August 1, 2023. The appointment of the new BRI Corporate Secretary has been reported to the OJK and published through the BRI website and the Indonesia Stock Exchange.

Corporate Secretary Competency Development Program

Types of Training and Development Materials Competence/Training	Time and place Implementation	Organizer
Risk Management - Regulatory Risk Assessment - Refreshment Risk Management Certification Competency Level 5	Jakarta, February 5 – 12, 2024	BRI Corporate University and LSP LSPP
Risk Management - Regulatory Risk Assessment - Help-Session Risk Management Certification Competency Level 5	Online, February 15 – 16, 2024	BRI Corporate University and LSP LSPP
Cascading Clinic	Jakarta, May 3, 2024	BRI Corporate University
From Silos To Sinergy: Communication Strategies to Elevate Corporate Reputation	Jakarta, October 2 – December 27, 2024	BRI Corporate University
Digital transformation strategy	London, UK, November 18 – 22, 2024	Imperial College Business School

Implementation of Duties of the Corporate Secretary in 2024

Relationship With Mass Media

Month	Printed	Online	TV	Total	Quarter
January	308	13.443	9	13.760	
February	306	15.866	25	16.197	51.415
March	254	21.141	63	21.458	
April	1.052	18.596	178	19.826	
May	958	17.467	159	18.584	55.218
June	764	15.938	106	16.808	

Month	Printed	Online	TV	Total	Quarter
July	882	16.842	140	17.864	
August	994	22.236	178	23.408	61.733
September	721	19.564	176	20.461	
October	854	24.110	146	25.110	
November	865	25.897	167	26.929	77.646
December	929	24.444	234	25.607	
Grand Total	**8.887**	**235.544**	**1.581**	**246.012**	

The implementation of corporate communication is carried out by involving various media as strategic partners including print media, TV, and online. Communication is carried out through the issuance of press releases which during 2024 have reached 479 press releases by the Company, with a total absorption by the media of 246,012 news reports in all media. With this number, BRI has contributed a 47,85 percent share of voice in positive news within the banking industry.

MSMEs are still the main news theme for BRI. MSMEs as BRI's business focus have a key role in developing the national economy which directly drives BRI's performance growth. For this reason, the narrative in the BRI release places more emphasis on empowering MSMEs and the people's economy. Apart from that, publications regarding BRI's financial performance, CSR activities, shares and achievements are also BRI's main news themes to improve its positive image in the eyes of the public and also as an information reference for investors.

BRI has been the main sponsor of the top-tier Indonesian football league, BRI Liga 1, for the past four years. As the most popular sport in Indonesia, this sponsorship has significantly contributed to BRI's media exposure. By the end of December 2024, a total of 51,703 news articles about BRI Liga 1 were published across print, TV, and online platforms.

Apart from that, the Corporate Secretary also carries out routine monitoring of activities on social media to maintain and improve BRI's positive image. BRI's positive image is built through pillar content regarding corporate values & achievements, work at BRI, and financial management which is packaged with attractive treatment that is suitable for social media users. So in the fourth quarter BRI's positive image on social media reached 96.26 percent.

The Corporate Secretary, as the supervisor of the BRI Information & Documentation Management Officer (PPID), coordinates public information services. Throughout 2024, the BRI PPID received 28 public information requests, all of which were fulfilled in compliance with applicable regulations. BRI's excellent public information management earned it the "Top Informative BUMN" title in the 2023 Public Information Disclosure Monitoring and Evaluation (Monev) by the Central Information Commission, with a score of 98.89, making it the only BUMN to receive the National Best Public Body 'Arkaya Wiwarta Prajanugraha' award.

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The Corporate Secretary also acts as a spokesperson to answer various questions from journalists, accompanies the BRI Board of Directors in interviews with the media, organizes press conferences to improve the company's image, and monitors and clarifies negative news or issues that could reduce BRI Bank's reputation.

Additionally, the Corporate Secretary organized the BRI Fellowship Journalism 2024 program, providing master's scholarships for journalists at public universities in Indonesia. Through this program, BRI facilitated the publication of 2,784 articles and awarded scholarships to 50 journalists from across Indonesia and various platforms.

Organizing GMS

During 2023, the Company has held 1 (one) GMS on March 1, 2024 as reported in the GMS sub-chapter in the Corporate Governance Chapter in this Annual Report.

Transparency in Submission of Reports and Openness of Information

During 2024, the Corporate Secretary has carried out information disclosure reports, routine reports, incidental reports and/or data requests by regulators. Reporting details have been submitted in the Sub-Chapter Transparency of Report Submission in the Corporate Governance Chapter in this Annual Report.

Internal Audit Business Unit

SUMMARY OF INTERNAL AUDIT UNIT PERFORMANCE

Achievements of the Internal Audit Unit (SKAI) in 2024 included:

1. Review of SKAI's Effectiveness and Strategy to enhance assurance and advisory activities through the development of internal audit methodologies, Quality Assurance & Improvement Program (QAIP) maturity, and data analytics maturity assessment.
2. Benchmark SKAI
   Benchmarking activities with nine companies to enhance BRI's Internal Audit Unit.
3. ISO 9001:2015 Implementation
   BRI's Quality Management System has achieved ISO 9001:2015 certification for audit execution, with regular assessments conducted annually.
4. Emerging Risk Data Development
   Developing data from new or previously unknown risk sources.
5. Development of Periodic Monitoring Dashboard
   Comprehensive filtering features and additional visualizations of key data such as anomaly counts, ranking of anomalies, average score levels, and potential impact ranking.
6. BRI System Management Audit (BRISMA)
   BRI System Management Audit (BRISMA) is a suite application in the field of audit management that facilitates the establishment of audit standards across all phases of the internal audit process at BRI, from planning to monitoring. The BRISMA application is web-based and accessible online. Additionally, integration has been carried out with the BRISTARS application, and further integration is planned with PDE, FRD, and Monber.
7. Implementation of internal control over financial reporting (ICOFR)
   Development of the ICOFR methodology and its implementation to ensure that financial statements are prepared in accordance with applicable accounting principles or financial reporting standards.
8. Strengthening synergy between the 2nd and 3rd lines
   Regular communication is conducted with the 2nd line both online and offline through GRC (Governance, Risk Management, and Compliance) forums, sharing Early Warning System tools, and periodic monitoring as a strategy to improve organizational governance, corporate risk management, and regulatory compliance.
9. Integrated SKAI
   BRI SKAI is responsible for improving the quality of SKAI within Financial Conglomerate Members, as reflected in the maturity scores of each SKAI member. Development programs supporting Integrated SKAI include:
   a. Annual Audit Planning
   b. Individual and Thematic Audits.
   c. Monitoring offsite financial performance and performance of SKAI members within BRI's Financial Conglomerate.
   d. Secondment Program.
   e. Lateral Joiner Education and Auditor Certification for SKAI members of BRI Financial Conglomerate.
   f. Assignment of BRI SKAI Auditors to SKAI members of the Financial Conglomerate.
   g. Benchmarking SKAI members of the Financial Conglomerate with BRI SKAI.
   h. Quality Assurance & Improvement Program (QAIP).
   i. Updating policies and procedures for managing Integrated Internal Audit within BRI's Financial Conglomerate.
   j. Maturity Assessment of SKAI members within BRI's Financial Conglomerate.
   k. Audit Management System Application (BRISMA 2.1)

The 2025 SKAI strategy aims to enhance the assurance and advisory function in supporting the achievement of corporate goals while addressing stakeholder expectations. SKAI BRI aspires to "Building Stakeholder Trust Through Developed Expertise and Established Credibility," with the 2025 annual theme being "Trusted Assurance Provider," reflected in the following aspects:

1. Process, the focus is on enhancing assurance and advisory functions, including the development of testing methodologies for Internal Control over Financial Reporting (ICOFR) and the adoption of agile assessment and agile audit approaches, continuous auditing, and root cause analysis. Additionally, SKAI BRI is committed to improving the quality of internal audit practices in compliance with applicable standards through the implementation of a Quality Assurance & Improvement Program (QAIP). In 2024, The Institute of Internal Auditors (IIA) issued the Global Internal Audit Standard, which will take effect in 2025, ensuring that SKAI BRI aligns its internal audit processes with the latest global standards.
2. Technology, th focus is on the continuous development of audit management systems and data analytics, aiming not only to digitalize internal audit processes but also to integrate them with BRI's internal systems and applications. This integration will enable the generation of valuable insights to support strategic decision-making. Additionally, SKAI BRI will promote the implementation of Continuous Auditing & Continuous Monitoring to enhance real-time oversight of operational units through technology utilization.

3. People, the strategy emphasizes human capital development in collaboration with the Human Capital Directorate, including the establishment of an audit competency framework, conducting training and certification needs analyses, competency profiling for Internal Auditors, developing a learning catalog, and monitoring and evaluating training and certification programs to ensure alignment with auditors' assigned responsibilities.
4. Organization, as technology, data analytics, and advisory functions play an increasingly critical role in internal audit, along with the growing need for continuous testing of internal controls over financial reporting and rising stakeholder expectations, SKAI BRI will undertake organizational adjustments and transformations. These changes are aimed at enhancing the effectiveness and efficiency of internal audit activities, ensuring that SKAI BRI remains a trusted and strategic assurance provider.

To achieve its vision of becoming a "Strategic Business Partner" in line with BRI's goals and setting the benchmark for best practices in Indonesia's internal audit sector, SKAI BRI must anticipate several challenges:

1. Optimization of data analytics to detect fraud incidents or internal control weaknesses at an early stage.
2. Meeting workforce requirements as per business needs.
3. Mapping Internal Auditor competency profiles according to standards.
4. Fulfilling competency gaps in Internal Auditors based on relevant and current business and technology developments..
5. Availability of audit tools supporting methodology and audit strategies..
6. Enhancing and refining audit management systems and technologies to improve audit effectiveness and efficiency.
7. Enabling audit activities to be more agile in response to business and organizational dynamics, in addition to focusing on the annual audit plan (PAT) set at the beginning of the year.
8. Implementing advisory activities in line with standards to provide value-added services.
9. Improving offsite monitoring activities based on data analytics and branch analytics..
10. Ensuring organizational adaptability to current developments..
11. Implementing the Global Internal Audit Standard 2024..
12. Ensuring financial reporting integrity and transparency in accordance with OJK Regulation.15 of 2024 and the Ministry of SOEs Letter SK-5/DKU.MBU/11/2024.

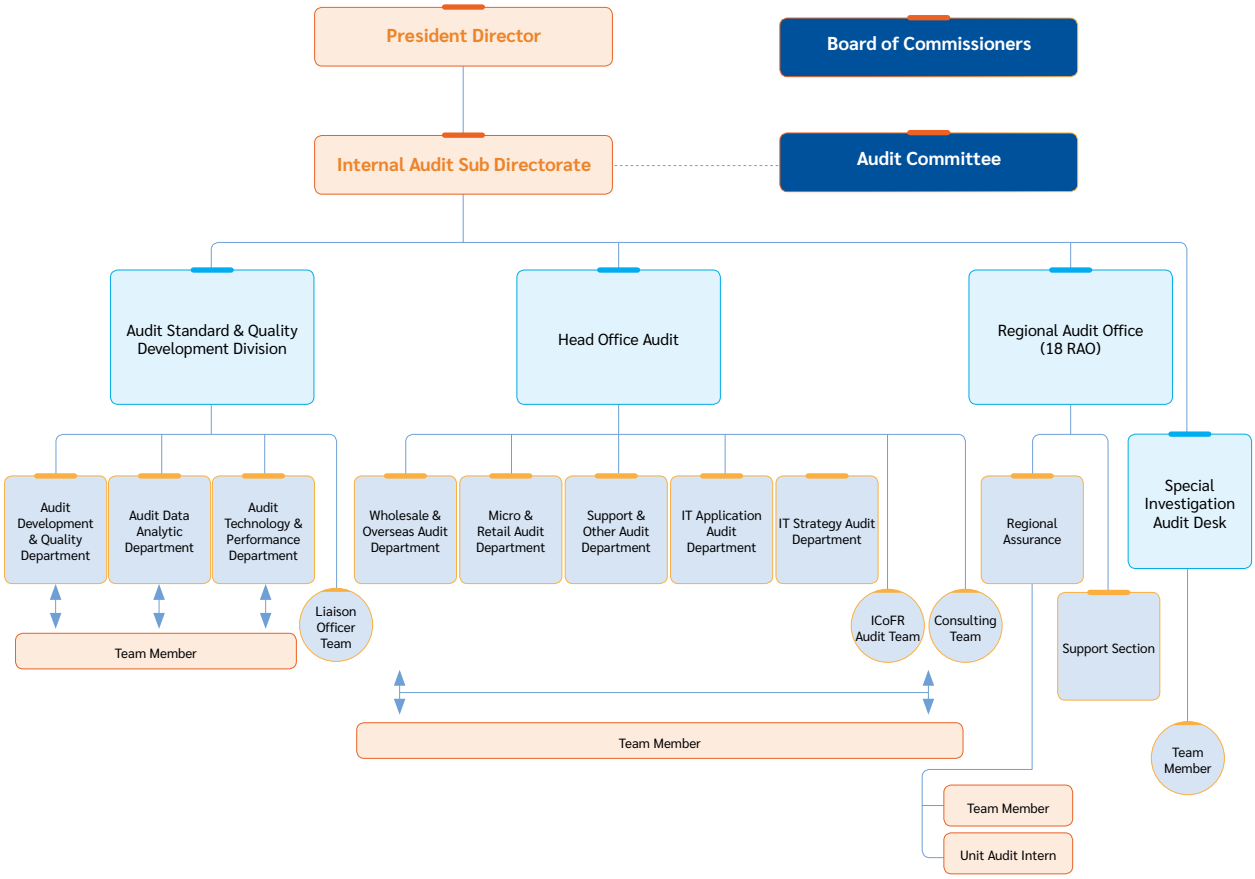
Legal References

1. OJK Regulation No. 55/POJK.03/2016 dated December 7, 2016, concerning the Implementation of Governance for Commercial Banks.
2. OJK Regulation No. 1/POJK.03/2019 dated January 29, 2019, concerning the Implementation of Internal Audit Functions in Commercial Banks
3. OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014, concerning the Implementation of Integrated Governance for Financial Conglomerates.
4. OJK Regulation No. 38/POJK.03/2016 dated December 1, 2016, concerning the Implementation of Risk Management in the Use of Information Technology by Commercial Banks.
5. OJK Regulation Circular No. 35/SEOJK.03/2017 dated July 7, 2017, concerning Standard Guidelines for Internal Control Systems in Commercial Banks.
6. OJK Regulation Circular No. 15/POJK.24/2024 dated October 2, 2024, concerning the Integrity of Bank Financial Reporting.
7. Minister of State-Owned Enterprises Regulation No. PER-5/MBU/09/2022 dated September 1, 2022, concerning the Implementation of Risk Management in State-Owned Enterprises.
8. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 3, 2023, concerning Governance Guidelines and Significant Corporate Activities for State-Owned Enterprises.
9. Minister of State-Owned Enterprises Regulation No. SK-5/DKU.MBU/11/2024 dated November 11, 2024, concerning Technical Guidelines for Internal Control over Financial Reporting (ICOFR) in State-Owned Enterprises.

As part of the implementation of Good Corporate Governance, BRI's Internal Audit Unit (SKAI) has a very important role to support strategic business objectives through effective assurance and advisory activities in accordance with the company's direction and strategy. The effective implementation of SKAI functions can provide assurance to the company regarding the quality and effectiveness of the internal control system, risk management and governance system to protect the organization and the company's reputation. In order to support the company's aspirations as The Most Valuable Banking Group in South East Asia and Champion of Financial Inclusion in 2025, BRI's SKAI implements a more agile audit approach in order to improve performance, quality, and meet stakeholder expectations. In carrying out its roles and functions, SKAI is supported by an independent organizational structure, adequate number and competence of Auditors, development of agile audit methodologies and tools. SKAI also continues to improve synergy with 1st line and 2nd line functions through regular and effective coordination, collaboration and communication in order to improve the effectiveness of risk management, control and good corporate governance.

Organization Structure of Internal Audit Unit

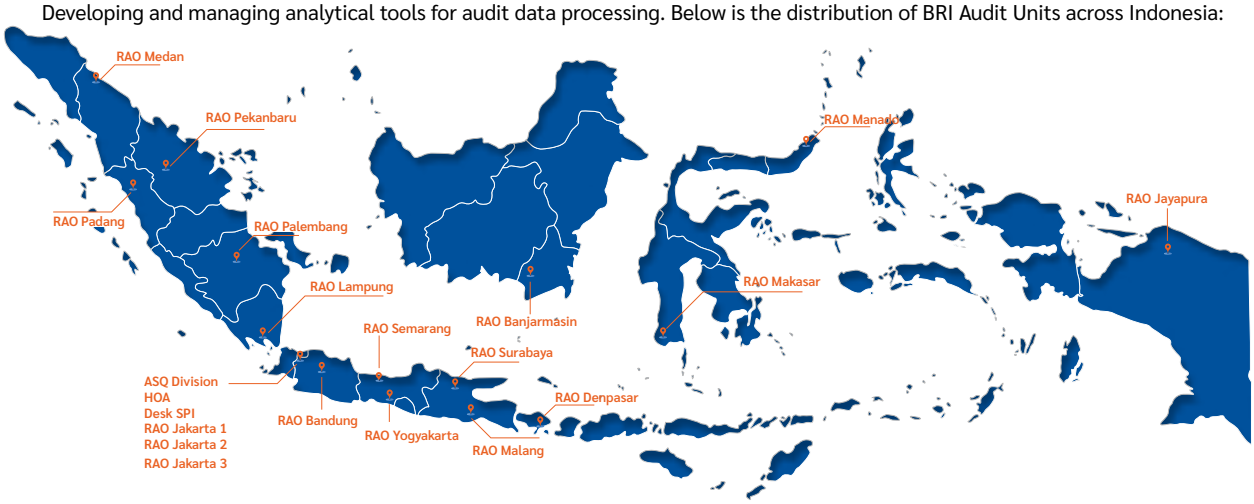
In carrying out its roles and functions, SKAI is supported by an independent organizational structure and an adequate number and competence of Auditors. SKAI BRI is led by SEVP SKAI who is under the President Director and has a line of communication with the Board of Commissioners through the Audit Committee. SEVP SKAI oversees the Audit Standard & Quality Development Division; Head Office Audit; Special Investigation Desk and 18 (eighteen) Regional Audit Offices. The following is the SKAI Organizational Structure.



The Internal Audit Business Unit structurally consists of Business Units that carry out audit activities and business units that carry out the development of Audit Standards and Quality as follows:

1. Business Unit that carries out audit activities:
   a. Regional Audit Office (RAO)
      The Regional Audit Office (RAO) is responsible for conducting audit activities and providing advisory services as a strategic business partner. Its audit scope includes Regional Offices, Special Branch Offices, Branch Offices, Priority Service Centers, Sub-Branch Offices, Cash Offices, and BRI Units within its designated area. Currently, BRI operates 18 Regional Audit Offices, each aligned with 18 Regional Offices. The strategic co-location of RAOs with Regional Offices enhances the effectiveness and efficiency of SKAI's assurance and advisory functions, considering BRI's decentralized business structure, governance, and asset management responsibilities.
   b. Head Office Audit (HOA)
      The Head Office Audit (HOA) oversees assurance and advisory functions as a strategic business partner, covering audits of Head Office units, Overseas Units, and BRI Subsidiaries. Additionally, HOA reviews key regulatory compliance aspects, including Anti-Fraud Strategy Implementation, Risk Management Practices, Risk-Weighted Assets (RWA) for Operational Risk.
   c. Desk Special Audit Investigation (Desk SPI)
      The Desk Special Audit Investigation (Desk SPI) is responsible for investigating suspected fraud cases and handling complaints from the Whistleblowing System, with full authority to audit all BRI business units. Desk SPI operates as a dedicated investigative unit and reports directly to the SEVP of the Internal Audit Unit.

2. The Audit Standards & Quality Development Division (ASQ Division) is responsible for defining the vision, mission, and strategic direction of BRI's Internal Audit Directorate, conducting audit quality evaluations through internal reviews by the Internal Audit Directorate, independent assessments, and internal quality assurance of BRI subsidiaries' Internal Audit functions, developing and enhancing audit-related software and hardware to support audit execution, analyzing audit results and preparing audit reports, Developing and managing analytical tools for audit data processing. Below is the distribution of BRI Audit Units across Indonesia:



Position of the Intern Audit Unit in the Organizational Structure

Structurally, BRI IAU is directly responsible to the Main Director and has a line of communication with the Board of Commissioners through the Audit Committee, so that it can support the implementation of independent and objective audit and consulting activities. The IAU organization is led by the SEVP Internal Audit Business Unit.

Appointment and Termination of SEVP Internal Audit Unit

The SEVP Internal Audit Unit is appointed and terminated by the President Director following the approval of the Board of Commissioners by taking into account the recommendations of the Audit Committee. The appointment of SEVP IAU has been reported to the Financial Services Authority.

Profile of the Head of Internal Audit Unit

Yulianto Setiawan

SEVP Internal Audit Unit (SKAI)

Indonesian citizen, born in Kudus in 1978. Age 46 years as of December 2024. Domiciled in South Jakarta

EDUCATION BACKGROUND

- Bachelor of Economics, Islamic University of Indonesia, Yogyakarta (2000).
- Master of Commerce, The University of Queensland, Australia (2006).

CERTIFICATION

- Certified Qualified Internal Auditor (QIA)
- Level 6 Risk Management Certification

WORK EXPERIENCE

- CFO of PT BRI Ventura Investama (March 2019 - November 2019)
- Acting Head of Corporate Transformation Division (2019-2020)
- Head of Corporate Transformation Division (June 2020 - December 2020)
- Executive Vice President of Change Management Division (January 2021 - April 2021)
- Division Head of Financial & Management Accounting Division (2021 - 2024)
- Internal Audit Head of Head Office Audit Division (June 2024 - November 2024)
- SEVP of Internal Audit Unit (SKAI) (2024 – present)

LEGAL BASIS FOR APPOINTMENT

Board of Directors Decree of BRI NOKEP: 4221-DIR/HBS/11/2024 Regarding Promotion as Head of Internal Audit Unit / Senior Executive Vice President of the Internal Audit Sub-Directorate PT Bank Rakyat Indonesia (Persero) Tbk

Ronald Setiadi

Temporary Replacement of Division Head of Audit Standard & Quality Development

Indonesian citizen, born in Jakarta in 1981. Age 43 years as of December 2024. Domiciled in North Jakarta

EDUCATION BACKGROUND

- Bachelor of Computer Science from Bina Nusantara University, Jakarta (2003)
- Master of Management from Bina Nusantara University, Jakarta (2024)

CERTIFICATION

- Certified Qualified Internal Auditor (QIA)
- Certified Forensic Auditor (CFrA)
- Business Continuity Certified Planner (BCCP)
- Certified Fraud Examiner (CFE)
- Certified Information System Auditor (CISA)
- Certified Bank Internal Auditor (CBIA)
- Certified Data Center Professional (CDCP)
- Certified Data Center Specialist (CDCS)
- Certified Statement Analysis (CSA)
- Risk Management Certification Level 5

WORK EXPERIENCE

- Information Technology Internal Audit Auditor (November 2004 – March 2016)
- Group Head Group Internal Audit Information Technology (April 2016 – August 2021)
- Department Head Audit Standard & Quality Development Division (September 2024 – present)

LEGAL BASIS FOR APPOINTMENT

BRI Board of Directors Decree NOKEP: S.359.e-DIR/HCB/08/2024 Dated August 13, 2024

Muhammad Antariksa

Temporary Replacement of Head Office Audit

Indonesian citizen, born in Jakarta in 1971. Age 53 years as of December 2024. Domiciled in Depok

EDUCATION BACKGROUND

Bachelor Degree in Computer Engineering, Guna Darma University, Jakarta (1995)

CERTIFICATION

- Certified Information Systems Auditor (CISA)
- Certified Bank Internal Audit (CBIA)
- Risk Management Certification Level 3

WORK EXPERIENCE

- Auditor in Information Technology Internal Audit (June 2003 – February 2013)
- Group Head of TSI Strategy & Development Audit Group (August 2017 – December 2019)
- Department Head IT Application Audit Head Office Audit (January 2020 – present)

LEGAL BASIS FOR APPOINTMENT

S.13.e-DIR/HBS/12/2024 Date 16 December 2024 effective from 1 December 2024

Internal Audit Charter

SKAI has an Internal Audit Charter, established under the Joint Decree of the Board of Commissioners and the Board of Directors of BRI No. KU.02-DIR/ASQ/12/2022. The charter has been updated to align with OJK Regulation No. 1/POJK.03/2019, dated January 29, 2019, regarding the Implementation of Internal Audit Functions in Commercial Banks. Additionally, it adheres to the International Standards for the Professional Practice of Internal Auditing (ISPPIA) issued by The Institute of Internal Auditors (IIA).

BRI Internal Audit Charter is a guideline for the implementation of internal audit functions for the implementation of audits carried out by the Internal Audit Unit (SKAI), initiation of SKAI communication with auditees, examination of bank activities and SKAI's authority to access records, documents, and physical assets of the bank, including information management systems and minutes of management meetings. In terms of SKAI functions integrated in financial conglomerates, SKAI has an Integrated Internal Audit Charter for Financial Conglomerates as a guideline for the implementation of integrated internal audits that must be adhered to by all SKAI LJK in Financial Conglomerates.

Duties and Responsibilities of the Internal Audit Unit

1. Assisting the duties of the President Director and the Board of Commissioners in oversight by describing operationally both the planning, implementation and monitoring of audit results.
2. Make independent, objective and professional analysis and assessments on finance, accounting, operations, and other activities through audits at all levels of BRI Business Units, and conduct special examinations if necessary.
3. Identify all possibilities to improve and enhance the efficient use of resources and funds.
4. Provide suggestions for improvements and objective information on the activities examined at all levels of management.
5. Prepare standards for the implementation of internal audit functions that at least cover the matters stipulated in the Internal Audit Professional Standards as a guide for Internal Auditors in carrying out their duties.
6. Become a Liaison Officer for BRI external parties in relation to the audit function.

Responsibilities of the Head of Internal Audit Business Unit

1. Ensuring the implementation of the internal audit function in accordance with the Internal Audit Professional Standards and the Internal Audit Code of Ethics.
2. Selecting competent human resources according to the needs in carrying out Internal Audit Business Unit‘s duties.
3. Ensuring that the internal audit function was supported by adequate audit resources, methodologies, tools and techniques.
4. Ensuring compliance with internal audit policies and procedures, unless these policies and procedures conflicted with the Internal Audit Charter. Any conflicts that exist would be resolved or communicated to the President Director and the Audit Committee.
5. Ensuring all assurance and consulting activities carried out in accordance with the Professional Standards for Internal Auditing.
6. Preparing measures for assessing the success of performance and achieving the objectives of the Internal Audit Business Unit.
7. Ensuring that the principles of integrity, objectivity, confidentiality and competence had been implemented and upheld.
8. Ensuring Internal Audit Business Unit The Internal Audit Business Unit members to take part in continuous professional development and other training in accordance with the development of complexity and the Bank’s business activities.
9. Prepare an annual audit plan along with the preparation of an annual plan and budget allocation for the implementation of the internal audit function.
10. Communicate to the President Director, Board of Commissioners, and Audit Committee on any significant temporary changes in the Annual Audit Plan.
11. Ensure that the implementation of internal audits is in accordance with the internal audit plan, including the determination of objectives and scope, appropriate assignments and adequate supervision, documentation of work programs and test results, and communication related to assignment results complete with conclusions and recommendations to related parties.
12. Reporting significant findings to the Board of Directors for immediate corrective action.
13. Monitoring corrective actions on significant findings.
14. Reporting the monitoring results of follow-up improvements on significant findings to the Board of Directors and the Board of Commissioners, with a copy to the Audit Committee and the Director in charge of the compliance function periodically.
15. In the event that there was use of external party services for internal audit activities, Internal Audit Business Unit ensured that:
    a. Transfer of knowledge was organized between external parties to members of the Internal Audit Unit considering the temporary use of external party expert services.
    b. The use of external party services did not affect the independence and objectivity of the Internal Audit Business Unit function.

16. Internal Audit Unit BRI as Internal Audit Business Unit holding company:
    a. Determine the strategy for implementing the internal audit of the subsidiary company
    b. Formulate internal audit principles that included audit methodology and steps for implementing quality control.
    c. Ensure that the internal audit function in Subsidiaries run effectively.
    d. Conduct audits in accordance with the internal audit plan, including objectives and scope, proper assignment and adequate supervision, documentation of work programs and test results as well as communication of assignment results accompanied by conclusions and recommendations of related parties.
17. Ensure that in the event that there was a request for an expert witness from the Internal Audit Business Unit ranks, the Internal Audit Unit can assign a specific Auditor to act as an expert witness by taking into account competence, knowledge, expertise and experience in accordance with the case at hand.
18. Ensure that if there was a request for audit documents by an external party (related to litigation), coordination was made with the Legal Division or Legal Officer.
19. Prepare and review the internal audit charter periodically.
20. The Head of The Internal Audit Business Unit obtains a written and transparent work assessment from the President Director and Audit Committee.
21. In carrying out the duties and responsibilities, the Head of The Internal Audit Business Unit must have adequate competence and ability to lead an independent and effective internal audit function as required by the regulator.

Authority of the Internal Audit Business Unit

The Internal Audit Business Unit has the least authority:

1. Access all information in full, free and unlimited about BRI's records, information, workers, funds and assets, locations/areas and other resources related to the duties and functions of Internal Audit Business Unit, including to subsidiaries/affiliates/financial service institutions owned BRI, relating to the implementation of audits and consulting.
2. Conduct verification, interviews, confirmations and other inspection techniques to customers or other parties related to the implementation of audits and consultations.
3. Communicate directly with the Board of Directors, Board of Commissioners and the Audit Committee.
4. Hold regular and incidental meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee.
5. Participate in strategic meetings without voting rights, such as Board of Directors Meetings, ALCO Meetings, Risk Management Committee Meetings, and others.
6. Coordinate activities with external auditors related to external auditor inspection activities.
7. Allocate resources, set frequencies, determine scope of work, and apply techniques needed to achieve audit objectives.
8. Get help from other business unit or use external party services (such as advisory services) in conducting audits if necessary.

Composition of Internal Audit Unit Personnel

The IAU is committed to continue developing the quality, knowledge, skills and competencies of the Auditors through continuous professional development. The following is the data on the number of The Internal Audit Business Unit Auditors.

No	Position	Total
1	SEVP	1
2	Division Head ASQ	1
3	Internal Audit Head, HOA	1
4	Regional Chief Audit	18
5	Head Desk SPI	1
6	Department Head	5

No	Position	Total
7	Regional Audit Head	16
8	Team Member	628
9	Support Section	43
10	Unit Auditor Intern	1,021
Total		**1,735**

Professional Certification of Internal Audit Unit Personnel

To ensure the implementation of quality audit assignments, BRI IAU is supported by professional audit staff, which among them have attained the national and international certificates, as follows:

International Certification

No	Certification Name	Total
1	Certified Fraud Examiner (CFE)	15
2	Certified Information System Auditor (CISA)	13
3	Computer Hacking Forensic Investigator (CHFI)	4
4	Certified Ethical Hacker (CEH)	4
5	Certified Data Center Professional (CDCP)	1
6	Certified Financial Planer (CFP)	1
7	COBIT 5 Foundation Certificate (COBIT 5)	2
8	Lead Auditor ISO 9001:2015 IRCA Approved	2
9	Lead Auditor ISO 37001:2016	4
10	Lead Auditor ISO 27001:2013 and ISO 19011:2011	3
11	Certified Data Center Specialist (CDCS)	1
12	Business Continuity Certified Planner (BCCP)	1
Total		**51**

National Certification

No	Certification Name	Total
1	Certified Qualified Internal Auditor (QIA)	69
2	Certified Bank Internal Audit (CBIA)	35
3	Certified Forensic Auditor (CFrA)	13
4	Certified Statement Analysis (CSA)	2
5	Big Data Administrator (BIG DATA)	4
6	Compliance	2
7	Certified Governance Risk and Compliance Professional (CGRCP)	2
8	Certified Risk Management Professional (CRMP)	1
9	Certified Audit Forensic (CFA)	1
10	Certified in Risk and Information Systems Control (CRISC)	2
11	Certified Wealth Management (CWM)	8
12	Certified Procurement Strategic (CPST)	1
13	General Banking 1	197
14	Job Training and Assessor Certification	16
15	LSP BRI Banking Compliance Certification (Compliance & Anti Money Laundering Officer)	32
16	BRI LSP Credit Banking Certification (RM Credit Risk Restructuring and Recovery)	8
17	BRI LSP Credit Banking Certification (Senior Credit Officer)	1
18	UAI Level BRI LSP Certification	2
19	Risk Management Level 1	38
20	Risk Management Level 2	9
21	Risk Management Level 3	1
22	Risk Management Level 4	199
23	Risk Management Level 5	45
24	Risk Management Level 6	5
25	BRI LSP Certification Manager Level	2
26	BRI LSP Certification Supervisor Level	45
27	BRI LSP Certification Auditor Level	526
28	Certified IRCA (International Register of Certificated Auditors)	1
29	Certified Professional Coach (CPC)	4
30	Project Management Professional (PMP)	1
31	Professional Scrum Master™ 1 Certifications	1
32	DevOps Foundation Certified	6
33	Basic Certification of Financing - Managerial	2
34	Certified Internal Audit Executive (CIAE)	1
35	Certification in Audit Committee Practices (CACP)	1
36	Subject Matter Expert (SME)	3
	TOTAL	**1,286**

The Internal Audit Business Unit Formal Educational Qualifications

No	Education	Total
1	S1	1,529
2	S2	107
3	Other	99
TOTAL		**1,735**

Competency Development Program for Internal Audit Unit

In addition, continuing education is carried out through on job training, development and enhancement education (Inclass, In House Training, Public Courses and Seminars) and Auditor professional certification. The education provided to students with the following details:

No	Name of Educational Activity	Number of Participants
1	**Soft Competency :** BRILian Leader Development Program (BLDP)	88
2	**Hard Competency :** a. IHT Special Request b. Public Course Dalam Negeri c. Public Course Luar Negeri d. Brilian Specialist Development Program (BSDP 0, 1, 2, 3)	5.073
TOTAL		**5.161**

Participation in The Internal Audit Professional Association

To advance the insight and professional competence of internal audit, ISU has participated in the internal audit professional association, one of which is the participation of IAU BRI in external organizations, such as:

Name of Activity/Organization	Position
Ikatan Auditor Internal Bank (IAIB)	Deputy Secretary-General for Training, Education & Development; Communication; Certification & Ethics; Research & Development; Membership
Association of Certified Fraud Examiners (ACFE)	Deputy Director of Public Relations & Publication
Asosiasi Forensik Digital Indonesia (AFDI)	Executive Member for Partnerships

Certification of Internal Audit Unit

The Internal Audit Unit successfully completed the ISO 9001:2015 Quality Management System recertification by SGS Indonesia on July 15, 2024, with no Major or Minor findings. As a result, SKAI BRI has maintained its ISO 9001:2015 certification, which remains valid until December 2026. This marks 24 consecutive years of ISO certification since SKAI BRI first obtained ISO 9001:2000 certification in 2002. The certification applies to all SKAI units, including the Audit Standard & Quality Development Division, Head Office Audit, Desk Special Investigation Audit, and 18 Regional Audit Office. This achievement reflects SKAI BRI's commitment to implementing a robust quality management system in all audit activities, reinforcing its vision to be a reliable strategic business partner in supporting BRI's corporate vision and serving as a benchmark for best practices among Internal Audit Units in Indonesia.

Auditor's Code of Ethics

BRI SKAI has a code of ethics in the form of basic principles of personal and professional behavior that must be adhered to by Internal Auditors both individually and in groups in carrying out audit activities to improve the ethical culture in the Internal Audit Profession. The BRI Auditor Code of Ethics consists of 4 (four) principles, namely:

1. Integrity
   Honest, building trust which is the basis of professional internal auditors in implementing duties and responsibilities.
2. Objectivity
   Objectivity principle Internal Auditors conduct a balanced assessment of all matters that are relevant and are not unduly affected by personal interests or other parties in giving consideration; Auditor Internal shall practice objective behavior in collecting, evaluating and communicating information on the activities/ processes being tested.
3. Confidentiality
   Respect the value and ownership of information received and do not disclose that information without legal authority, except as required by law or profession.
4. Competence
   Applying knowledge, skills, and experience required in providing internal audit services.

Internal Auditors demonstrate their commitment to the Code of Ethics by signing the Internal Audit Code of Ethics Declaration, which is renewed annually. This process serves as a reminder for every auditor to uphold and comply with the ethical standards required in their profession. The execution of audit activities requires auditor professionalism, which includes :

1. Possessing the knowledge, skills, and competencies necessary for conducting comprehensive internal audits, both individually and collectively, aligned with the bank's business developments and complexity..
2. Applying knowledge, skills, and competencies professionally and skeptically in fulfilling responsibilities, considering the needs of the audited area or consultancy services provided, as well as factors such as work scope, complexity, materiality, significance, adequacy, and the effectiveness of governance, risk management, and internal control processes.
3. Demonstrating proficiency in verbal and written communication for effective interactions.
4. Continuously enhancing knowledge, skills, and other competencies through professional development.
5. Having the ability to gather and analyze information, examine and evaluate audit evidence, and effectively communicate with stakeholders.
6. Adhering to professional internal audit standards at all times.

Independence of SKAI BRI

As the third line of defense, SKAI BRI maintains structural independence from the first line (Operational Units) and second line (Risk Management and Compliance Divisions). SKAI BRI operates under the direct supervision of the President Director and maintains a communication line with the Board of Commissioners (specifically with the Audit Committee). This structure ensures the independence and objectivity of audit execution and reporting, allowing SKAI to present its insights and opinions without influence or pressure from management or other parties related to BRI. SKAI BRI maintains regular communication with the Audit Committee, including coordination meetings and routine reporting of audit results. Additionally, to preserve the objectivity of Internal Auditors, periodic rotation of audit assignments is implemented.

Audit Information Management System

The Internal Audit Business Unit has an adequate Audit Information Management System known as the BRI Audit Management System (BRISMA). BRISMA is a suite of applications in the field of Audit Management that facilitates the establishment of audit standards at all stages of the internal audit process at BRI starting from the planning, implementation, documentation to monitoring stages.

Audit Methodologies

The Internal Audit Unit applies the risk based audit (RBA) method in carrying out the audit function by focusing on highrisk areas. The determination of universe audit is carried out by taking into account the company's objectives, risks evaluation that potentially may hamper the achievement of Company objectives and ensuring the existing internal control system can mitigate

risks. With this methodology, the audit implementation is focused on areas with high risk potential that can affect the Company's goals achievement. To support the efficiency and effectiveness of risk based audits, IAU uses the Computer Assisted Audit Technique (CAAT's) as an analytical audit device to determine audit priorities, audit scope and sample of audits.

In addition to audit activities, the Internal Audit Business Unit carries out early detection (early warning signal) of potential risks through off site monitoring activities carried out by the Audit Business Unit. The audit role in the Early Warning Signal is expected to provide early detection of increased risks that occur in the Business Unit. Implementation of off site monitoring is supported by the development of risk indicators through big data technology. To realize The Internal Audit Business Unit's role as a Strategic Business Partner, several things have been carried out, including conveying suggestions, ideas and input for improving policies, holding communication forums between the Regional Audit Office and the Regional Office, the Teaching Auditor Program, consultation activities, and sharing knowledge, especially related to internal control, risk management and GCG. This activity is a manifestation of The Internal Audit Business Unit's vision as a strong and trusted SBP that can provide added value to companies in order to achieve BRI's vision. Through these activities, it is hoped that it can improve the risk awareness culture, compliance culture and GCG culture at all business unit levels.

Brief Report on the Implementation of Internal Audit Activities In 2024

The audit was carried out in accordance with the Annual Audit Plan (PAT) which has been approved by the President Director and President Commissioner. During 2024, SKAI carried out regular audits on 2,736 business units or reached 110% of PAT with the following details:

Business Unit	Target 2024	Audit Realization	Achievement
Division	1	2	200,0%
Regional Office	18	18	100,0%
Special Branch Office	1	1	100,0%
Branch Office	209	243	116,3%
Sub Branch Office	273	295	108,1%
Cash Office	144	164	113,9%
BRI Unit	1842	2.007	109,0%
Overseas Business Unit	4	4	100,0%
Subsidiary Company	2	2	100,0%

Intern Audit Unit Meeting

The Internal Audit Unit has a meeting policy, namely being able to hold periodic and incidental meetings with the Board of Directors, Board of Commissioners and the Audit Committee. The BRI Internal Audit Business Unit can attend strategic meetings without having voting rights, such as ALCO meetings, Risk Management Committee meetings and other committees.

During 2024, The Internal Audit Business Unit has held 131 times meetings with the Board of Directors, Board of Commissioners, Committees under the Board of Commissioners and Committees under the Board of Directors, with details as follows:

Information	Number of Meetings
Board of Commissioners	30
Board of Directors	62
Board of Commissioners and Directors	15
Audit Committee	10
Risk Management Monitoring Committee	2

Information	Number of Meetings
Integrated Governance Committee	6
Product Committee	6
Total	**131**

Findings and Follow-Up on Audit Results

The Internal Audit Business Unit carries out regular monitoring of commitments to improve internal control weaknesses in accordance with recommendations from The Internal Audit Business Unit, Supervisors and External Auditors. The results of monitoring the implementation of management commitments up to December 31, 2024 are as follows:

No	RPM Monitoring Results	Number of Recommendations	% Recommendation
1	Adequate	41.268	99,90%
2	Inadequate	23	0,06%
3	Under Monitoring	18	0,04%
Total		**41.309**	

Notes:
1) The 0.06% of recommendations that received an "inadequate" opinion will be included as audit objects in the next audit period.
2) Under monitoring refers to follow-up commitments that are due in 2025.

The Liaison Officer Function of SKAI has monitored the progress of follow-ups and corrective actions based on findings from External Auditors and Regulators. The results of management's commitment monitoring regarding the findings of External Auditors and Regulators as of December 31, 2024, are as follows:

No	Examining Agency	Number of Commitments			
		Total Commitment	Finished	Not finished yet	
				Within the deadline	Missed the deadline
1	Financial Services Authority	415	409	11	0
2	Indonesian Financial Audit Agency (BPK)	260	203	57	0
3	Bank Indonesia (BI)	164	150	14	0
4	Public Accounting Office Ernst & Young (EY)	132	126	6	0
5	PPATK	15	15	0	0
Total		**986**	**898**	**88**	**0**

Synergy with Assurance Providers

The Internal Audit Business Unit coordinates and collaborates with other control functions, especially in terms of mapping the coverage of assurance (covering significant risks, parties providing assurance, etc.). This is done to help identify gaps and duplication of insurance coverage as well as assist The Internal Audit Business Unit to evaluate the adequacy of assurance services for each risk. The results of the mapping are discussed with other control functions to obtain agreement on the coordination of activities in minimizing duplication of work, maximizing efficiency, and increasing the effectiveness of assurance coverage.

Risk Management Unit

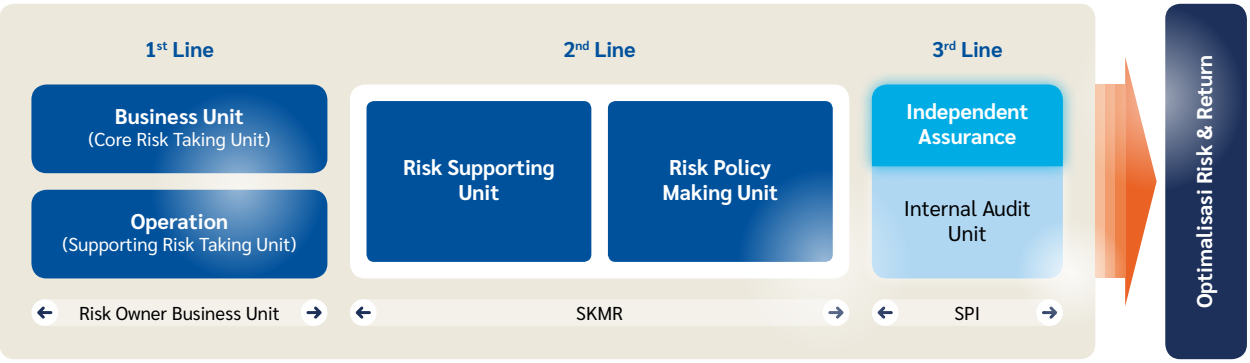
RISK MANAGEMENT DIRECTORATE PERFORMANCE SUMMARY 2024

Risk Management is implemented across all banking activities in accordance with regulatory requirements. The process involves continuous risk identification, measurement, monitoring, and control, which are carried out through the three lines model.

The first line, as the risk-owning unit, is directly responsible for identifying and managing risks within business processes, which include the Core Risk Taking Units and Supporting Risk Taking Units. The second line, which consists of the Risk Management and Compliance functions, operates as an independent unit that measures, monitors, and mitigates risks at an aggregate level while also developing methodologies and policies for Risk Management. The third line, represented by the Internal Audit function, ensures that governance and risk control mechanisms are effectively implemented across the organization.

BRI's Risk Management Unit is composed of several divisions, including the Market, Portfolio & Enterprise Risk Division, the Operational Risk Division, the Digital Risk Division, and the Credit & Product Risk Policy Division. These divisions work together to strengthen risk governance, enhance risk mitigation strategies, and ensure the bank's resilience in an increasingly complex financial environment.

Duties and Responsibilities of Risk Management



The Risk Management Unit is an independent unit separate from the Risk-Taking Unit and Internal Audit Unit (SKAI), consisting of the Risk Supporting Unit and Risk Policy Making Unit, with the following duties and responsibilities:

1. Risk Supporting Unit
   a. Develops procedures and tools for identifying, measuring, monitoring, and controlling risks to support the supervision process.
   b. Monitors the implementation of policies, strategies, and guidelines for risk management applied by the Risk-Taking Unit.
   c. Tracks overall risk position/exposure (composite), as well as by risk type and functional activity, including compliance monitoring with risk tolerance and established limits.
   d. Reviews proposals for new products and/or activities, including an assessment of BRI's capability to execute new activities/products and evaluations of proposed system and procedural changes.
   e. Conducts regular reviews and/or as needed to ensure the adequacy of risk management policies, strategies, and guidelines, the accuracy of risk assessment methodologies, and the adequacy of the Risk Management Information System (RMIS).
   f. Prepares and submits mandatory reports to regulators in compliance with applicable regulations.
   g. Provides recommendations to the Risk-Taking Unit within its designated authority.

2. Risk Policy Making Unit
    a. Develops policies and strategies for Risk Management implementation.
    b. Formulates, evaluates, and submits proposals for the determination of Risk Appetite, Risk Tolerance, and Risk Limits to the Board of Directors, taking into account inputs from the Risk-Taking Unit.
    c. Develops procedures and tools for identifying, measuring, monitoring, and controlling risks.
    d. Monitors overall risk position/exposure (composite), as well as per risk type and functional activity, including compliance monitoring with risk tolerance and established limits.
    e. Conducts stress testing periodically or as needed to assess the impact of economic changes on portfolio performance and overall business operations.
    f. Evaluates the accuracy of risk models and validates the data used for risk measurement.
    g. Prepares and submits Risk Management monitoring reports along with improvement recommendations to the Board of Directors through the Risk Management Committee.
    h. Conducts regular reviews and/or as needed to ensure the adequacy of risk management policies, strategies, and guidelines, the accuracy of risk assessment methodologies, and the adequacy of the Risk Management Information System (RMIS).
    i. Prepares and submits mandatory regulatory reports in compliance with applicable regulations.

Profile of The Head of The Division in Risk Management

Ety Yuniarti

Market, Portfolio & Enterprise Risk Division Head

Indonesian citizen, born in Klaten in 1981. Age 43 years as of December 2024. Domiciled in Jakarta

EDUCATION BACKGROUND

- Bachelor of Electrical Engineering UGM (2003)
- MBA Melbourne Business School (2012)

CERTIFICATION

- Risk Management Certification Level 6
- Indonesian Professional Certification Authority

WORK EXPERIENCE

- Head of Market, Portfolio & Enterprise Risk Division (2021)
- Head of Micro, SME, Consumer Credit Risk & Policy Division (2020)
- Deputy Head of Asset, Liabilities & Management Information System Division (2019)
- Head of Equity Management & Strategic Investment Division (2018)
- Head of Investor Communication Division (2015)

LEGAL BASIS FOR APPOINTMENT

Served as Market, Portfolio & Enterprise Risk Division Head based on Board of Directors Decree No. 214.e-DIR/HCB/05/2022 dated May 1, 2022

Dodo Marjanto

Operational Risk Division Head

Indonesian citizen, born in Semarang in 1972. Age 52 years as of December 2024. Domiciled in Jakarta

EDUCATION BACKGROUND

S1 Accounting Economics, Diponegoro University (1997)

CERTIFICATION

- Certified Associate Wealth Manager (AWM)
- Certified Wealth Management (Level 4-7)
- Risk Management Certificate Level 5

PENGALAMAN KERJA

- Operational Risk Division Head (August 2023-present)
- Loan Restructuring & Recovery Division Head (May 2023-July 2023)
- Regional Risk Management Head RO Semarang (November 2022-April 2023)
- Regional Risk Management Head RO Denpasar (September 2021-June 2023)
- Regional Risk Management Head RO Bandar Lampung (October 2020-August 2021)

LEGAL BASIS FOR APPOINTMENT

Board of Directors Decree Number R.697-DIR/HCB/07/2023 dated July 20, 2023 concerning BRI Official Transfers.

Nugroho Pancayogo

Digital Risk Division Head

Indonesian citizen, born in Pontianak in 1978. Age 46 years as of December 2024. Domiciled in Jakarta

EDUCATION BACKGROUND

- S1, Bandung Institute of Technology (2001)
- MSc, University Fachhochschule Ravensburg – Weingarten (2003)

CERTIFICATION

- Risk Management Certification Level 5
- Information Technology Infrastructure Library (ITIL)
- Risk Governance Professional (CRGP) Certification

WORK EXPERIENCE

- Division Head, Digital Risk Management (2023 - present)
- Department Head, IT Enterprise Architecture Department (2021 - 2023)
- VP, Application Management & Operations Division (2020 - 2021)

LEGAL BASIS FOR APPOINTMENT

Served as Digital Risk Division Head in accordance with Decree NOKEP 395.e-DIR/HCB/09/2023

Nugroho Ari Bawono

Credit & Product Policy Risk Division Head

Indonesian citizen, born in Semarang in 1968. Age 56 years as of December 2024. Domiciled in Tangerang

EDUCATION BACKGROUND

- S1 – Faculty of Animal Husbandry, Department of Animal Production, Diponegoro University (1991)
- S2 – Master of Agribusiness Management, Bogor Agricultural Institute (2004)

CERTIFICATION

- Risk Management Certification Level 2
- Banking Compliance Certification Lever Manager
- Credit Officer Certification Level 3

WORK EXPERIENCE

- Joined PT. Bank Rakyat Indonesia, Tbk (1992)
- Senior Staff Wholesale Credit Risk Analyst Division (2011)
- Group Head Audit Group (2013)
- Group Head Banjarmasin Inspection Office (2014)
- Head of Compliance Division Loan Division (2017)
- Assistant Vice President Compliance Division (2020)
- Vice President Compliance Division (2021)
- Vice President Corporate Compliance Assurance Team (2021)
- Department Head Compliance Department (2021)
- Vice President Credit & Product Risk Policy Division (2023)
- Division Head Credit & Product Risk Policy Division (2023)

LEGAL BASIS FOR APPOINTMENT

Served as Credit & Product Risk Policy Division Head since February 1, 2023 based on Board of Directors Decree No. S.22.e-DIR/HCB/02/2023 dated February 6, 2023

Competency Development of Risk Management

Education and competency development programs for 2024 were as follows:

No.	Program Name	Topics/Description	
1	BSDP 0 BRC-URC 2024	1	Operational Risk Management Level 1
		2	Legal Aspects of Banking Transactions
		3	Accounting and Bookkeeping
		4	Asset Management
		5	Trade Finance Risk Mitigation
		6	BRInets Operational Supervision
		7	NDS Supervisor Application
		8	BRInets Application
		9	Money Changer Application
		10	BRISURF
		11	BRIsim Application
		12	Anti-Fraud Strategy
		13	Business Continuity Management (BCM)
		14	Occupational Health and Safety (K3)
		15	Implementasi Risk Culture
		16	Enterprise Risk Management Level 1
		17	Compliance Level 1
		18	Loan Regulatory
		19	SLIK Application
		20	BRISIM
		21	BRISPOT
		22	BRIMEN
		23	Critical Point Loan Activity
		24	Monitoring Berkala
		25	KRID
		26	Micro and Ultra-Micro Loan Policies and Procedures
		27	On-the-Job Training (OJT
2	BSDP 1 BRC-URC 2024	1	Fraud Risk Management
		2	Operational Risk Management
		3	Business Continuity Planning
		4	Overview NDS
		5	Overview SAP
		6	Forensic Financial Reporting
		7	Brispot
		8	Bridex

No.	Program Name	Topics/Description	
		9	UKO Financial Statements
		10	Compliance
		11	Communication
3	BSDP 1 RRM Head 2024	1	Internal Control - COSO Framework
		2	Engaging Communication
2	BSDP 1 RMC 2024	1	Fraud Risk Management
		2	Operational Risk Management
		3	Business Continuity Planning
		4	COSO Internal Control & ERM
		5	Overview SAP
		6	Forensik Laporan Keuangan
		7	Brispot
		8	Bridex
		9	Laporan Keuangan UKO
		10	Compliance
		11	Engaging Communication
4	BSDP 1 RM CRR	1	Collateral Valuation Certification (Mappi)
5	BSDP RM CRR Spesialis Consumer	1	Insights and Strategy for CRR Division & Problematic KPP Resolution
		2	Critical Points in Product Knowledge for KPR, Briguna & KPR Buyback Mechanism, PKS Cooperation
		3	Collateral Marketing in Collaboration with Property Agents
		4	Package Analysis and Case Study on Legal Aspects
		5	Communication Skill & Grooming
		6	Product Knowledge (KPR & Briguna)
6	BSDP RM CRR Taskforce_Consumer	1	KPR Collection Strategy Stage 3
		2	BRIGuna Collection Strategy Stage 3
		3	Loan Restructuring
		4	Insurance Claim Mechanism
7	BSDP RM CRR Taskforce	1	Loan Resolution (Collateral Valuation and Auction)
		2	Loan Restructuring
		3	Loan Package Analysis
		4	Digital Marketing
		5	Legal Aspects of Non-Performing Loan Management
		6	Claim and Subrogation Monitoring
		7	BRI Auction Information Website

No.	Program Name		Topics/Description
8	BSDP 0 CRA 2024	1	Fundamentals of Financial Reporting (ALK = Accounting & Financial Reporting)
		2	Loan Analysis
		3	Forensic Financial Reporting
		4	Loan Package Analysis
		5	Legal Aspects of Loan & Collateral
		6	Credit Risk Management
		7	CKPN Calculation Methods
9	BSDP 1 CRA 2024	1	Business Profile (Palm Oil & Mining Industry)
		2	Credit Risk Management
		3	Sustainable Financing
		4	Technical Aspects of Brispot S5
10	BSDP 1 ORD - Fraud Investigation	1	Fraud Overview (Understanding Fraud Types & Recognizing Fraud Tree in Financial Services
		2	Criminal Psychology and Deviant Behavior
		3	Investigation Techniques and Evidence Gathering
11	BSDP 1 Risk management (ORD) - Data Analytics	1	Big Data Environments
		2	Hue (Hive & Impala)
		3	Claudera Data Science Workbench - Spark (CDSW)
		4	Tableau
12	BSDP 1 MRR Enhancement	1	Strengthening the 2nd Line of Defense
		2	Service Excellence
		3	Fix Asset & Procurement
		4	Selective Growth Small Business
		5	S5 Critical Points in Credit Policy
		6	Monitoring and Managing Non-Performing Loans
		7	Consumer Loan Quality Monitoring
		8	Regulatory Compliance Implementation
13	Anti Fraud Strategy	1	Anti-Fraud Strategy E-learning (Feb 2024)
		2	Anti-Fraud Strategy E-learning (June 2024)
14	Risk Culture (e-Learning)	3	Optimizing Sustainable Value Creation from Operational Risk Division
15	Divisi DRD	1	Asertif Communication
		2	IT Risk Management
		3	Digital Risk Mindset & Overview
		4	IRMS Tools Refreshment – Risk Management Module
		5	Corporate Risk Management Certification from BPKP
		6	CRGP, ERMAP, and CRMP Certification

No.	Program Name	Topics/Description	
		7	Third-Party Risk Management Refreshment
		8	Webinar on IT Risk Management in UKO
		9	Webinar on Data Security Risk
		10	DRD Division Webinar Series
		11	BSDP 1 – Personal Data Protection for Internal BRI and Subsidiaries
16	TOT Education Risk Management Certification	1	Risk Management Certification Level 4
		2	Risk Management Certification Level 4
17	BSDP 1 KRD	1	EWS Application
		2	Legal Drafting
		3	Big Data Environment & Query
		4	Binary Probability Mode
		5	Amazing Slide Infographic
18	Risk Upgrade Series - Webinar	1	RKAP Acceleration Program (Extra Rewards, BRI Action)
		2	BRI Auction Information (Website)
		3	Brispot
		4	Operational Business Expenses – Brifist (SAP)
		5	Updates on Internal/External/Third-Party Policies (Litigation) Across Divisions
		6	Bankruptcy (DJKN & Lawyers)
		7	Digital Marketing (Agen Properti, Influencer dsb)
		8	HC and RM Productivity (JO & My Core, Individual & Unit Targets)
		9	Disaster Preparedness for Megathrust Earthquake and Tsunami
		10	Opportunity & Risk in Generative AI & Quantum Computing
		11	Brispot Upper Small & Medium
		12	BCM Implementation for Banking Resilience
19	Webinar CRISPY	1	BRI Collaboration with Loan Service Agencies
		2	First Amendment to Non-Performing Loan Management Policy
		3	Credit Policy Relaxation for Quality Control and Recovery Optimization in 2024
		4	Credit Policy Changes for Cash Collateral Loans
		5	Value Chain Financing Policy Changes
20	Webinar CRR	1	CRR Division Booster Program
		2	CRR Division Auction Cost Accounting for 2024

No.	Program Name		Topics/Description
21	BSDP Risk Management	1	Corporate Early Warning System (EWS) Application
		2	Big Data Environment & Query
		3	BSDP Risk Legal & Policy Drafting
		4	Market Risk Management Binary Probability Model
		5	Amazing Slide Infographic
		6	CRGP Certification Preparation
		7	CRMP Certification Preparation
		8	ERMAP Certification Preparation
22	Risk Management Certification (SMR) for RM CRR	1	Risk Management Certification Level 4
23	Public Course	1	National Anti Fraud Conference 2024
		2	Forensic Audit
		3	Certified Corporate Risk Analyst (CCRA) Certification
		4	Indonesia Privacy Leader Summit: Two Years of PDP Law
		5	Firm-Wide Stress Testing: Using Web App & Mobile App Stress Testing
		6	Risk Maturity Index
		7	ESG Intelligence Reporting Centre-PPA FEB UI : ESG Reporting and Sustainable Disclosures Workshop : Bridging CSR, ESG and ISSB S1, ISSB S2
		8	Sustainability For Organizational Resilience And Competitive Advantage
		9	Fundamentals of Trade Services, Trade Finance, SCF & Guarantee
		10	Training Desain Grafis Adobe Photoshop dan Illustrator.
		11	Indonesia Risk Management Outlook 2025 Pursuing Sustainable Growth Amidst Uncertainty and Volatility
		12	Digital Fraud Transformation: AI Integration & Compliance with POJK 12/2024 & 15/2024

Risk Management Certification

Risk Management Certification is proof of the fulfillment of HR competencies in BRI's Risk Management in accordance with the competency standards issued by the Banking Sector Professional Certification Institution (LSP). The number of employees holding Risk Management Certification at BRI in 2024 is as follows:

No	Certification Level	Participant
1	Level 4	2.482
2	Level 5	430
3	Level 6	24
4	Level 7	6
Total		**2.942**

Implementation of Risk Management Functions In 2024

1. **Determination of Risk Appetite Statement (RAS) and Risk Limit**

   In formulating Risk Management policies and strategies, the Board of Directors of BRI has established a Risk Appetite Statement (RAS) in the form of statements that are quantitative, qualitative, and zero tolerance. RAS is reviewed annually or from time to time by taking into account changes in BRI's business plans and objectives as well as changes in business environmental conditions. RAS is used as an objective guide in making strategic decisions related to risk management and as a tool for Management in implementing good business governance.

   Furthermore, the RAS is reduced to the risk limit for each risk indicator. The determination of RAS and risk limits is carried out by taking into account the level of risk to be taken as well as the overall strategy and targets of the Bank. The set risk limits include overall (composite) risk, per type of risk, and per functional activity. The determination of risk limits is used as a guide for business unit activities to manage the type and amount of risk that is acceptable.

2. **Preparation of a Systemic Bank Recovery Plan and Resolution Plan**

   In 2024, BRI updated its Action Plan as amended in OJK Regulation No. 5 of 2024 into the Recovery Action Plan and Resolution Plan, which are regulated in PLPS No. 2 of 2024 concerning the Resolution Plan for Commercial Banks.

   The Recovery Action Plan document outlines mechanisms aimed at preventing, recovering, and/or improving BRI's financial condition in response to financial crises or other market disruptions that impact capital, liquidity, profitability, and asset quality, which may threaten BRI's business continuity.

   The Resolution Plan document contains information about the Bank and resolution strategies, which serve as one of the considerations for LPS in handling or resolving banks classified as failing banks.

   The contents of the Recovery Action Plan include:
   a. Materiality analysis and ranking to determine the ranking of business lines, office networks, and subsidiaries;
   b. Analysis of external business linkages;
   c. Impact scenario analysis of changes through Stress Testing, divided into three (3) scenarios: Idiosyncratic, Market-wide, and a combination of both (worst-case scenario);
   d. Trigger levels for activating the Recovery Action Plan based on the results of Stress Testing, categorized into prevention, recovery, and improvement levels according to OJK Regulation No. 5 of 2024; and
   e. Recovery options for capital, liquidity, profitability, and asset quality.

   Meanwhile, the contents of the Resolution Plan include parts of the Recovery Action Plan, with the addition of:
   a. Analysis of critical economic functions;
   b. Analysis of critical shared service functions in IT and non-IT fields, along with their continuity in the resolution phase;
   c. Analysis of critical financial market infrastructure relationships, along with their continuity in the resolution phase;
   d. Analysis of resolution options; and
   e. Identification of assets.

   The Disclosure Report on the Recovery Action Plan and Resolution Plan of BRI is presented to internal and external parties, with the level of disclosure adjusted according to each targeted audience.

3. **Assessment of the Adequacy of New Bank Product Risk Management (PBB)**

   The product owner is required to conduct a self-assessment on every plan to issue a New Bank Product (PBB). Furthermore, the Risk Management Business Unit (SKMR) coordinated by the Operational Risk Division evaluated the adequacy of risk management against the plan to issue New Bank Product. In this assessment, Risk Management Business Unit ensured that every risk attached to the plan to issue New Bank Product and controls had been properly identified and measured. The process of assessing the adequacy of risk management involved Risk Management Business Unit in accordance with the areas of risk that were their authority. An assessment of the adequacy of risk management was also carried out on the plan to organize activities for the Bank's own activities as a form of implementation of the Bank's Risk Management.

   The risk management policy for the planned issuance of PBB is regulated in Circular Letter No. SE.30-DIR/PPM/11/2024 Book 2 on Risk Management in Product Implementation. The adequacy assessment of risk management from SKMR is then used for the further product management process of the Bank, both internally and in reporting to the Regulator, in accordance with POJK No. 13/POJK.03/2021 on General Bank Product Implementation.

4. **Increased Capability of Regional Risk Management (RRM)**

   The establishment of the Regional Risk Management (RRM) organization was carried out to strengthen the implementation of Risk Management at the Regional level in order to realize the risk management aspirations of "Managing Risk for Sustainable Bussines, Operational Excellent, and Banking Resilience".

RRM in the Regional Office acts as a control tower that maintains the quality of the portfolio and operations at the Regional level and is led by an Officer at the Vice President (VP) level called the RRM Head. RRM's organizational structure consists of an RRM Head who supervises Credit Risk Analyst (CRA) and Risk Management and Compliance (RMC).

CRA, based in the Regional Office, carries out the credit risk management function, while RMC, also based in the Regional Office, supervises Micro & Retail Risk & Compliance (MRR), which operates at the Branch Office, and oversees Retail and Micro business units. The role of RRM is outlined in SOP No. SO.36-ORD/12/2024 regarding Regional Risk Management SOP.

To support the implementation of the RRM role, several competency development activities have been conducted throughout 2024, including:

a. Implementation of the Risk Upgrade Series Webinar for the RRM Team.
b. BSDP training for CRA, RMC, BRC URC, and MRR (following the revitalization of BRC URC).
c. In-House Training (IHT) for the RRM Team at the Regional Office.
d. Awareness Programs for the RRM Team, including RRM Smart (Sharing Session), Podcasts, Risk Awareness materials (Catalogs, Videos, Flyers, BRILIAN Sadar Risiko, Risk in News, and E-Learning).
e. Risk Management Certification (Levels 4 and 5) and compliance certification.
f. National Operational Risk Forum for RRM Heads, RMC Team, CRA Team, and MRR.
g. Quality Assurance Implementation across all RRM units.
h. MRR Assessment: Evaluation/Re-assessment of MRR with results categorized as Fit or Need Improvement.

MRR, as a partner to Branch Office Unit Leaders, is primarily responsible for ensuring operational risk management and compliance to safeguard performance targets, fraud control, human error prevention, BCM & K3 implementation, and adherence to internal and external regulations within its assigned units. To support MRR activities, several system developments have been implemented, including:

a. Early Warning Sign Dashboard: Regional Risk Profile Dashboard, Key Risk Indicator Dashboard (KRID), Operational Supervision Dashboard (DPO), and Irregularity Activity Tools.
b. Fraud Detection System.
c. Data Collaboration with 3rd Line: Regular Monitoring and Fraud Risk Detection.
d. Operational Risk Management Tools: BRIOPRA 4.0 and IRMS.

The CRA Team consists of a Team Leader CRA and Team Members CRA, who are involved in the loan facility process for the Upper Small segment (Total Exposure IDR 5 billion – 25 billion) and Medium segment (Total Exposure IDR 25 billion – 500 billion).

In the loan approval process, CRA functions as Credit Risk Management, responsible for risk control and assessment by reviewing the adequacy of risk analysis conducted by the business sector's loan initiators (RM). CRA performs risk analysis and assessment objectively and professionally, ensuring the growth of a healthy loan portfolio while maintaining loan quality.

5. Implementation of Risk Awareness Culture

Risk & Governance Culture is the basis for implementing the BRI One Culture national cultural theme to ensure the implementation of risk management in every banking activity. In 2023, Risk Culture provisions have been issued through SE.04-DIR/CTR/01/2023 dated January 31, 2023 regarding Corporate Culture Book 2 Risk Culture as a guide for Insan BRILian in implementing and supporting the implementation of Risk Culture.

Risk culture internalization programs that have been implemented include:

a. Culture Activation Program (CAP)
   Each business unit has established a CAP to shape the behavior needed to achieve KPIs prudently through the activities specified in the CAP.
b. Build Worker Risk Awareness in Business Unit
   SKMR routinely delivers risk awareness media in the form of letters, media infographics, webinars, podcasts, e-learning, the Bank's official social media accounts and email/WA/sms blasts.
c. 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 MR function is strengthened through adjusting operational procedures and upgrading knowledge and technical skills through education/socialization.
d. 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.
e. Business Process Review
   Risk culture activities are reflected through the implementation of daily banking operational procedures. Thus, it is necessary to review the adequacy of control over operational procedures..

6. Implementation of Anti Fraud Strategy

In compliance with OJK Regulation Number 12 of 2024, dated July 21, 2024, on the Implementation of Anti-Fraud Strategies for Financial Service Institutions, and as a demonstration of the commitment of the Board of Directors and Board of Commissioners, BRI has strengthened fraud control through the implementation of an anti-fraud strategy. The BRI Anti-Fraud Strategy regulations have been updated in accordance with Circular Letter P3MRO No. SE.58.b-DIR/ORD/12/2022, Book 2, concerning BRI's Anti-Fraud Strategy, dated December 31, 2024. The implementation of the Anti-Fraud Strategy consists of:

1. Pilar 1 (Prevention)
   It is the responsibility of all levels of the Bank to minimize the potential for fraud by strengthening awareness and an anti-fraud culture which is manifested by the willingness to sign an integrity pact by all levels of the Bank's organization including the Board of Directors, Board of Commissioners and all BRILian personnel at least once a year. Programs implemented in the prevention pillar include: education and development of anti-fraud competency for all employees, increasing awareness for customers which is carried out regularly through the Bank's social media platforms, identifying vulnerabilities in the Bank's operational activities and/or business processes, as well as getting to know employees policies.
2. Pilar 2 (Detection)
   It is the responsibility of all levels of the Bank to detect fraud that occurs within the Bank. Devices used to detect fraud include: Whistleblowing System, Fraud Detection System, surprise inspection activities that prioritize vulnerable business units or activities, as well as the implementation of a monitoring system.
3. Pilar 3 (Investigation, Reporting and Sanctions)
   Investigation activities are carried out by the Fraud Investigation Function and the results are reported to the Board of Directors and Board of Commissioners, as well as Regulators, including recommendations for resolving cases in the form of applying disciplinary sanctions and/or legal processes in accordance with the Bank's internal provisions and applicable legal regulations.
4. Pilar 4 (Monitoring, Evaluation and Follow-up)
   This is a monitoring activity regarding the follow-up to the results of fraud investigations as well as efforts to improve the internal control system to prevent the same fraud incident from recurring. The Board of Directors and Board of Commissioners actively carry out regular monitoring and evaluation of the implementation of anti-fraud strategies.

7. Strengthening Digital Risk Management

Along with the development of the bank's digitalization, the exposure to risks in using digital platforms for banking services has also increased. This rise in risk exposure requires a more adaptive and effective digital risk control process to enhance the resilience of the bank's infrastructure and the reliability of its digital services. BRI has issued Guidelines for the Implementation of Digital Risk Management as the foundation for assisting, monitoring, and assessing the adequacy of digital risk management at BRI. This is carried out through digital risk management tools, including a digital risk register, key risk indicators, incident database and analytics, and action plan management. Currently, to align with the bank's business growth and adapt to the increasing digital risk exposure resulting from digitalization, BRI is enhancing the Integrated Risk Management System (IRMS Tools). As part of its compliance with the Personal Data Protection Law (UUPDP), BRI has established a Data Protection Organization to implement the law effectively. Additionally, in support of integrated governance for financial conglomerates, BRI, together with its subsidiaries, is improving digital risk management.

8. Implementation of Business Continuity Management (BCM) and K3 Management System

BRI recognizes and understands its role in providing banking products and services while ensuring business continuity, both under normal conditions and during disruptions or disasters. This has led BRI to establish specific policies to identify, test, and implement Business Continuity Management (BCM), as outlined in Circular Letter No. SE.50-DIR/MPE/12/2023, dated December 29, 2023, and Standard Operating Procedure No. SO.05a-ORD/05/2023.

BCM is a critical process for the company to maintain business operations and minimize potential impacts in the event of a disaster or crisis.

In addition, BRI's main commitment to the health and safety of employees' lives was met by implementing an Occupational Safety and Health Management System (SMK3) to minimize operational risks. The implementation of Occupational Safety and Health Management System at BRI was coordinated by the BCM and OHS Departments in the Operational Risk Division, under the Risk Management Directorate. BRI's Occupational Safety and Health Management System policy was regulated in Circular Letter Number: SE.50-DIR/MPE/12/2023 Book 1 concerning Business Continuity Management (BCM) and Book 2 Occupational Health and Safety Management System and SOP for Occupational Health and Safety Implementation as regulated in provision No. SO.05-ORD/05/2023.

During 2024, BRI implemented several programs for Business Continuity Management (BCM) and Occupational Health and Safety Management System (SMK3), including: Risk Assessment for Disaster Threats (PRAB), Business Impact Analysis (BIA), review and updating of the Business Continuity Plan (BCP), Disaster Recovery Plan (DRP), Emergency Response Plan (ERP), risk and hazard assessment for Occupational Health and Safety (K3) to identify the causes of hazards in the workplace or Hazard Identification Risk Assessment Determining Control (HIRADC), socialization and training for floor wardens, development of risk awareness materials for BCM and K3 (letters, infographics, videos, podcasts, and others), as well as conducting emergency response simulations and drills across all Regional Offices and Branch Offices to ensure workers' understanding in facing disruptions/disasters.

BRI Bank has obtained ISO 22301:2019 certification for the implementation of the Business Continuity Management System (BCMS) from PT BSI Group Indonesia for the scope of financial transactions and banking payment systems. It is expected that this certification will ensure and enhance resilience in the banking payment system in facing disruptions/disasters.

9. **Implementation of Risk-Weighted Assets Calculation for Credit Risk under Basel III Reform Standardized Approach.**
   As of January 1, 2023, BRI will start implementing the calculation of Risk-Weighted Assets (RWA) for Credit Risk in accordance with SEOJK No 24/SEOJK.03/2021 dated October 7, 2021 concerning Calculation of Risk-Weighted Assets for Credit Risk using a Standard Approach for Banks General.

   Changes in the calculation methodology in these provisions include:
   a. changes in risk weights and more granular bucket numbers.
   b. more diverse portfolio category classifications.
   c. the need to carry out due diligence on counterparties to ensure understanding of the risk profile and characteristics of counterparties so that risk weighting does not depend solely on external ratings.

   In the implementation of the new calculation standard, BRI has developed an automated calculation system, particularly for the classification of loan assets, and has reported it to the OJK every month since January 2023. In 2024, BRI implemented OJK policies related to the calculation of Risk-Weighted Assets (RWA) for derivative transactions through Central Counterparty (CCP). This step strengthens credit risk mitigation and supports capital efficiency in accordance with Basel III standards. With CCP as an intermediary, BRI ensures that derivative transactions are safer, more transparent, and in line with regulations, thus enhancing banking stability and customer trust.

10. **Implementation of Risk-Weighted Asset Calculation for Market Risk under Basel III (Fundamental Review of The Trading Book)**
    In accordance with SEOJK No.23/SEOJK.03/2022 dated December 7, 2022, on the Calculation of Risk-Weighted Assets for Market Risk, BRI has implemented the calculation (system and methodology) of Market Risk RWA in the calculation of the Minimum Capital Adequacy Ratio (KPMM) starting from January 2024. The update of regulations related to Market Risk RWA aims to strengthen the capital held by banks, address weaknesses identified during the global financial crisis, and minimize discrepancies in the capital models used by banks.

11. **Implementation of Interest Rate Risk in the Banking Book (IRRBB) Calculation**
    BRI has implemented a methodology to measure the impact of interest rate movements in the banking book through Interest Rate Risk in the Banking Book (IRRBB) in accordance with SEOJK No.12/SEOJK.03/2018 dated August 21, 2018. The IRRBB calculation is regularly conducted using the Economic Value of Equity (EVE) and Net Interest Income (NII) methods. The EVE method uses a long-term perspective to calculate interest rate sensitivity to Tier 1 capital, while the NII method uses a short-term perspective to calculate interest rate sensitivity to BRI's estimated income for the coming year.

12. **Preparation for the Implementation of Minimum Capital for Operational Risk Using the Standardized Approach**
    In the calculation of capital requirements and Operational RWA in accordance with SEOJK No. 6/SEOJK.03/2020 dated April 29, 2020, on the Calculation of Risk-Weighted Assets (RWA) for Operational Risk Using the Standardized Approach for Commercial Banks, BRI has set regulations for Operational Risk RWA using the standardized approach through the Director's Circular No. SE.66-DIR/MPE/12/2022 Book 2 on Operational RWA Calculation. BRI reported the results of the Operational RWA calculation to OJK on March 28, 2024. This measurement is intended to assess the adequacy of a bank's capital against operational risk exposures over a one-year period.

13. **Granular Credit Scoring**
    BRI has developed a scoring model based on more specific criteria by examining the risk profile of particular characteristics. The goal of the granular scoring model is to provide a more accurate and targeted credit risk assessment based on the risk profile of each customer. This allows credit to grow while maintaining high-quality credit standards.

14. **Development of Early Warning Signals for Corporate and SME Loan**

    To enhance credit risk monitoring, BRI has developed an Early Warning System (EWS). The EWS system is built using both internal and macro risk indicators and incorporates forward-looking analysis. The EWS system is implemented for the Corporate and SME segments. The EWS generates signals (warnings) that BRI uses as a reference to determine actions that need to be taken in the asset management process.

15. **Policy on Debt Write-Off PP 47**

    BRI consistently supports government programs, including policies related to the write-off of loans for SMEs. BRI has issued internal regulations concerning the write-off of loans for SME borrowers.

16. **Development of Methodology for Validating Internal Credit Rating and Credit Scoring Models**

    Based on the Basel Capital Accord and in accordance with OJK requirements, internal models must meet a series of minimum criteria. In line with Basel provisions and the OJK Circular No. 34/SEOJK.03/2016 on Risk Management for Commercial Banks, it is stated that banks must measure risks in accordance with the characteristics and complexity of their business activities. OJK also requires banks to have a strong internal process for validating all components of the credit risk models they use.

Committees Under the Board of Directors

The Board of Directors formed a committee to assist in carrying out the duties and responsibilities of managing the bank. As of December 31, 2024, BRI has Committees under the Board of Directors as follows:

1. Asset and Liability Committee (ALCO)
2. Capital & Investment Committee
3. Human Capital Committee
4. Information Technology Steering Committee
5. Procurement Committee
6. Credit Policy Committee
7. Product Committee
8. Project Management Office Steering Committee (PMO SC)
9. Risk Management Committee
10. Environmental, Social & Governance (ESG) Committee

Asset and Liability Committee (ALCO)

ALCO is a Committee at the Head Office which is responsible for formulating and determining asset and liability policies as well as setting Fund Transfer Price (FTP) rates.

Asset and Liability Committee (ALCO) Charter

In carrying out its duties, ALCO refers to the Director's Decree No. NOKEP: 1564-DIR/PPM/07/2023, dated July 27, 2023, concerning the Asset and Liability Committee (ALCO) of PT. Bank Rakyat Indonesia (Persero) Tbk., which regulates the Organization, Duties, Authority and Responsibilities, Work Procedures, and Limited ALCO Meetings.

Duties and Responsibilities of Asset and Liability Committee (ALCO)

The Asset and Liability Committee (ALCO) has the following duties and responsibilities:

1. Determine optimal asset and liability management strategies and policies by taking into account potential risk, optimum yield generation and cost efficiency.
2. Determine the interest rates on deposit, lending rate (SBDK), fund transfer prices (FTP) and other pricing that have a direct impact on achieving net interest income (NII). ALCO can give authority to the appointed party to determine the matters in accordance with ALCO's decision.
3. Determine the Decision Makers authority in deciding of special interest rates for deposits, loans and/or other bank products.
4. Determine the Net Open Position (NOP) policy.
5. Monitor that the management of assets and liabilities in the company is carried out in accordance with the ALCO meeting's the decisions.

Structure of Asset and Liability Committee (ALCO) Membership)

Membership Structure	Position	Voting Rights
President Director	Chairman	✓
Deputy President Director	Alternate Chairman I (concurrently Permanent Member)	✓
Director of Finance	Alternate Chairman II (concurrently Permanent Member)	✓
Desk Head, Assets & Liabilities Management	Secretary (concurrently Permanent Member)	✓
Director of Wholesale and Institutional Business	Permanent Member	✓
Director of Small and Medium Business	Permanent Member	✓
Director of Consumer Business	Permanent Member	✓
Director of Micro Business	Permanent Member	✓
Director of Network & Services	Permanent Member	✓
Director of Digital & Information Technology	Permanent Member	✓
Director of Risk Management	Permanent Member	✓
Director of Human Capital	Permanent Member	✓
SEVP Treasury & Global Services Business	Permanent Member	✓
SEVP Commercial Business	Permanent Member	✓
SEVP Ultra Micro Business	Permanent Member	✓
SEVP Operations	Permanent Member	✓
SEVP Human Capital Strategy	Permanent Member	✓
SEVP Change Management & Transformation Office	Permanent Member	✓
SEVP Fixed Asset Management & Procurement	Permanent Member	✓
Division Head, Agribusiness	Permanent Member	✓
Division Head, Manufacturing & Property	Permanent Member	✓
Division Head, Institutional Business	Permanent Member	✓
Division Head, Energy & Mining	Permanent Member	✓
Division Head, Infrastructure, Transportation, Oil & Gas	Permanent Member	✓
Division Head, Syndication & FI Non-Bank	Permanent Member	✓
Division Head, Transaction Banking	Permanent Member	✓

Membership Structure	Position	Voting Rights
Division Head, Treasury Business	Permanent Member	✓
Division Head, Investment Services	Permanent Member	✓
Division Head, International Business	Permanent Member	✓
Division Head, Value Chain & Assets Product Development	Permanent Member	✓
Division Head, Small & Medium Sales Management 1	Permanent Member	✓
Division Head, Small & Medium Sales Management 2	Permanent Member	✓
Division Head, Card, Digital Lending, & Assets Product Development	Permanent Member	✓
Division Head, Consumer Sales Management 1	Permanent Member	✓
Division Head, Consumer Sales Management 2	Permanent Member	✓
Division Head, Wealth Management	Permanent Member	✓
Division Head, Micro Business Development	Permanent Member	✓
Division Head, Micro Sales Management	Permanent Member	✓
Division Head, Ultra Micro Business	Permanent Member	✓
Division Head, BRILink Business	Permanent Member	✓
Division Head, Social Entrepreneurship & Incubation	Permanent Member	✓
Division Head, Funding & Retail Payment Strategy	Permanent Member	✓
Division Head, Funding & Retail Payment Sales Management 1	Permanent Member	✓
Division Head, Funding & Retail Payment Sales Management 2	Permanent Member	✓
Division Head, Market, Portfolio & Enterprise Risk	Permanent Member	✓
Division Head, Credit & Product Risk Policy	Permanent Member	✓
Division Head, Wholesale Credit Risk Analyst	Permanent Member	✓
Division Head, Credit Restructuring & Recovery	Permanent Member	✓
Division Head, Planning, Budgeting & Performance Management	Permanent Member	✓
Division Head, Financial & Management Accounting	Permanent Member	✓
Division Head, Subsidiary Management	Permanent Member	✓
Division Head, Investor Relation	Permanent Member	✓
Division Head, Change Management	Permanent Member	✓
Division Head, Project Management Office	Permanent Member	✓
Division Head, Credit Operations	Permanent Member	✓
Director of Compliance	Permanent Non-Voting Members	-
SEVP Internal Audit	Permanent Non-Voting Members	-
Assets & Liabilities Management Desk	ALCO Supporting	-

Profile of Asset and Liability Committee (ALCO) Member

Profiles of ALCO members can be seen in the Profile of the Board of Directors section of this Annual Report.

Asset and Liability Committee (ALCO) Independence Statement

All members of ALCO had no affiliation with other Directors, Commissioners or Controlling Shareholders, they were not shareholders of the Company which may affect their ability to act independently, Commissioners, Directors or employees of companies that have affiliations or do business with BRI.

Training and/or Competence Improvement of Asset and Liability Committee (ALCO) in 2024

ALCO's training and/or competency improvement can be seen in the Board of Directors' Training and/or Competency Improvement section in this Annual Report.

Meeting and Implementation of Asset and Liability Committee (ALCO) in 2024

Meeting Policy

1. At least 1 (one) time in 1 (one) month the Asset and Liability Committee (ALCO) held an ALCO Meeting to discuss the management of the Company's assets and liabilities related to strategies and policies in terms of:
   a. Development of bank performance.
   b. The composition and growth of the bank's portfolio.

c. Allocation of productive assets, diversification of funding, and capital management.
d. Risk management includes market risk and liquidity risk.
e. Deposit interest rates, loan interest rates, basic loan interest rates, methodology and fund transfer price (FTP) interest rates, including other pricing, have a direct impact on achieving net interest income (NII).

2. The ALCO Meeting is chaired by the Chairman of ALCO. In the event that the ALCO Chairman is unable to attend, the ALCO Meeting shall be chaired by the Substitute ALCO Chairman in sequence.
3. Coordination in organizing ALCO Meetings is the responsibility of the ALCO Secretary, including::

a. Preparing for the ALCO Meeting.
b. Preparing and presenting ALCO Meeting materials.
c. Ensuring that the ALCO Meeting was attended by at least 2/3 (two thirds) of ALCO Members to be held.
d. Preparing and distributing minutes of ALCO Meetings.

4. ALCO meetings must be attended by at least 2/3 (two thirds) of ALCO Members. In the event that the Business Unit Leader who is an ALCO Member is unable to attend, the person concerned can appoint a replacement at the level of Department Head.
5. For administrative efficiency related to organizational changes, additional Members can be proposed separately to the ALCO Chair through the ALCO Secretary where the approval letter for membership proposals becomes an integral part of the ALCO Decree.
6. The decisions of the ALCO Meeting were taken by deliberation and consensus. In the event that full agreement could not be reached, the decision of the ALCO Meeting was considered valid with the approval of 50% (fifty percent) of the total ALCO Members with voting rights plus 1 (one) ALCO Member, including members of the Board of Directors, one of whom was the Chairman of ALCO or Substitute of ALCO Chairman
7. The Secretary of ALCO may invite relevant participants to attend ALCO according to the topics discussed in ALCO.
8. In the event of a very urgent condition (contingency) for ALCO to implement, but the Chairman and/or Substitute Chairman is unable to chair the meeting, the Chairman of ALCO may delegate to one of the Directors to lead ALCO which decision letter is approved by the Chairman of ALCO and administered by Secretary of ALCO.
9. Implementation of ALCO Overseas Business Unit refers to a separate decree prepared by each Overseas Business Unit considering several things such as organization, asset-liability management strategy, etc. which is coordinated by the Business Unit in charge of Overseas Business Unit. The results of the ALCO Overseas Business Unit implementation are reported to the Director and Business Unit in charge.

Limited ALCO Meetings

1. The Asset and Liability Committee (ALCO) can incidentally hold a Limited ALCO Meeting to discuss asset and liability management related to BRI strategy and policies in the event that there is a special issue that must immediately receive a decision from the ALCO Meeting.
2. The ALCO Chair or Alternate ALCO Chair and ALCO Secretary have the authority to determine ALCO Members who are requested to attend the Limited ALCO Meeting in a separate invitation letter.
3. Limited ALCO Meetings must be attended by all ALCO Members who are requested to attend the Limited ALCO Meeting.

REALIZATION OF MEETINGS AND DUTIES ASSET AND LIABILITY COMMITTEE (ALCO) IN 2024

No.	Date	Meeting agenda
1	Monday, January 08, 2024	• Economic Update Updates related to global & domestic macroeconomics • Balance Sheet Management Financial Performance, Liquidity & Market Risk, Profitability, and Recommendations • Market Update Development of BRI share prices
2	Monday, February 12, 2024	• Economic Update Updates related to global & domestic macroeconomics • Balance Sheet Management Financial Performance, Liquidity & Market Risk, Profitability, and Recommendations • Market Update Development of BRI share prices
3	Wednesday, March 13, 2024	• Economic Update Updates related to global & domestic macroeconomics • Balance Sheet Management Financial Performance, Liquidity & Market Risk, Profitability, and Recommendations • Market Update • Development of BRI share prices
4	Thursday, April 18, 2024	• Economic Update Updates related to global & domestic macroeconomics • Balance Sheet Management Financial Performance, Liquidity & Market Risk, Profitability, and Recommendations • Market Update Development of BRI share prices
5	Monday, May 13, 2024	• Economic Update Updates related to global & domestic macroeconomics • Balance Sheet Management Financial Performance, Liquidity & Market Risk, Profitability, and Recommendations • Market Update Development of BRI share prices
6	Monday, June 10, 2024	• Economic Update Updates related to global & domestic macroeconomics • Balance Sheet Management Financial Performance, Liquidity & Market Risk, Profitability, and Recommendations • Market Update Development of BRI share prices

No.	Date	Meeting agenda
7	Wednesday, July 10, 2024	• Economic Update Updates related to global & domestic macroeconomics • Balance Sheet Management Financial Performance, Liquidity & Market Risk, Profitability, and Recommendations • Market Update Development of BRI share prices
8	Monday, August 12, 2024	• Economic Update Updates related to global & domestic macroeconomics • Balance Sheet Management Financial Performance, Liquidity & Market Risk, Profitability, and Recommendations • Market Update Development of BRI share prices
10	Monday, September 09, 2024	• Economic Update Updates related to global & domestic macroeconomics • Balance Sheet Management Financial Performance, Liquidity & Market Risk, Profitability, and Recommendations • Market Update Development of BRI share prices
11	Monday, October 14, 2024	• Economic Update Updates related to global & domestic macroeconomics • Balance Sheet Management Financial Performance, Liquidity & Market Risk, Profitability, and Recommendations • Market Update Development of BRI share prices
12	Monday, November 11, 2024	• Economic Update Updates related to global & domestic macroeconomics • Balance Sheet Management Financial Performance, Liquidity & Market Risk, Profitability, and Recommendations • Market Update Development of BRI share prices
13	Wednesday, December 11, 2024	• Economic Update Updates related to global & domestic macroeconomics • Balance Sheet Management Financial Performance, Liquidity & Market Risk, Profitability, and Recommendations • Market Update Development of BRI share prices

Risk Management Committee

The Risk Management Committee is a committee at the Head Office responsible for formulating the Risk Management Policy and its amendments, including the implementation of risk management policies and strategies. The Integrated Risk Management Committee is a committee at the Head Office responsible for formulating the Risk Management Policy and its amendments, including the implementation of risk management policies and strategies in an integrated manner.

Risk Management Committee Charter

In carrying out its duties, the Risk Management Committee refers to the Director's Decree NOKEP: 101-DIR/PPM/01/2024 dated January 10, 2024, regarding the Risk Management Committee of PT. Bank Rakyat Indonesia (Persero) Tbk, which regulates the Organization, Representation and Attendance, Duties, Authorities, and Responsibilities, and Work Procedures.

Duties and Responsibilities of the Risk Management Committee

The Risk Management and ESG Committee for Risk Management had the following duties and responsibilities:

1. Establish Risk Management Policies and their amendments including implementation of risk management policies, risk management strategies and contingency plans if abnormal external conditions occured.
2. Determine the risk measurement methodology and its changes.
3. Set limits and changes.
4. Determine the Risk Profile Value and Bank Soundness Level and follow up if necessary.
5. Establish corrective actions based on individual BRI capital analysis and stress testing.

The Integrated Risk Management Committee (RMCT) has the following duties and responsibilities:

1. Establish Integrated Risk Management policies and their changes.
2. Determine corrective steps based on the evaluation results of the implementation of Integrated Risk Management in the form of:
   a. Integrated risk profile report.
   b. Report on individual risk profiles of Subsidiaries members of the BRI financial conglomerate.
   c. Integrated capital analysis.
   d. Integrated and/or individual stress testing simulations and contingency plans.

Risk Management Committee Membership Structure

The Risk Management Committee has the following composition of management and members:

Membership Structure	Position	Voting Rights
President Director	Chairman	✓
Deputy President Director	Alternate Chairman (concurrently permanent member)	✓
Division Head, Market, Portfolio & Enterprise Risk atau Unit Kerja Pengelola Integrated Risk	Secretary (concurrently Permanent Member)	-

Membership Structure	Position	Voting Rights
Director of Risk Management	Permanent Member	✓
Director of Finance	Permanent Member	✓
All Directors or SEVPs of Related Areas	Non-Permanent Member	✓
Director of Compliance	Permanent Member	-
Head of Business unit in Related Field	Non-Permanent Member	-
Committee Support Team		
Market, Portfolio & Enterprise Risk Division	Risk Coordinator Credit, Market, Liquidity and Strategic/Financial Risk	-
Operational Risk Division	Risk Coordinator for Operational, Legal, Compliance, and Reputational Risks, as well as the Risk Owner for Operational Risk	-
Credit & Product Risk Policy Division	Risk Control Owner for Credit Risk	-
Digital Risk Division	Risk Control Owner for Credit Risk	-
Treasury Division	Risk Taking Unit market risk	-
Asset & Liability Management Desk	Risk Taking Unit and/ or Risk Control Owner Liquidity Risk	-
Compliance Division	Risk Control Owner Compliance Risk	-
Head Office Internal Audit Unit	Provider of input on the evaluation of the adequacy and effectiveness of the risk management process	-
Legal Division	Risk Control Owner Legal Risk	-
Corporate Secretary Division	Risk Control Owner Reputational Risk	-
Service & Contact Center Division	Risk Control Owner Reputational Risk	-
Planning, Budgeting & Performance Management Division	Risk Control Owner Strategic/Financial Risk	-
Environmental, Social & Governance Division	Risk Control Owner Climate Risk	-

The Integrated Risk Management Committee (RMCT) has the following composition of management and members:

Membership Structure	Position	Voting Rights
President Director	Chairman	✓
Deputy President Director	Alternate Chairman (concurrently Permanent Member)	✓
Division Head, Market, Portfolio & Enterprise Risk atau Unit Kerja Pengelola Integrated Risk	Secretary (concurrently Permanent Member)	-
Director of Risk Management	Permanent Member	✓
Director of Finance	Permanent Member	✓
All Directors or SEVPs of Related Areas	Non-Permanent Member	✓
Director of Compliance	Permanent Member	-
President Director of BRI Danareksa Sekuritas	Permanent Member	-
President Director of BRI Finance	Permanent Member	-
President Director of BRI Insurance	Permanent Member	-
President Director of BRI Life	Permanent Member	-
President Director of Investment Management	Permanent Member	-
President Director of Bank Raya	Permanent Member	-
President Director of BRI Global Financial Services	Permanent Member	-
President Director of BRI Ventures	Permanent Member	-
President Director of Pegadaian	Permanent Member	-
President Director of PNM	Permanent Member	-
The Director/SEVP overseeing the Risk Management Function in the Subsidiary Companies of BRI Financial Conglomerate.	Permanent Member	-
Head of Business Unit in Related Field	Non-Permanent Member	-
Committee Support Team		
Subsidiary Management Division (Liaison Unit)	The management of subsidiary companies, including formulating strategies, business plans, performance evaluations, business synergies, and Corporate Actions related to the subsidiary companies.	-
The Risk Management Unit of BRI consists of the Market Portfolio & Enterprise Risk Division, Operational Risk Division, Credit & Product Risk Policy Division, and Digital Risk Division.	Oversight function.	-
Internal Audit Unit	Independent assurance function	-

Profile of Risk Management Committee Members

The profile can be found in the Board of Directors section of this Annual Report.

Independence Statement of Risk Management Committee

All members have no affiliation with other Directors, Commissioners, or Controlling Shareholders, are not shareholders of the Company that could influence their ability to act independently, nor are they Commissioners, Directors, or employees of companies that have affiliations or business relations with BRI.

Training and/or Competency Enhancement For Risk Management Committee in 2024

Training and/or competency enhancement can be found in the Board of Directors' Training and/or Competency Enhancement section of this Annual Report.

Meetings and Implementation of Risk Management Committee Tasks in 2024

Meeting Policy

1. The Risk Management Committee meetings are held regularly at least once every quarter. The Integrated Risk Management Committee meetings are held regularly at least twice a year.
2. Risk Management Committee meetings may be held outside the regular schedule if there are important and urgent issues, including:
   a. A significant change in BRI's Risk Profile caused by changes in business conditions, macroeconomic factors, violation of internal risk limits, or other factors.
   b. Regulatory changes that require a quick response or action from the organization.
   c. Force majeure conditions caused by natural factors, human factors, external disturbances, or other disruptive factors.
   d. Any factor that leads the Board of Directors to decide a Risk Management Committee meeting should be held.
3. The Risk Management Committee meeting discusses, reviews, and approves proposals and recommendations presented in the meeting in accordance with applicable regulations. These proposals and recommendations include policies, strategies, and risk management procedures.
4. The Risk Management Committee meeting is chaired by the Committee Chair. If the Chair is unavailable, the meeting is led by the Deputy Chair.
5. The Risk Management Committee meeting can be held if attended by at least 2/3 (two-thirds) of the Committee Members and the Chair.
6. Decisions at the Risk Management Committee meeting are made by consensus. If consensus is not reached, the decision is considered valid if approved by 50% (fifty percent) of the Committee Members with voting rights plus 1 (one) additional Committee Member, including the Chair.
7. The decisions made at the Risk Management Committee meeting can be annulled by the Board of Directors through a Board of Directors meeting.
8. The coordination of Risk Management Committee meetings is the responsibility of the Committee Secretary.

Meetings' Realization and Implementation of Risk Management Committee Duties in 2024

Risk Management Committee

No.	Date	Meeting Agenda
1	January 22, 2024	• BRI Risk Profile Q4 2023 and TKB Semester II 2023 • Monitoring RAS, Trigger Level, EWI • Risk Issues and Risk Awareness Bankwide
2	March 18, 2024	• Review Risk Profile Parameters • Monitoring RAS, Trigger Level, EWI • Risk Issues and Risk Awareness Bankwide
3	April 24, 2024	• BRI Risk Profile Q I 2024 • Monitoring RAS, Trigger Level, EWI • Risk Issues and Risk Awareness Bankwide
4	May 20, 2024	• Monitoring RAS, Trigger Level, EWI • Risk Issues and Risk Awareness Bankwide
5	July 17, 2024	• BRI Risk Profile Q II 2024 and TKB Semester II 2023 • Monitoring RAS, Trigger Level, EWI • Risk Issues and Risk Awareness Bankwide
6	September 11, 2024	• Monitoring RAS, Trigger Level, EWI • Risk Issues and Risk Awareness Bankwide
7	October 16, 2024	• BRI Risk Profile Q III 2024 • Monitoring RAS, Trigger Level, EWI • Risk Issues and Risk Awareness Bankwide
8	November 25, 2024	• RAS Proposals 2025 • Monitoring RAS, Trigger Level, EWI • Risk Issues and Risk Awareness Bankwide
9	December 18, 2024	• Monitoring RAS, Trigger Level, EWI • Risk Issues and Risk Awareness Bankwide

Integrated Risk Management Committee

No.	Tanggal	Agenda Rapat
1	February 16, 2024	• Establishment of Risk Categories and Classifications for BRI and (PA) • Monitoring RAS and Risk Profiles for PA and Integrated Risk • Establishment of Integrated RAS for 2024 • Key Risk Issues for Subsidiaries • Results of RMI Assessment for 2023

No.	Tanggal	Agenda Rapat
2	August 15, 2024	• Monitoring RAS and Risk Profiles for Subsidiary Company and Integrated Risk • Consolidated Risk Evaluation • Key Risk Issues for Subsdiaries

Environmental, Social & Governance (ESG) Committee

The Environmental, Social & Governance (ESG) Committee prepares, implements, monitors, and evaluates ESG strategies, policies, and programs/initiatives.

Piagam Environmental, Social & Governance (ESG) Committee

In carrying out its duties, the Environmental, Social & Governance (ESG) Committee refers to the Director's Decree NOKEP: 102-DIR/PPM/01/2024 dated January 10, 2024, regarding the Environmental, Social & Governance (ESG) Committee of PT. Bank Rakyat Indonesia (Persero) Tbk., which regulates the Organization, Representatives and Attendance, Duties, Authorities, Responsibilities, and Work Procedures.

Duties and Responsibilities of the Environmental, Social & Governance (ESG) Committee

The Environmental, Social, and Governance Committee has the following duties and responsibilities:

1. Approving and providing direction on the review and evaluation results related to the implementation of policies or governance of ESG initiative parameters and TJSL initiatives, which have been prepared by the relevant Business Unit and then proposed by the Committee Support Team.
2. Establishing work programs that fall under the ESG initiatives and TJSL initiatives category based on the recommendations of the Committee Support Team.
3. Approving and providing direction on the review and evaluation results related to the implementation of work programs within the ESG initiative and TJSL initiative parameters, as well as the reporting of data and information related to ESG.
4. Approving and providing direction on the review results related to ESG rating reports, investor concerns, or other third-party assessments regarding BRI's ESG and TJSL performance and implementation.
5. Determining material issues based on ESG Rating reports, investor concerns or other third-party assessments regarding BRI's ESG and TJSL performance and implementation.
6. Approving follow-up action plans based on review and evaluation results, which can then be proposed as new work programs to be further addressed by the relevant Business Unit.
7. Approving and providing direction on ESG and TJSL-related issues, including regulations, global initiatives, business practices, and other important ESG and TJSL-related information.

Environmental, Social & Governance (ESG) Committee Membership Structure

Membership Structure	Position	Voting Rights
President Director	Chairman	✓
Deputy President Director	Alternate Chairman (Concurrently Permanent Member)	✓
Division Head, Environmental, Social & Governance atau Unit Kerja Pengelola ESG	Secretary (Concurrently Permanent Member)	-
Director of Risk Management	Permanent Member	✓
Director of Finance	Permanent Member	✓
Director of Compliance	Permanent Member	-
SEVP Change Management & Transformation Office	Permanent Member	✓
All Directors or SEVPs of Related Fields	Non-Permanent Member	✓
Committee Support Team		
Change Management Division	Initiator of work programs in accordance with the Corporate Plan	
Investor Relation Division	Communication to investors, rating agencies, regulators and other stakeholders	
Planning, Budgeting & Performance Management Division	Preparation and provision of work program data included in the Bank Business Plan (RBB), preparation and provision of TJSL work program data in the Company Work Budget Plan (RKAP), monitoring of work program KPIs related to ESG and TJSL.	
Corporate Secretary Division	Corporate Social Responsibility (CSR) budget manager	
Micro Business Development Division	Partnership loan business management	
Project Management Office Division	Data provider, review and supervision related to projects included in the scope of ESG and TJSL indicators	

Environmental, Social & Governance (ESG) Committee Member Profile

The profiles can be checked in the Board of Directors Profile section of this Annual Report.

Environmental, Social & Governance (ESG) Committee Independence Statement

All members have no affiliation with other Directors, Commissioners, or Controlling Shareholders. They are not shareholders of the Company who could influence their ability to act independently, nor are they Commissioners, Directors, or employees of companies affiliated with or conducting business with BRI.

Training and/or Competency Improvement of Environmental, Social & Governance (ESG) Committee In 2024

Training and/or competency development can be found in the Board of Directors' Training and/or Competency Development section of this Annual Report.

MEETINGS AND IMPLEMENTATION OF ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG) COMMITTEE TASKS IN 2024

Meeting Policy

1. The Committee Support Team prepares and analyzes studies according to their respective scopes.
2. The ESG Committee meetings are held regularly at least twice a year.
3. ESG Committee meetings may be held outside the regular schedule if there are important and urgent issues, including:
   a. There is a significant change in BRI's ESG Rating, which changes in business conditions could cause macroeconomic factors, violations of ESG compliance and policy/governance, or other causal factors.
   b. There have been changes to regulations related to ESG that require a quick and immediate response or attitude from the Company.
   c. Some factors cause the Board of Directors to decide to hold an ESG Committee Meeting.
4. The committee Chair chairs ESG Committee meetings. In the event that the Committee Chair is unable to attend, the meeting will be chaired by an Alternate Chair.
5. ESG Committee meetings can be held if attended by at least 2/3 (two-thirds) of the Committee Members and attended by the Committee Chair.
6. Decisions of the ESG Committee meetings are made through deliberation and consensus. If an agreement is not reached, the decisions of the ESG Committee meeting shall be considered valid if it is approved by 50% (fifty percent) of the total voting Committee Members plus one (1) Committee Member, including the Committee Chair.

Realization of Meetings and Implementation of Environmental, Social & Governance (ESG) Committee Duties in 2024

No.	Date	Meeting Agenda
1	January 02, 2024	• Presentation of the 2023 Materiality Assessment Proposal • Proposal for the release of the SDGs Report in BRI's 2023 Sustainability Report
2	July 22, 2024	• Proposal for the Management Ownership Requirement • Presentation of the climate risk stress testing result • Presentation of Environmental Initiatives

Capital & Investment Committee

The Capital & Investment Committee is a committee at the Head Office responsible for providing recommendations and/or decisions related to Corporate Actions and Subsidiary Management.

Duties and Responsibilities of the Capital & Investment Committee

The duties and responsibilities of the Capital & Investment Committee, based on the Board of Directors Decree No: 94-DIR/PPM/01/2024 dated January 10.2024, concerning the Capital & Investment Committee, are as follows:

1. Related to Corporate Actions
   a. Reviewing the Corporate Action proposed by the Committee Support Team.
   b. Determine and recommend corporate steps for further approval from the President Director/Deputy President Director either through a Board of Directors Meeting or circular approval
   c. Conducting evaluations of Corporate Actions in Subsidiaries.
2. Regarding the Management of Subsidiary Companies:
   a. Determine the business plan, work plan, and company budget (RKAP) of the Subsidiary Company, including the Key Performance Indicators and dividend plan of the Subsidiary Company;

b. Conduct performance reviews and determine performance improvement steps with the Directors of Subsidiary Companies.
c. Providing recommendations and decisions on strategic synergies between Subsidiaries and BRI.

Membership Structure of the Capital & Investment Committee

Membership Structure	Position	Voting Rights
Director of Finance	Chairman	✓
Director of Risk Management	Alternate Chairman (also Permanent Member)	✓
Division Head, Subsidiary Management or	Secretary	-
Director of Subsidiary Company Development	Permanent Member	✓
Relevant Director or SEVP	Non-Permanent Member	✓
Director of Compliance	Permanent Member	-
Committee Support Team		
Division Head, Subsidiary Management	Subsidiary Company Manager	-
Project Manager, Strategic Investment	Managing strategic investments related to Corporate Actions outside of Subsidiary capital increases, whether carried out by the Company or through a partnership	-
Division Head, Planning, Budgeting & Performance Management	Aligning and planning the Company's business strategy	-
Division Head, Market Portfolio & Enterprise Risk Management	Managing risk management aspects.	-
Division Head, Legal	Managing legal aspects	-
Division Head, Compliance	Managing compliance aspects and conducting Compliance Testing	-
Division Head, Financial & Management Accounting	Managing accounting management within the Company and providing financial data	-
Division Head, Treasury Business	Managing the Company's funding and liquidity	-
Desk Head, Assets & Liabilities Management	Managing evaluation and recommendations for capital optimization and capital allocation within the Company	-
Head of relevant Business Units relevant to the Capital & Investment Committee agenda	-	-

Capital & Investment Committee Member Profile

The members' profiles can be seen in the Directors' Profile section of this Annual Report.

The Financing Committee's Statement of Independence

All committee members have no affiliation with other Directors, Commissioners, or Controlling Shareholders, nor are they shareholders of the Company, which could affect their ability to act independently: commissioners, Directors, and employees from companies with affiliations or business with BRI.

Training and/or Improving the Competency of the Capital & Investment Committee in 2024

Training and/or competency improvement can be seen in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

Meeting and the Duties' Implementation of the Capital & Investment Committee in 2024

Meeting Policy

1. The Capital & Investment Committee is held regularly at least four (4) times per year.
2. The Committee Support Team prepares studies and analyses according to their respective scopes.
3. The studies are presented at the Committee meeting by Committee Members and/or Support Team Members and/or Subsidiary representatives according to their respective scopes.
4. The Capital & Investment Committee meetings may be conducted offline or via video conferencing or other electronic media, under the applicable regulations.
5. The Capital & Investment Committee meeting is considered to meet quorum requirements if attended, either physically or via video conferencing or other electronic media by at least three (3) Directors, as follows:
   a. One (1) Chairperson/Acting Chairperson
   b. Two (2) Directors who are either Permanent Members with Voting Rights, Non-Permanent Members with Voting Rights, and/or Permanent Members without Voting Rights.
7. The meeting can only proceed if the quorum is met.
8. The Capital & Investment Committee meeting is chaired by the Chairperson. If the Chairperson is unable to attend, the meeting shall be chaired by the Acting Chairperson of the Committee.
9. The Chairperson leads the Capital & Investment Committee meeting and has voting rights.

10. The Committee Secretary is responsible for coordinating the organization of the Capital & Investment Committee meeting, including:
    a. Preparing the agenda, schedule, and meeting venue;
    b. Preparing and/or coordinating the Capital & Investment Committee materials;
    c. Presenting recommendations from the Committee Support Team's study and Pre-Capital & Investment Committee discussions;
    d. Drafting the Meeting Minutes;
    e. Monitoring the implementation of meeting decisions.
11. The Committee's recommendations and/or decisions are determined through deliberation and consensus by the Chairperson and all Committee Members. If an agreement is not reached, the recommendations and/or decisions of the Committee meeting shall be considered valid if approved by 50% (fifty percent) of the voting Committee Members present plus one (1) Committee Member, including the Chairperson.
12. The presence of the President Director and/or Vice President adds to the number of Permanent Members with voting rights.
13. The Committee may also make binding decisions outside the Capital & Investment Committee meetings, provided that the Chairperson/Acting Chairperson, all Permanent Members with Voting Rights, and Non-Permanent Members with Voting Rights (if any) give written approval for proposals submitted by the Subsidiary Management Business Unit, accompanied by an analysis from the Committee Support Team according to their respective scopes. Decisions made in this manner hold the same validity as those made in an official Capital & Investment Committee meeting.
14. Decision-making outside the Capital &Investment Committee, as regulated in this article, does not apply to Corporate Actions unless prior approval has been obtained from the President Director/Vice President Director through a Board of Directors meeting.

REALIZATION OF MEETINGS AND IMPLEMENTATION OF DUTIES OF THE CAPITAL & INVESTMENT COMMITTEE IN 2024

No.	Date	Meeting Agenda
1.	February 13, 2024	Subsidiary Performance Assessment for 2023
2.	February 22, 2024	Discussion on Ramayana Project
3.	February 22, 2024	Discussion on the progress or follow-up of Alexandria Project
4.	February 26, 2024	Discussion on BRI Ventures Corporate Plan for the 2025-2029 period
5.	March 14, 2024	Assessment of BRI Financial Conglomerate Parenting Style for 2024
6.	May 15, 2024	Q1 2024 Performance review of PT Asuransi BRI Life
7.	May 15, 2024	Q1 2024 Performance and Budget Implementation of PT Pegadaian
8.	May 15, 2024	Q1 2024 Performance and Budget Implementation of PT PNM
9.	May 16, 2024	Q1 2024 Performance of PT BRI Multifinance Indonesia (BRIF)
10.	May 16, 2024	Q1 2024 Performance and Proposed Revision of the 2024 Bank Raya Business Plan (RBB)
11.	October 21, 2024	Project Oasis (Bank Raya Pivot Strategy)
12.	November 1, 2024	Long-Term Plan of PT BRI Multifinance Indonesia for 2025-2029
13.	November 1, 2024	Q3 2024 Performance Review, 2025 RKAP Proposal, 2025-2027 RBB, and 2025-2029 RJPP of PT BRI Danareksa Sekuritas
14.	November 6, 2024	PT Pegadaian's 2025 Work Plan and Budget (RKAP) and 2025-2029 Long-Term Plan
15.	November 6, 2024	PT PNM's 2025 Work Plan and Budget (RKAP) and 2025-2029 Long-Term Plan
16.	November 6, 2024	Discussion on the 2025 RKAP & 2025-2029 Long-Term Corporate Plan of BRI Insurance
17.	November 7, 2024	Long-Term Plan of BRI Ventures for 2025-2029
18.	November 7, 2024	Q3 2024 Performance Review, 2025 RKAP & 2025-2029 Business Plan of BRI Life
19.	November 7, 2024	Q3 2024 Performance of BRI – MI and 2025-2029 RJPP
20.	November 14, 2024	1. Bank Raya's 2025 Work Plan and Budget (RKAP) 2. Bank Raya's 2025-2027 Business Plan (RBB) 3. Bank Raya's 2025-2029 Long-Term Corporate Plan (RJPP) 4. Presentation of Bank Raya's Recovery Plan

Credit Policy Committee

Credit Policy Committee is a committee at the Head Office whose task is to assist the Board of Directors in formulating BRI credit policies and providing suggestions for improvements to credit policies.

Credit Policy Committee Charter

In carrying out its duties, the Credit Policy Committee refers to the Board of Directors Decree No: 98-DIR/PPM/01/2024 dated January 10, 2024, concerning the Credit Policy Committee of PT. Bank Rakyat Indonesia (Persero) Tbk., which regulates the Organization, Duties, and Responsibilities, and Work Procedures.

Duties and Responsibilities of the Credit Policy Committee

1. Establishing Bank's Credit Policy (KPB), particularly in formulating prudential principles in lending, as regulated in the Guidelines for Formulating Bank Credit Policies (PPKPB), and other credit policies that require decisions from the Credit Policy Committee Meeting.
2. Supervise the implementation of the Bank Credit Policy (KPB) in a responsible and sustainable manner and formulate alternatives and implementation solutions if there are obstacles.
3. Conducting periodic reviews of BRI's Credit Policy (KPB) and other credit policies in accordance with the minimum policy review timeframe as stated in BRI's KPB and other credit policies.
4. Carry out an evaluation of:
   a. Correct implementation of the authority to decide on loan or provide funds.
   b. Correctness in carrying out the process of loan facility or providing funds, development and quality of loan facility to Parties Related to the Bank and certain large Debtors.
   c. Correct implementation of the provisions on the Legal Lending Limit (LLL).
   d. Compliance with statutory provisions and other regulations in the implementation of loan provision.
   e. Resolution of non-performing loans under the provisions set in the Credit Policy (KPB) and other credit policies.
   f. Adequacy of allowance for impairment losses on loans (CKPN) and write-off reserves.
   g. Certain large debtors and loans on the Special Mention Loan list.
5. Conduct a study assessing the effectiveness of the loan internal control system.
6. Submitting periodic reports at least once a year to the Board of Commissioners regarding:
   a. The result of monitoring the implementation and execution of the Credit Policy (KPB) and other credit policies.
   b. The results of the evaluation related to point 4.
7. Monitor and evaluate the development and quality of the overall loan or financing portfolio.

The Membership Stucture of the Credit Policy Committee

The structure of the Credit Committee membership is as follows.

Membership Structure	Position	Voting Rights
President Director	Chairman	✓
Deputy President Director	Alternate Chairman (concurrently Permanent Member)	✓
Division Head, Credit & Product Risk Policy or Business Unit that Manages Credit Policy Function	Secretary (concurrently Permanent Member)	-
Director of Risk Management	Permanent Member	✓
Director or SEVP according to the related Field/Supervisor, adjust to the committee agenda	Non-Permanent Member	✓
Director of Compliance	Permanent Member	-
SEVP Internal Audit Unit	Permanent Member	-
Division Head under the related Director of Risk Management, adjust to the committee agenda	Non-Permanent Member	-
Other Division Heads/Desk Heads, adjust to the committee agenda	Non-Permanent Member	-

Profile of The Credit Policy Committee Members

The members' profiles can be seen in the Directors' Profile section in this Annual Report.

Statement of Independence of The Credit Policy Committee

All members have no affiliation with other Directors, Commissioners, or Controlling Shareholders, nor are they shareholders of the Company, which could affect their ability to act independently; Commissioners, Directors, and employees from companies that have affiliations or business with BRI.

Training and/or Improving the Competency of the Credit Policy Committee in 2024

Training and/or competency improvement can be seen in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

Meetings and Duties Implementation of the Credit Policy Committee in 2024

Meeting Policy

1. The Credit Policy Committee Meeting is held periodically at least twice a year.
2. The Credit Policy Committee Meeting is conducted to propose the formulation, amendment, or revision of credit policies (KPB and other credit policies), as well as to discuss urgent and critical credit policy issues requiring an immediate response from the company.
3. If there is an urgent issue that needs to be discussed in the Credit Policy Committee, the relevant Business Unit may propose a meeting to the Secretary of the Credit Policy Committee.

4. The Credit Policy Committee Meeting is chaired by the President Director as the Chairman of the Credit Policy Committee. If the Chairman of the Credit Policy Committee is unavailable, the meeting will be led by a Substitute Chairman.
5. Rapat Credit Policy Committee dinyatakan kuorum apabila dihadiri 2/3 dari seluruh anggota komite dan wajib dihadiri oleh Ketua Komite atau Ketua Komite Pengganti.
6. Decisions in the Committee Meeting are made based on deliberation and consensus. If consensus is not reached, the Committee Meeting decision is considered valid if approved by 50% (fifty percent of the attending committee members plus one (1) additional member.
7. If the changes to the KPB (Credit Policy Book) are non-material, the Credit Policy Committee's decision may be made through a circular memo with approval from the Chairman and other Committee Members.

REALIZATION OF MEETINGS AND IMPLEMENTATION OF DUTIES OF THE CREDIT POLICY COMMITTEE IN 2024

No.	Date	Meeting Agenda
1	August 12, 2024	Amendment to the Circular Letter on Decision-Making Authority
2	November 25, 2024	Write-Off Policy PP No.47 of 2024

Credit Committee

The Credit Committee is an operational committee that assists the Board of Directors in evaluating and/or deciding on loan applications for certain amounts and/or types of loan determined by the Board of Directors.

Credit Committee Charter

In carrying out its duties, the Credit Committee refers to the Decree of the Board of Directors NOKEP: S.469-DIR/KRD/03/2022 and its amendments concerning the Credit Committee which regulates the Organization, Duties and Responsibilities and Work Procedures.

Duties and Responsibilities of the Credit Committee

1. Provide decisions on approving or rejecting loans by the authority limits determined by the Board of Directors, including choosing/changing the loan structure and terms.
2. Conduct duties in providing loan decisions based on professional skills honestly, objectively, carefully, and thoroughly.
3. Reject requests and/or influence from interested parties to provide loan approval that is only a formality or outside of sound loan principles.
4. Sign the Loan Decision form (or other media determined by the Board of Directors and function as a loan decision) as proof of the loan decision and as a manifestation of the Financing Committee's responsibility.

Credit Committee Membership Structure

1. According to the type of authority it has, the Credit Committee is divided into::
   a. Non-Restructuring Credit Committee, namely a credit committee that has the authority to decide on new loan initiatives, extensions, supplementations, changes to terms, and other loan decisions not within the framework of restructuring; and
   b. Credit Restructuring Committee, namely the credit committee that has the authority to decide on loan initiatives in the context of restructuring performing loans and non-performing loans, loan settlements, loan write-offs, and write-offs.
2. Each credit committee consists of members from the Risk function and the Business function.
3. The structure and members of the credit committee are under the applicable SE PDWK (Credit Delegation Authority Decision).
4. Each credit committee is based at the Head Office, Regional Offices, Special Branch Offices, and Overseas Business Units (UKLN).

The membership structure of the Credit Committee is as follows:

Membership Structure	Position	Function	Voting Rights
President Director	Permanent Member	*Risk*	✓
Deputy President Director	Permanent Member	*Risk*	✓
Director of Risk Management	Permanent Member	*Risk*	✓
Director of Finance	Permanent Member	*Risk*	✓
Director of Digital and Information Technology	Permanent Member	*Risk*	✓
Director of Human Capital	Permanent Member	*Risk*	✓
SEVP Change Management & Transformation Office	Permanent Member	*Risk*	✓
SEVP Fixed Asset Management & Procurement	Permanent Member	*Risk*	✓
SEVP Operations	Permanent Member	*Risk*	✓
SEVP Human Capital Strategy	Permanent Member	*Risk*	✓
Director of Wholesale and Institutional Business	Permanent Member	Business	✓
Director of Micro Business	Permanent Member	Business	✓
Director of Small and Medium Business	Permanent Member	Business	✓
Director of Consumer Business	Permanent Member	Business	✓
Director of Network and Services	Permanent Member	Business	✓

Membership Structure	Position	Function	Voting Rights
SEVP Commercial Business	Permanent Member	Business	✓
SEVP Treasury & Global Services Business	Permanent Member	Business	✓
SEVP Ultra Micro Business	Permanent Member	Business	✓

Credit Committee Member Profile

The profile can be seen in the Directors' Profile section in this Annual Report.

Credit Committee Independence Statement

All members of the Credit Committee have no affiliation with other Directors, Commissioners or Controlling Shareholders, are not shareholders of the Company that could affect their ability to act independently, Commissioners, Directors or employees of companies that have affiliations or business with BRI.

Training and/or Competency Improvement of Credit Committee in 2024

Training and/or competency improvement can be seen in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

Meetings and Implementation of Duties of the Credit Committee in 2024

Meeting Policy

1. The Credit Committee Meeting is valid if attended by at least members of the Credit Committee according to the composition of the Credit Committee in the PDWK provisions, both in terms of the number and composition of the Risk function and Business function ranks and members of the Credit Committee who are mandatory to attend.
2. Credit Committee Meetings can be held physically, or by conference via electronic media agreed upon by each member of the Credit Committee who participates.
3. The Secretary of the Credit Committee is responsible for coordinating the implementation of the Credit Committee Meeting (RKK) such as the time and place of implementation including documenting/compiling the RKK Minutes and providing the RKK Minutes.

REALIZATION OF MEETINGS AND IMPLEMENTATION OF CREDIT COMMITTEE DUTIES IN 2024

Month	Date	RKK Implementation (Times)	Number of Decisions	Agenda	Quorum Attendance & Verdict
Januari	9, 23, 24	3	6	Discussion and granting of corporate segment loan decisions	Quorum
Februari	6, 15, 21	3	8		Quorum
Maret	6, 14, 19, 26, 27	5	19		Quorum
April	2, 4, 23, 24, 30	5	15		Quorum
Mei	2, 6, 14, 21, 28	5	17		Quorum
Juni	4, 11, 25	3	26		Quorum
Juli	2, 10, 16, 22, 30, 31	6	30		Quorum
Agustus	8, 13, 20, 21, 27	5	24		Quorum
September	3, 10, 24, 30	4	18		Quorum
Oktober	1, 10, 15, 24, 29	5	37		Quorum
November	5, 12, 19, 26	4	23		Quorum
Desember	3, 4, 10, 17, 19, 24	6	30		Quorum
TOTAL		**54**	**253**		

Information Technology Steering Committee

The Information Technology Steering Committee is a Board of Directors Committee responsible for providing direction and recommendations on the planning, governance, development and operation of information technology. In addition, the Technology Steering Committee also assists the Board of Directors in identifying key risks related to information technology disruptions, cybersecurity and disaster recovery. Through the Technology Steering Committee, it ensures that these risks are managed and integrated into the overall risk management framework.

Information Technology Steering Committee Charter

In carrying out its duties, the Information Technology Steering Committee is governed by the Board of Directors Decree No. 96-DIR/PPM.01/2024 concerning the Information Technology Steering Committee of PT Bank Rakyat Indonesia (Persero) Tbk, which regulates its Objectives, Organization, Duties, Authority, Responsibilities, and Work Procedures.

Duties and Responsibilities of the Information Technology Steering Committee

The Information Technology Steering Committee has the following responsibilities:

1. The long-term Information Technology Strategic Plan aligns with the Corporate and Bank Business Plan outlined in BRI's ITSP.
2. Formulation of Crucial Information Technology policies, standards, and procedures.
3. Compatibility between approved Information Technology projects and BRI ITSP.
4. Suitability of the current technology architecture (baseline) with BRI's Information Technology architecture targets in supporting business capabilities.
5. Conformity between the implementation of the Information Technology project and the agreed project plan.
6. Compatibility between Information Technology and the needs of management information systems and the needs of the Bank's business activities.
7. Effectiveness of steps in minimizing risks on Bank investments in the Information Technology sector so that Bank investments in the Information Technology sector contribute to achieving the Bank's business objectives.
8. Monitor information technology performance and efforts to improve information technology performance.
9. Efforts to resolve various problems related to Information Technology that cannot be determined by the Information Technology User and Operator Business Unit effectively, efficiently, and on time.
10. Adequacy and allocation of resources owned by the Bank.

Membership Structure of the Information Technology Steering Committee

Membership Structure	Position	Voting Rights
Director of Digital & Information Technology	Chairman	✓
Director of Retail Funding and Distribution	Alternate Chairman (concurrently Permanent Member)	✓
Department Head, fungsi IT Governance Management, IT Strategy & Enterprise Architecture Division	Secretary (concurrently Permanent Member)	-
Director of Risk Management	Permanent Member	✓
Director of Finance	Permanent Member	✓
SEVP Operations	Permanent Member	✓
Division Head, IT Strategy & Enterprise Architecture	Permanent Member	✓
Division Head, Enterprise Data Management & Analytics	Permanent Member	✓
Division Head, Application & Quality Management	Permanent Member	✓
Division Head, Digital Innovation	Permanent Member	✓
Division Head, IT Infrastructure & Operations	Permanent Member	✓
Division Head, Information Security	Permanent Member	✓
Division Head, Operational Risk	Permanent Member	✓
Division Head, Digital Risk	Permanent Member	✓
Division Head, Distribution Network	Permanent Member	✓
Division Head, Planning, Budgeting & Performance Management	Permanent Member	✓
Director or SEVP of Related Fields; or Division Head of Related Fields	Permanent Member	✓
Director of Compliance	Permanent Member	-

Profile of Information Technology Steering Committee Members

The profile can be seen in the Directors' Profile section in this Annual Report.

Statement of Independence of the Information Technology Steering Committee

All committee members have no affiliation with other Directors, Commissioners, or Controlling Shareholders, and are not shareholders of the Company, which can influence their ability to act independently, Commissioners, Directors, or employees of companies that have affiliations or do business with BRI.

Training and/or Improving the Competency of the Information Technology Steering Committee in 2024

Training and/or competency improvement can be seen in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

Meetings and Implementation of Duties of the Information Technology Steering Committee in 2024

Meeting Policy

1. The Information Technology Steering Committee holds regular meetings at least twice a year.
2. The Information Technology Steering Committee meetings may be held outside the regular schedule if there are important and urgent issues, including:
   a. Significant changes in the Information Technology Strategic Plan due to business condition changes, macroeconomic factors, IT project adjustments, or other factors;
   b. Regulatory changes requiring an immediate response or action from the organization;
   c. Force majeure conditions caused by natural factors, human factors, external disruptions, or other disruptive factors;
   d. Factors leading the Board of Directors to decide to hold an Information Technology Steering Committee Meeting
3. The Committee Meeting is chaired by the Director of Digital & Information Technology. In the event that the Director of Digital & Information Technology is unable to attend, the meeting will be chaired by the Acting Chairperson.
4. The Committee Meeting can be held if attended by at least 2/3 (two-thirds) of the Committee Members and chaired by the Committee Chairperson.
5. Committee meeting decisions are made based on deliberation to reach consensus. In the event that consensus is not reached, the decision is considered valid if approved by 50% (fifty percent) of the total Committee Members (both permanent and non-permanent) present, plus one additional vote from a Committee Member.
6. The coordination of the Information Technology Steering Committee meetings is the responsibility of the Committee Secretary, with duties and responsibilities including:
   a. Preparing and sending meeting invitations.
   b. Preparing and presenting meeting materials.
   c. Drafting and distributing meeting minutes to the members of the Information Technology Steering Committee.
   d. Monitoring the implementation of decisions made by the Information Technology Steering Committee in the relevant business units.
7. The Chairperson of the Information Technology Steering Committee may invite the President Director and/or Vice President Director, whose presence adds to the Permanent Members with voting rights .
8. The decisions made in the Information Technology Steering Committee meetings may be annulled by the Board of Directors through a Board of Directors meeting.

REALIZATION OF MEETINGS AND IMPLEMENTATION OF DUTIES OF THE INFORMATION TECHNOLOGY STEERING COMMITTEE IN 2024

During 2024, the Information Technology Steering Committee carried out its duties by holding 2 (two) meetings, with the following details:

No.	Date	Agenda
1	February 1, 2024	1. Existing conditions and IT achievements of 2023 2. Strategic IT initiatives 2023-2024 3. Market Research & Business Strategy
2	December 6, 2024	1. Initiation of ITSP 2025-2029 and Alignment with BRIvolution3.0 2. CRM Marketing & Sales

Human Capital Committee

The Human Capital Committee is a Committee that has the authority to determine strategic and operational policies in the field of Human Capital and aims to increase effectiveness, efficiency, and transparency in decision-making in human capital management and improve the quality of human capital management based on the principles of Good Corporate Governance.

Human Capital Committee Organization PT Bank Rakyat Indonesia (Persero) Tbk. Consist of:

1. Human Capital Planning & Policy Field
2. Talent Field
3. Performance Management Field
4. Ethics & Discipline Field
5. Job Evaluation Field

Human Capital Committee Charter

In carrying out its duties, the Human Capital Committee refers to the Board of Directors Decree No 95-DIR/PPM/01/2024, regarding the Human Capital Committee of PT Bank Rakyat Indonesia (Persero) Tbk., which regulates its Objectives, Organizations, Scopes, and Work Procedures.

Profile of Members of the Human Capital Committee

The profile can be seen in the Directors' Profile section in this Annual Report.

Statement of Independence of the Human Capital Committee

All committee members have no affiliation with other Directors, Commissioners, or Controlling Shareholders, and are not shareholders of the Company, which can influence their ability to act independently, Commissioners, Directors, or employees of companies that have affiliations or do business with BRI.

Training and/or Improving the Competency of the Human Capital Committee in2024

Training and/or competency improvement can be seen in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

Meeting Policy

1. The Human Capital Committee for Human Capital Planning & Policy and Performance Management holds regular meetings at least twice a year.
2. The Human Capital Committee meeting is led by the Committee Chair. In the event that the Committee Chair is absent, the Human Capital Committee meeting is led by the Alternate Committee Chair.
3. All members of the Human Capital Committee have the same duties and responsibilities.
4. The organization of Human Capital Committee meeting, as referred to in point 1, is the responsibility of the Committee Secretary, which includes:
   a. Prepare meeting agendas;
   b. Presenting meeting materials;
   c. Preparing Meeting Minutes;
   d. Follow up and/or forward meeting results to the relevant Business Unit as needed;
   e. Monitoring the follow-up actions from the meeting results.
5. If there is an important and urgent issue that requires a solution and/or attitude from the Human Capital Committee, the relevant Business Unit can propose to the Committee Secretary to hold a Human Capital Committee Meeting.
6. A meeting meets a quorum if it is attended by a minimum of 50% (fifty percent) plus 1 (one) of all Committee members and must be attended by the Committee Chair or Alternate Committee Chair.
7. The Human Capital Committee's decisions are determined by deliberation and consensus by the members present. In the event that no agreement is reached, the decision of the Human Capital Committee is declared valid and binding if 50% (fifty percent) of the total Committee Members plus 1 (one) Committee Member vote in agreement with the following provisions:
   a. In the event that there are Directors in the Management or Committee Members, the Committee Chair or Substitute Committee Chair and the Human Capital Director vote in favor.
   b. In the event that there are no Directors in the Management or Committee Members, the Committee Chair votes in favor.
8. The Committee's approval is documented in a document signed by the Chairman and the Committee Members present.
9. The Human Capital Committee may make decisions through a circular memorandum.
10. If necessary, the Human Capital Committee may invite Other relevant Parties as speakers.
11. The Presence of the President Director and/or Vice President Director adds to the Permanent Members with voting rights.
12. Specifically, for the Human Capital Committee in Talent Management, the committee's working mechanism is regulated under separate provisions.

Human Capital Committee For Human Capital Planning & Policy

DUTIES AND RESPONSIBILITIES OF THE HUMAN CAPITAL COMMITTEE FOR HUMAN CAPITAL PLANNING & POLICY

1. Establishing development strategy priorities, policy directions and improving the quality of BRI's human capital by referring to the Bank's Business Plan (RBB) and BRI's Corporate Plan.
2. Establishing strategic policies, career management and corporate culture in the field of human capital.
3. Establishing remuneration for the Board of Commissioners and Directors of Subsidiaries.

MEMBERSHIP STRUCTURE OF THE HUMAN CAPITAL COMMITTEE FOR HUMAN CAPITAL PLANNING & POLICY

Membership Structure	Position	Voting Rights
President Director	Chairman (concurrently Permanent Member)	✓
Deputy President Director	Alternate Chairman (concurrently Permanent Member)	✓
Division Head of Human Capital in charge of Related Policies	Secretary (concurrently Permanent Member)	✓
Director of Human Capital	Permanent Member	✓
SEVP Human Capital Strategy	Permanent Member	✓
Director or SEVP of related fields	Non-Permanent Member	✓
Division Head, Human Capital Strategy Function	Non-Permanent Member	✓
Division Head, Human Capital Strategy Function	Non-Permanent Member	✓
Division Head, Human Capital Strategy Function	Non-Permanent Member	✓
Division Head, functions of Learning	Non-Permanent Member	✓

MEETING AND IMPLEMENTATION OF THE HUMAN CAPITAL COMMITTEE'S DUTIES FOR HUMAN CAPITAL PLANNING & POLICY IN 2024

Throughout 2024, the Human Capital Committee for Human Capital Planning & Policy has carried out its duties, including developing human capital planning, conducting recruitment and selection (acquiring) of employees, human capital development (developing), and other tasks.

Human Capital Committee for Talent Field

DUTIES AND RESPONSIBILITIES OF THE HUMAN CAPITAL TALENT COMMITTEE

1. Determining employee transfers (promotions, rotations, demotions), including the appointment of the management of Subsidiaries and Affiliates (Talent Committee 1).
2. Determining the Talent Cluster, including identifying and determining top talent as per the Talent Committee's decisions.
3. Determining the Succession Plan for all positions.
4. Determining the Talent Pool based on employees' areas of expertise.
5. Making decisions regarding the Talent Review.

MEMBERSHIP STRUCTURE OF THE TALENT FIELD HUMAN CAPITAL COMMITTEE

Talent Division 1 (for employees at the SEVP level, Corporate Band 1, Corporate Band 2, Branch Leaders Class 1, and employees who will be appointed as management of Subsidiaries)

Membership Structure	Position	Voting Rights
President Director	Chairman (concurrently Permanent Member)	✓
Deputy President Director	Alternate Chairman (concurrently Permanent Member)	✓
Division Head, Human Capital Business Partner	Secretary	-
All Directors (Talent Committee 1 for SEVP-level employees)	Permanent Member	✓
All Directors and SEVPs in the relevant Sub – Directorates who are involved in the transfer of employees, as discussed by the Committee (Talent Committee 1 for Corporate Band 1-level employees, including employees who will be assigned as management of Subsidiaries)	Permanent Member	✓
Directors of Human Capital, Director according to their field/area of supervision, and SEVPs in the relevant Sub-Directorates involved in the transfer of employees, as discussed by the Committee (Talent Committee 1 for Corporate Band 2-level employees and Branch Leaders Class 1	Permanent Member	✓

Talent Division 2 (for employees at Corporate Band 3 level)

Membership Structure	Position	Voting Rights
Director of Human Capital	Chairman (concurrently Permanent Member)	✓
Division Head, Human Capital Business Partner	Secretary	-
Director according to their field/area of supervision or SEVP from the relevant Sub-Directorate involved in the transfer of employees, as discussed by the Committee	Permanent Member	✓

Talent Division 3 (for employees at Corporate Band 4, Corporate Band 5, Corporate Band 6, and Corporate Band 7 levels with a national scope across Units throughout Indonesia

Membership Structure	Position	Voting Rights
Division Head, Human Capital Business Partner	Chairman (concurrently Permanent Member)	✓
Team Leader, Human Capital Business Partner handling Talent Management	Secretary	-
Department Head, Human Capital Business Partner handling Talent Management	Permanent Member	✓

Talent Division 4 (for employees at Corporate Band 4, Corporate Band 5, Corporate Band 6, and Corporate Band 7 levels in Regional Offices/Regional Audit Offices and their Supervision, as well as the Regional Risk Management Department covering RMC, CRA, BRC, and URC).

Membership Structure	Position	Voting Rights
Regional CEO, Regional Chief Audit	Chairman (concurrently Permanent Member)	✓

Membership Structure	Position	Voting Rights
Department Head, Regional Human Capital Business Partner	Secretary	-
Special Branch Supervisor/Regional Head/Regional Assurance head (Corporate Band 2) involved in the transfer employees as outlined in the Committee's agenda	Permanent Member	✓

MEETING AND IMPLEMENTATION OF DUTIES OF THE HUMAN CAPITAL COMMITTEE FOR TALENT IN 2024

Tallent Committee	Total Meetings
Talent Committee 1	34
Talent Committee 2	49
Talent Committee 3	182
Talent Committee 4	2.774

Human Capital Committee for Performance Management

DUTIES AND RESPONSIBILITIES OF THE HUMAN CAPITAL COMMITTEE FOR PERFORMANCE MANAGEMENT

1. Establishing KPIs for Directorates, Sub-Directorates, BOO-1 Business Units (including Regional Offices), Branch Offices, Sub-Branch Offices, and BRI Units
2. Evaluating and determining the performance challenge ratings and methods used for BOO-1 Business Units and Branch Offices
3. Determining the ratings for BOO-1 Business Units (including Regional Offices and Regional Audit Offices) and Branch Offices based on the established performance challenge ratings and methods used
4. Evaluating and determining the Leadership orientation ratings of individual leaders of BOO – 1 Business Units (including Regional CEOs and Regional Chief Auditors), UKLN General Managers, and Branch Leaders
5. Establishing the performance scores and ratings of individual employees at the Corporate Band 1 and Corporate Band 1 and Corporate Band 2 levels, UKLN General Managers, and Branch Leaders.

HUMAN CAPITAL COMMITTEE MEMBERSHIP STRUCTURE FOR PERFORMANCE MANAGEMENT

Planning Sub-Division 1 (for KPI Directorates, Sub-Directorates, Regional Offices, Branch Offices, KCPs and BRI Units)

Membership Structure	Position	Voting Rights
President Director	Chairman (concurrently Permanent Member)	✓
Deputy President Director	Alternate Chairman (concurrently Permanent Member)	✓
Division Head, Planning, Budgeting & Performance Management	Secretary (concurrently Permanent Member)	-
All Directors or SEVP	Permanent Member	✓

Planning Sub-Division 2 (for KPI Division/ Desk/ Team BOD-1)

Membership Structure	Position	Voting Rights
Director of Finance	Chairman	✓
Division Head Planning, Budgeting, & Performance Management Division	Secretary (concurrently Permanent Member)	-
All Directors or SEVPs in Related Fields	Permanent Member	✓

Sub-Field Challenge Evaluation and Method Used 1 (for Regional Office Performance, Regional Audit Office and Division/ Desk/ Team BOD-1)

Membership Structure	Position	Voting Rights
President Director	Chairman (concurrently Permanent Member)	✓
Deputy President Director	Alternate Chairman (concurrently Permanent Member)	✓
Division Head, Planning, Budgeting & Performance Management	Secretary (concurrently Permanent Member)	-
Division Head, Human Capital Strategy & Policy	Secretary (concurrently Permanent Member)	-
All Directors or SEVP	Permanent Member	✓

Sub Field Challenge Evaluation and Method Used 2 (for Kanca Performance)

Membership Structure	Position	Voting Rights
Regional CEO	Chairman	✓
Team Leader, Regional Decision Support	Secretary (concurrently Permanent Member)	-

Membership Structure	Position	Voting Rights
Department Head, Regional Human Capital Business Partner	Secretary (concurrently Permanent Member)	-
Regional Head, Regional Office	Permanent Member	✓

Sub-Field Leadership Orientation & Individual Performance Predicate 1 (for Leadership Orientation & BOD-I Business Unit Leader Performance Predicate)

Membership Structure	Position	Voting Rights
President Director	Chairman (concurrently Permanent Member)	✓
Deputy President Director	Alternate Chairman (concurrently Permanent Member)	✓
Division Head, Human Capital Strategy & Policy	Secretary (concurrently Permanent Member)	-
Division Head, Planning, Budgeting & Performance Management	Secretary (concurrently Permanent Member)	-
All Directors or SEVPs	Permanent Member	✓

Sub-Field Leadership Orientation & Individual Performance Predicate 2 (for Leadership Orientation & Corporate Worker Performance Predicate Band 2)

Membership Structure	Position	Voting Rights
Director or SEVP of Field	Chairman	✓
Division Head, Human Capital Strategy & Policy	Secretary (concurrently Permanent Member)	-
Division Head, Planning, Budgeting & Performance Management	Secretary (concurrently Permanent Member)	-
SEVP Related Field	Non-Permanent Member	✓
Division Head/Desk Head Related Directorate	Non-Permanent Member	✓
Related Regional CEO	Non-Permanent Member	✓
All Regional Chief Audit	Non-Permanent Member	✓

Sub-Field Leadership Orientation & Individual Performance Predicate 3 (for Leadership Orientation & Branch Leader Performance Predicate)

Membership Structure	Position	Voting Rights
Regional CEO	Chairman	✓
Department Head, Regional Human Capital Business Partner	Secretary (concurrently Permanent Member)	-
Team Leader, Regional Decision Support	Secretary (concurrently Permanent Member)	-
Regional Head, Regional Office	Permanent Member	✓

MEETINGS AND TASK IMPLEMENTATION OF THE HUMAN CAPITAL COMMITTEE IN PERFORMANCE MANAGEMENT FOR 2024

No.	Date	Meeting Agenda
1.	January 17, 2024	Implementation of the Human Capital Committee in the Field of Performance Management (PMC) Sub-Field of Leadership Orientation Individual Performance Predicate 1 Year 2023: Presentation from the Field Director and SEVP and Director of Supervision regarding leadership orientation and the proposal for the final predicate from individual workers BOD-1 supervision until the decision on the predicate of their individual performance.
2.	January 29, 2024	Human Capital Committee Performance Management (PMC) Sub-Sector Challenge Evaluation and Method Used 1 2023: Presentation from the Director of the Field and SEVP and the Director of Supervision regarding challenges, methods used, and the proposal for the final predicate from the Supervisory Business Unit, up to the decision on the predicate of the business unit.
3.	January 31, 2024	Implementation of the Human Capital Committee in the Performance Management (PMC) Sector: - Determination of the final predicate of the Business Unit in 2023 based on the results of the joint chairman (Human Capital Committee in the Performance Management Sector, Challenge Evaluation and Method Used 1 Sub-Sector) - Presentation from the Director and SEVP of Supervisory related to the proposed Individual Worker Performance Predicate BOD-1 in 2023 by considering Leadership Orientation and determination of the Final Predicate of Individual BOD-1 Performance (Human Capital Committee in the Performance Management Sector, Challenge Evaluation and Method Used 1 Sub-Sector)
5.	February 6, 2024	Implementation of HC Committee in Performance Management Sub-Division Challenge Evaluation and Method Used 2 at Selindo Regional Office: Presentation from each Regional Office regarding challenges, method used, and proposal for final predicate from Supervision Business Unit (Branch Office) in each Regional Office, up to the decision on the predicate of the business unit.
6.	February 12, 2024	Implementation of the HC Committee for Performance Management Sub-Field Leadership Orientation and Individual Performance Predicate 3 (Band 2) in 2023: Decision on the final predicate of individual BOD-2 workers supervised by the Director of the Field

No.	Date	Meeting Agenda
7.	September 27, 2024	Discussion of the Draft Mechanism of the 2024 Employee Performance Evaluation Committee: Plans to add the 2024 Individual Performance Committee both at the Head Office and Regional Offices by considering the urgency related to alignment and fairness related to individual assessments and performance assessments of each business segment.

Human Capital Committee for Ethics & Discipline

DUTIES AND RESPONSIBILITIES OF THE HUMAN CAPITAL COMMITTEE FOR ETHICS & DISCIPLINE

Resolve Disciplinary Violation Cases by considering the recommendations provided by the Examination Team, following the procedures outlined in the applicable Disciplinary Regulations.

MEMBERSHIP STRUCTURE OF THE HUMAN CAPITAL COMMITTEE FOR ETHICS & DISCIPLINE

ETHICS & Dicipline Committee 1 : Handles employees at Corporate Band 1 and Corporate Band 2 levels

Membership Structure	Position	Voting Rights
President Director	Chairman (concurrently Permanent Member)	✓
Deputy President Director	Alternate Chairman (concurrently Permanent Member)	✓
Division Head, Human Capital Business Partner	Secretary (concurrently Permanent Member)	-
Director of Human Capital	Permanent Member	✓
Director of Compliance	Permanent Member	✓
Director in charge or Supervisor of the related Business Unit or appointed Director	Non-Permanent Member	✓

Ethics & Dicipline Committee 2 for employees at Corporate Band 3 level

Membership Structure	Position	Voting Rights
Director of Human Capital	Chairman (concurrently Permanent Member)	✓
Division Head, Human Capital Business Partner or another appointed official at corporate Band 1 level	Secretary (concurrently Permanent Member)	-
Relevant Director	Non-Permanent Member	✓
Supervising Director of the related business unit or another appointed director	Non-Permanent Member	✓

Ethics & Discipline Committee 3 for employees at Corporate Band 4 to Corporate Band 7 levels

Membership Structure	Position	Voting Rights
Division Head, Human Capital Business Partner or Regional CEO or Regional Chief Audit	Chairman (concurrently Permanent Member)	✓
Department Head, Human Capital Business Partner Division or Department Head, Regional Human Capital Business Partner or another appointed Human Capital Officer	Secretary	-
Division Head of the relevant field, Regional Banking Head or Regional Assurance Head	Non-Permanent Member	✓
Division Head of the employee concerned, Regional Operation Head, or Department	Non-Permanent Member	✓

MEETING AND IMPLEMENTATION OF DUTIES OF THE HUMAN CAPITAL COMMITTEE FOR ETHICS & DISCIPLINE IN 2024

No.	Date	Agenda
1	January 8, 2024	Decision of Ethics and Discipline Committee
2	January 15, 2024	Decision of Ethics and Discipline Committee
3	January 22, 2024	Decision of Ethics and Discipline Committee
4	January 23, 2024	Decision of Ethics and Discipline Committee
5	February 16, 2024	Decision of Ethics and Discipline Committee
6	February 29, 2024	Decision of Ethics and Discipline Committee
7	March 5, 2024	Decision of Ethics and Discipline Committee
8	March 22, 2024	Decision of Ethics and Discipline Committee
9	April 2, 2024	Decision of Ethics and Discipline Committee
10	May 6, 2024	Decision of Ethics and Discipline Committee
11	May 30, 2024	Decision of Ethics and Discipline Committee
12	June 28, 2024	Decision of Ethics and Discipline Committee
13	July 1, 2024	Decision of Ethics and Discipline Committee
14	July 2, 2024	Decision of Ethics and Discipline Committee
15	July 9, 2024	Decision of Ethics and Discipline Committee
16	July 17, 2024	Decision of Ethics and Discipline Committee
17	July 29, 2024	Decision of Ethics and Discipline Committee
18	August 9, 2024	Decision of Ethics and Discipline Committee
19	August 30, 2024	Decision of Ethics and Discipline Committee
20	September 3, 2024	Decision of Ethics and Discipline Committee

No.	Date	Agenda
21	October 2, 2024	Decision of Ethics and Discipline Committee
22	October 8, 2024	Decision of Ethics and Discipline Committee
23	October 16, 2024	Decision of Ethics and Discipline Committee
24	October 18, 2024	Decision of Ethics and Discipline Committee
25	October 25, 2024	Decision of Ethics and Discipline Committee
26	November 8, 2024	Decision of Ethics and Discipline Committee
27	November 18, 2024	Decision of Ethics and Discipline Committee
28	December 3, 2024	Decision of Ethics and Discipline Committee
29	December 18, 2024	Decision of Ethics and Discipline Committee

Human Capital Committee for Job Evaluation

DUTIES AND RESPONSIBILITIES OF THE HUMAN CAPITAL COMMITTEE FOR JOB EVALUATION

Determining Job Grades

MEMBERSHIP STRUCTURE OF THE HUMAN CAPITAL COMMITTEE FOR JOB EVALUATION

Membership Structure	Position	Voting Rights
Director of Finance	Chairman (concurrently Permanent Member)	✓
Director of Human Capital	Alternate Chairman (concurrently Permanent Member)	✓
Departement Head, Organization Development, Planning, Budgeting & Performance Management Division	Secretary (concurrently Permanent Member)	-
Director of Risk Management	Permanent Member	✓
Division Head, Planning, Budgeting & Performance Management	Permanent Member	✓
Division Head, Human capital Strategy & Policy	Permanent Member	✓

MEETING AND IMPLEMENTATION OF THE HUMAN CAPITAL COMMITTEE FOR JOB EVALUATION IN 2024

No.	Date	Meeting agenda
1	April 03, 2024	Human Capital Committee for Job Evaluation of Micro Business Area Manager
2	May 22, 2024	Human Capital Committee for Job Evaluation of Business Units under the Human Capital Directorate
3	October 04, 2024	Human Capital Committee for Job Evaluation
4	November 21, 2024	Human Capital Committee for Job Evaluation

Product Committee

The Product Committee is a committee at the Head Office responsible for making decisions on product planning proposals, product monitoring and evaluation, product discontinuation, and providing input and recommendations on product Strategy.

Product Committee Charter

In carrying out its duties, the Product Committee refers to the Board of Directors' Decree NOKEP : 99-DIR/PPM/01/2024 dated January 10, 2024, concerning the Product Committee of PT Bank Rakyat Indonesia (Persero) Tbk., which regulates its Objectives, Organizations, Scopes, and Work Procedures.

Duties and Responsibilities of the Product Committee

The Product Committee is responsible for making decisions on the following proposals:

1. Product Planning that meets one of the following criteria:
   a. Has never been implemented by the Bank before
   b. Represents a development of an existing Bank Product that results in a material change in the risk exposure of the previously implemented Bank Product
2. Product Discontinuation (in accordance with the BRI Product Taxonomy List Decree)
3. Review of product issues that cannot be resolved at the Director/SEVP level

Product Committee Membership Structure

1. The Product Committee Organization at PT Bank Rakyat Indonesia (Persero) Tbk. Consists of:
   Product Committee 1 for the wholesale segment

Membership Structure	Position	Voting Rights
Deputy President Director	Chairman (concurrently Permanent Member)	✓
Director of Finance	Alternate Chairman (concurrently Permanent Member)	✓
Division Head, Planning, Budgeting & Performance Management	Secretary (concurrently Permanent Member)	-
Director of Risk Management	Permanent Member	✓
Director of Network & Services	Permanent Member	✓

Membership Structure	Position	Voting Rights
Director of Digital & Information Technology	Permanent Member	✓
SEVP Change Management & Transformation Office	Permanent Member	✓
Director of Wholesale and Institutional Business	Non-Permanent Members (according to committee topics)	✓
SEVP Treasury & Global Services Business		
SEVP Commercial Business		
SEVP Operations		
Director of Compliance	Permanent Member	-
SEVP Internal Audit Unit	Permanent Member	-

Product Committee 1 non-wholesale segment

Membership Structure	Position	Voting Rights
Deputy President Director	Chairman (concurrently Permanent Member)	✓
Director of Finance	Alternate Chairman (concurrently Permanent Member)	✓
Division Head, Planning, Budgeting & Performance Management	Secretary (concurrently Permanent Member)	-
Director of Risk Management	Permanent Member	✓
Director of Network & Services	Permanent Member	✓
Director of Digital & Information Technology	Permanent Member	✓
SEVP Change Management & Transformation Office	Permanent Member	✓
Director of Micro Business	Non-Permanent Members (according to committee topics)	✓
Director of Consumer Business		
SEVP Ultra Micro Business		
Director of Small & Medium Business		
SEVP Operations		
Director of Compliance	Permanent Member	-
SEVP Internal Audit Unit	Permanent Member	-

Product Committee 2 segmen wholesale

Membership Structure	Position	Voting Rights
Director of Finance	Chairman (concurrently Permanent Member)	✓
Director of Risk Management	Alternate Chairman (concurrently Permanent Member)	✓
Division Head, Planning, Budgeting & Performance Management	Secretary (concurrently Permanent Member)	-

Membership Structure	Position	Voting Rights
Director of Digital & IT	Permanent Member	✓
Director of Network & Services	Permanent Member	✓
Director of Wholesale & Institutional Business	Non-Permanent Members (according to committee topics)	✓
SEVP of Commercial Business		
SEVP Treasury & Global Services Business		
SEVP Operations		
SEVP Change Management & Transformation Office		
Director of Compliance	Permanent Member	-
SEVP Internal Audit Unit	Permanent Member	-

Product Committee 2 segmen non-wholesale

Membership Structure	Position	Voting Rights
Director of Finance	Chairman (concurrently Permanent Member)	✓
Director of Risk Management	Alternate Chairman (concurrently Permanent Member)	✓
Division Head, Planning, Budgeting & Performance Management	Secretary (concurrently Permanent Member)	-
Director of Digital & Information Technology	Permanent Member	✓
Director of Network & Services	Permanent Member	✓
Director of Micro Business	Non-Permanent Members (according to committee topics)	✓
Director of Consumer Business		
Director of Small & Medium Business		
SEVP Ultra Micro Business		
SEVP Operations		
SEVP Change Management & Transformation Office		
Director of Compliance	Permanent Member	-
SEVP Internal Audit Unit	Permanent Member	-

2. The membership status of the Product Committee is ex-officio.
3. The Product Committee is categorized based on complexity, where Product Committee 1 handles high complexity and Product Committee 2 handles moderate Complexity. The parameters for measuring complexity (high/moderate) are regulated in the BRI Product Management Circular Letter and its amendments
4. The determination of the complexity level for the Product Committee is conducted by the Initiating Business Unit and decided in the Pre-Product Committee forum, with the following members:

Membership Structure	Position
Planning, Budgeting & Performance Management Division (Product Committee Secretary)	Permanent Member
Operational Risk Division / Digital Risk Division / Credit & Product Risk Policy Division / Market, Portfolio & Enterprise Risk Division	Permanent Member
Compliance Division/ Legal Division	Permanent Member
Service & Contact Center Division	Permanent Member
Financial & Management Accounting Division	Permanent Member
IT Strategy & Governance Division	Permanent Member
Audit Standard & Quality Development Division / Head Office Audit	Permanent Member
Project Management Office Division	Permanent Member
Initiator Business Unit/Product Owner Business Unit and Change Management Division.	Non-Permanent Member

Profile of Product Committee Members

The profile can be seen in the Directors' Profile section in this Annual Report.

Statement of Product Committee Independence

All members have no affiliation with other Directors, Commissioners, or Controlling Shareholders, and are not shareholders of the Company, which could affect their ability to act independently; Commissioners, Directors, and employees from companies that have affiliations or business with BRI.

Training and/or Improving the Competency of the Product Committee In2024

Training and/or competency improvement can be seen in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

Meeting and Implementation of Duties of the Product Committee in 2024

Meeting Policy

1. The Product Committee meeting is held periodically at least four (4) times per year or as needed based on business development
2. Meetings outside regular meetings can be held with the following criteria:
   a. A significant change in business conditions requires rapid and immediate product development or discontinuation.
   b. Regulatory changes occur that require a response in product development or product discontinuation quickly and immediately.
   c. Other factors that cause the Board of Directors to decide to hold a Product Committee Meeting
3. The chair of the Product Committee chairs Product Committee meetings
4. If a Product Committee Member is absent, the duties and authority of the Product Committee Member are replaced by a Substitute Director under the applicable Decree. The Substitute Director has two capacities in the Product Committee: Substitute Director and Member of the Product Committee in making decisions.
5. Product Committee meetings can be held if attended by the Chair of the Committee and attended by Members with Voting Rights with the following criteria:

No	Product Committee	Attendance Requirements
1.	Product Committee 1	Minimum 3 (three) Members with Voting Rights
2.	Product Committee 2	Minimum 2 (two) Members with Voting Rights

*From the Members with Voting Rights present, there is a minimum of 1 (one) Director

6. Committee Meeting decisions are taken by deliberation and consensus. In the event that no agreement is reached, the decision of the Committee Meeting is deemed valid with the approval of 50% (fifty percent) of the total Committee Members who have Voting Rights plus 1 (one) Committee Member, including the Committee Chair.
7. Coordination of the organization of Product Committee Meetings is the responsibility of the Committee Secretary.
8. If a Product Committee meeting cannot be held, the Product Committee can make a decision through a Circular Service Note with the approval of the Committee Chair and other Committee Members. The Secretary of the Product Committee carries out the decision-making process through Circular Service Notes.
9. Minutes of the Product Committee Meeting are signed by the Product Committee Secretary and the Chair of the Product Committee and submitted to all SEVP Directors and Business Unit at BRI Head Office related to the Product Committee decision in question.

REALIZATION OF MEETINGS AND IMPLEMENTATION OF DUTIES OF THE PRODUCT COMMITTEE IN 2024

No.	Date	Meeting Agenda
1.	January 12, 2024	1. Integration of iBBIZ and Cash Management into QLola 2. Organizational structure of the Bespoke Tech-Enabled Value Chain Team (TVC)
2.	January 23, 2024	Product development of QLola for non-forex negotiable transactions and QLola Mobile (Circular decision)

No.	Date	Meeting Agenda
3.	March 25, 2024	1. Funding & Retail payment strategy 2. PalmPay Development 3. KKB JF product Governance 4. Evaluation of BRIStore products
4.	May 7, 2024	1. Evaluation of Stroberi illing &BRI smart Billing Products 2. Evaluation of BRIStore business model 3. Development of NFC payment products
5.	June 28, 2024	Approval related to KKB JF product governance (circular decision)
6.	July 22, 2024	Proposal for BRImo Lifestyle daily shopping service (circular decision)
7.	August 26, 2024	Proposal for the development of loss insurance products for non-collateral AKUNA (circular)
8.	September 18, 2024	1. Development of cardless cash withdrawal & Easy switching for gold savings on Senyum Moble 2. Development of logistic features on the BRILink agent application (BRILink logistics) 3. Development of mutual funds and stock trading features on BRIMO 4. Development of SoftPOS NFC Payment on BRI merchant.
9.	August 20, 2024	Reopening of Ceria (circular decision)
10.	October 23, 2024	Evaluation and re-classification of Supply Chain Financing (SCF) revenue (Circular decision)
11.	December 4, 2024	1. Development of mutual fund and stock trading features on BRImo 2. Evaluation of credit insurance as a product feature for KPP 3. Evaluation of credit insurance as a product feature for KUPEDES
12.	December 20, 2024	Request for approval regarding product governance (circular decision)

Procurement Committe

The Procurement Committe is a committee at the Head Office that has the duty and authority to evaluate and make decisions on requests for the results of a procurement with a specific value.

Charter of Procurement Committe

In carrying out its duties, the Procurement Committe refers to the Board of Directors' Decreee NOKEP: 97-DIR/PPM/01/2024 concerning the Procurement Committee, which regulates its Organization, Duties, Authorities, Responsibilities, and Work Procedures.

Duties and Responsibilities of the Procurement Committe

1. Making procurement decisions professionally and honestly, while avoiding conflicts of interest in the approval process
2. Approving or rejecting procurement proposals within its authority limit, when conducted through committee meeting.
3. Provide procurement decisions through:
   a. Minutes of Directors' Meetings, or
   b. Procurement Committee Meeting Minutes or
   c. Circular Service Note.

Membership Structure of the Procurement Committe

PROCUREMENT COMMITTEE I (PROCUREMENT VALUE > RP200 BILLION)

Membership Structure	Position	Voting Rights
Deputy President Director	Chairman	✓
Division Head, Procurement & Logistic Operations or Procurement Function Management Business Unit	Secretary	-
Director of Finance	Permanent Members	✓
Director of Risk Management	Permanent Members	✓
Direktur/SEVP User [2]	Permanent Members	✓
SEVP AT Management and Procurement	Permanent Members	✓
Director of Compliance	Permanent Members	-
Relevant Director/SEVP[3]	Non-Permanent Members	✓

PROCUREMENT COMMITTEE II (PROCUREMENT VALUE > RP 100 BILLION TO RP 200 BILLION)

Membership Structure	Position	Voting Rights
Deputy President Director	Chairman	✓
Division Head, Procurement & Logistic Operation or Procurement Function Management Business Unit	Secretary	-
Director of Finance	Permanent Members	✓
Director of Risk Management	Permanent Members	✓
Director/SEVP User [2]	Permanent Members	✓
SEVP AT Management and Procurement	Permanent Members	✓
Related Director/SEVP[3]	Non-Permanent Members	✓

PROCUREMENT COMMITTEE III (PROCUREMENT VALUE > RP 30 BILLION TO RP 100 BILLION)

Membership Structure	Position	Voting Rights
SEVP Fixed Asset Management and Procurement	Chairman	✓
Division Head, Procurement & Logistic Operation or Procurement Function Management Business Unit	Secretary	-

Membership Structure	Position	Voting Rights
Director of Finance	Permanent Members	✓
Director of Risk Management	Permanent Members	✓
Director/SEVP User [2]	Permanent Members	✓
Related Director/SEVP[3]	Non-Permanent Members	✓

PROCUREMENT COMMITTEE IV (PROCUREMENT VALUE > RP 7.5 BILLION TO RP 30 BILLION)

Membership Structure	Position	Voting Rights
SEVP Fixed Asset Management and Procurement	Chairman	√
Division Head, Procurement & Logistic Operation or Procurement Function Management Business Unit	Secretary	-
Director/SEVP User [2]	Permanent Members	√
Director/Relevant SEVP [3]	Permanent Members	√

Notes:
1) In their position as well as in the capacity of an acting official.
2) If the Director of Compliance or SEVP in charge of Internal Audit acts as the User, the official authorized to grant approval is the Director of Risk Management.
3) The Director or SEVP of the relevant field/Supervising Business Unit under the type of procurement project.

Profile of Procurement Committe

The profile can be seen in the Directors' Profile section in this Annual Report.

Statement of Independence of the Procurement Committe

All committee members have no affiliation with other Directors, Commissioners, or Controlling Shareholders. They are not shareholders of the Company, which could affect their ability to act independently; Commissioners, Directors, and employees from companies with affiliations or business with BRI.

Training and/or Improving the Competency of the Procurement Committe in 2024

Training and/or competency improvement can be seen in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

Meetings and Duties Implementation of the Procurement Committe in 2024

Meeting Policy

1. Procurement of goods and services proposed in Procurement Committee I, II, and III requires prerequisite documents, including procurement proposal analysis from the Procurement Function Management Business Unit (operational function) and risk assessment document from the Operational Risk Management Unit (Risk Management function) as part of risk mitigation efforts
2. Decisions of the Procurement Committee are made during procurement Committee meetings. These meetings are held at the Head Office or other locations, and facilitated by the relevant Procurement Business Unit.
3. Procurement Committee Decisions are made unanimously and considered approved if all voting members present or represented agree.
4. If a Procurement Committee member is unavailable, their duties and authority are transferred to a substitute Director or SEVP, in accordance with the Director's Substitute Appointment Decree. The substitute Director or SEVP may act in two capacities within the Procurement Committee – as a substitute Official and as a Committee member.
5. If a Procurement Committee meeting cannot be held, decisions may be made through a Circular Memorandum, with the approval of the Committee Chair and other Committee members.
6. If the Board of Directors has decided the procurement of goods and services through a Board of Directors Meeting, the decision in question is equated with the conclusion of the Goods and Services Procurement Committee as evidenced by the Minutes of the Board of Directors' Meeting.
7. The duties and responsibilities of the facilitator for Procurement Committee meetings are carried out by the Secretary of the Procurement Committee, including:
   a. Coordinate the preparation of Committee meeting materials.
   b. Prepare meeting agendas, schedules, and meeting places.
   c. Carrying out correspondence, document reproduction, and committee document archiving functions.
   d. Prepare minutes of meetings and minutes of the Goods and Services Procurement Committee.
   e. Distribute Committee decisions to be followed up by related Business Unit.

REALIZATION OF MEETINGS AND DUTIES IMPLEMENTATION OF THE PROCUREMENT COMMITTE IN 2024

Procurement Committee	Procurement Value (Rp,-)	Amount of Procurement
Procurement Committee I	4,238,462,000,000	9
Procurement Committee II	1,099,781,718,700	9
Procurement Committee III	1,775,080,958,782	38
Procurement Committee IV	2,098,092,038,265	140

Project Management Office Steering Committee

The Project Management Office (PMO) Steering Committee is a committee at the Head Office responsible for providing guidance and decisions regarding the strategy and execution of projects at BRI.

Project Management Office Steering Committee Charter

In carrying out its duties, The PMO Steering Committee refers to the Board of Directors' Decree NOKEP: B.100-DIR/PPM/01/2024, which regulates its Organization and Work Procedures.

Duties and Responsibilities of the Project Management Office Steering Committee

1. Provide direction at the corporate level regarding project strategy at BRI.
2. Make decisions on proposals to resolve problems in project management that the division head of the project management office needs help deciding on.
3. Make decisions on the proposed budget reallocation between projects as stated in the Project Work Plan and then be guided by the applicable provisions.
4. Make decisions on matters that have yet to be regulated in the Project Management Implementation Guidelines (PP PM).
5. Approve and ratify the proposed project after the Company Budget Work Plan (RKAP) has received approval.
6. Provide direction and decisions regarding accelerated project completion.
7. Establish criteria for projects monitored by the Project Management Office (PMO).
8. Decide which projects are included and which are excluded from PMO Monitoring.
9. Determine project prioritization to be implemented by the Project Owner Business Unit and Project Support Business Unit.
10. Provide decisions related to projects, including approving, changing, or canceling project plans and implementation.
11. Provide direction on the results of the Post Implementation Review (PIR), which has been carried out as part of the lessons learned in the implementation of the next project.

Project Management Office Steering Committee Membership Structure

Project Management Office Steering Committee

Membership Structure	Position	Voting Rights
President Director/Vice Director	Chairman	✓
Director of Finance /SEVP Change Management & Transformation Office	Alternate Chairman (concurrently Permanent Member)	✓
Division Head, Project Management Office	Secretary (concurrently Permanent Member)	-
Director of Digital & Information Technology	Permanent Member	✓
Director of Risk Management	Permanent Member	✓
Director of Retail Funding and Distribution	Permanent Member	✓
Director or SEVP of Project Owner	Non-Permanent Member	✓
Director or SEVP of Project Support	Non-Permanent Member	✓
Project Owner Business Unit Leader	Non-Permanent Member	✓
Project Support Business Unit Leader	Non-Permanent Member	✓

Thematic Project Management Office Steering Committee

Membership Structure	Position	Voting Rights
Director of Finance/SEVP Change Management & Transformation Office	Chairman	✓
Division Head, Project Management Office	Secretary (concurrently Permanent Member)	-
Director or SEVP of Project Owner	Non-Permanent Member	✓
Director or SEVP of Project Support	Non-Permanent Member	✓
Project Owner Business Unit Leader	Non-Permanent Member	✓
Project Support Business Unit Leader	Non-Permanent Member	✓

Profile of Project Management Office Steering Committee Members

The profile can be seen in the Directors' Profile section in this Annual Report.

Statement of Independence of Project Management Office Steering Committee

All members have no affiliation with other Directors, Commissioners, or Controlling Shareholders, and are not shareholders of the Company, which can influence their ability to act independently; commissioners, directors, or employees of companies that have affiliations or do business with BRI.

Training and/or Improving Project Management Office Steering Committee Competencies In 2024

Training and/or competency improvement can be seen in the Training and/or Competency Improvement section of the Board of Directors in this Annual Report.

Meeting and Duties Implementation of Project Management Office Steering Committee in2024

Meeting Policy

1. PMO Steering Committee meetings are held periodically at least four (4) times per year.
2. Meetings outside of regular meetings can be held with the following criteria:
   a. Significant changes in business conditions require rapid and immediate changes regarding project implementation or project termination.
   b. Regulatory changes require a quick and immediate response from the organization, especially in project implementation or project termination.
   c. Some conditions encourage the holding of a PMO SC Meeting.
3. The PMO Steering Committee is chaired by the PMO SC Chairperson. If the Chairperson is unable to attend, the role of Chairperson in the meeting may be assumed by a substitute Chairperson.
4. The presence of Members with Voting Rights at the PMO SC Meeting cannot be represented. If a Member with Voting Rights is unable to attend, his position at the meeting can be replaced by a Substitute Director following applicable regulations.
5. The PMO Steering Committee meeting can be held if attended by the Committee Chairperson and Voting Members with the following Criteria:

No.	PMO SC	Attendance Requirements
1.	Project Management Office Steering Committee	A minimum of 3 (three) Voting members
2.	Thematic Project Management Office Steering Committee	A Minimum of 2 (two) Voting Members

*OF the Voting Members present, there must be at least 1 (one) Director.

6. Committee Meeting decisions are taken by deliberation and consensus. In the event that no agreement is reached, the decision of the Committee Meeting is considered valid if it is approved by 50% (fifty percent) of the total Committee Members who have voting rights plus 1 (one) Committee Member, including the Committee Chair.
7. Decisions in PMO SC meetings were documented in the PMO SC Minutes.
8. Duties and responsibilities of the Committee Secretary include:
   a. Coordinate the preparation of committee meeting materials.
   b. Prepare meeting agendas, schedules, and meeting places.
   c. Carrying out correspondence, document reproduction, and committee document archiving functions.
   d. Prepare Minutes of Committee Meetings and Minutes.
   e. Distribute Committee decisions for follow-up to relevant Business Unit.

REALIZATION OF MEETINGS AND DUTIES IMPLEMENTATION OF PROJECT MANAGEMENT OFFICE STEERING COMMITTEE IN 2024

During 2024, the Project Management Office Steering Committee carried out its duties by holding 3 (three) meetings, with the following details:

No.	Date	Meeting Agenda
1	Monday, June 3, 2024	Update on the Implementation of Kanca Area Metro & Small Business Head (SBH)
2	Thursday, September 26, 2024	1. Portfolio Highlight 2. Need Attention Initiatives 3. Project Ownership 4. Moonshot Update 5. Brivolution 2.0 Value Tracking
3	Friday, December 6, 2024	1. Portfolio Highlight 2. Concerns regarding the implementation of Regulatory Projects: a. Personal Data Protection Law b. PMK 136 Year 2023 (NPWP – NIK) 3. Qlola Journey
3	Monday, December 23, 2024	1. Need Attention Initiatives 2. Project Closing: S1/S5 - Modernizing SME Business 3. Project Closing: BRIFIRST

Implementation of Governance In Providing Remuneration for Commercial Banks Following OJK Regulation Number 45/POJK.03/2015

Remuneration and Nomination Committee

The Remuneration and Nomination Committee has been explained in the Remuneration and Nomination Committee Sub Title of the Corporate Governance Chapter in this Annual Report.

Remuneration Policy Preparation Process

The process of preparing remuneration policies includes:

1. Background and Objectives of Remuneration Policy
   r to protect and retain workers, it is necessary to regulate remuneration policies that can maintain and increase worker motivation and encourage the creation of a conducive work climate. The Company prepares Remuneration policies to attract potential workers, retain competent workers, and maintain worker motivation to perform superiorly.
2. Implementation of a review of the previous year's remuneration policy, along with improvements.
   The Company prepares Remuneration policies based on practices in the labor market in the banking sector and continually reviews and updates them under changes and business developments while still paying attention to the Company's capabilities.
3. Mechanism to ensure that remuneration for employees in the control unit is independent of the business unit they supervise
   In supporting BRI's aspirations to build a Performance Driven Culture, the implementation of the BRI remuneration system is carried out by paying attention to its alignment with the achievement of KPI-based business unit and individual performance. The preparation of KPIs is carried out through decreasing performance targets (cascading) either fully, partially or contributively so that the performance targets of the assisted Business Units will be different but support the achievement of the performance targets of the control business unit. Apart from that, to ensure the objectivity of the assessment, evaluation of the performance of business unit at BRI is also carried out in stages through the Performance Management Committee by higher business unit. Furthermore, the individual performance assessment will be adjusted to the performance achievements of the individual and business unit which will ultimately have an impact on the amount of remuneration obtained.

Scope of Remuneration Policy and Its Implementation Per Business Unit, Per Region, and in Subsidiary Companies or Branch Offices Located Overseas

In order to harmonize differences in cost levels between regions, the Company provides assistance in adjusting cost levels in the form of Premium Allowances. The Company conducts reviews of Premium Allowances, if necessary, in accordance with developments in the cost level in each region and the Company's capabilities. The Subsidiary Company has a separate Remuneration Policy, which the Subsidiary Company itself prepares. In order to harmonize differences in cost levels between regions, the Company assists in adjusting cost levels in the form of Premium Allowances.

Remuneration is Associated with Risk

Remuneration is linked to risk and is arranged based on the latest policies related to the Implementation of Wage Regulations for BRI Employees, where the wage design is simplified to include Basic Salary and Premium Allowances as components of the salary structure. Job grades are no longer a consideration, as job grade allowances have been incorporated into the Basic Salary in total. For each position, a specific wage scale is determined, reflecting the minimum, median, and maximum, taking into account regulatory policies, job weight or job analysis results, and comparisons with the market/peers. The amount of remuneration received by employees considers or is equivalent to the burden and potential risks inherent to the position. The higher the position, the greater the employee's responsibility in making decisions that significantly impact the company's risk profile/exposure.

In this regard, the company has determined the parties who are considered Material Risk Takers (MRT), based on specific considerations aligned with the potential risks arising from the roles held. For individuals designated as MRTs, the company will difer the payment of part of the variable remuneration

Performance Measurement is Linked to Remuneration

Performance measurements associated with remuneration include:

1. Remuneration policy for performance appraisal.
   In order to encourage employees to perform superiorly, the company has a variable compensation program for employees who successfully achieve and exceed performance targets. Workers with high performance will also receive high variable compensation. On the other hand, workers who underperform will receive low variable compensation or no variable compensation at all.

2. Individual remuneration method based on company performance, business unit performance, and individual performance.
   In providing variable compensation for workers, the amount of compensation received by workers depends on the company's performance achievement, business unit performance, and individual performance, where each component has an independent target achievement indicator, weight, and multiplier factor.
3. Method of adjusting remuneration for unachieved performance.
   At the beginning of the year, the company determines the conditions that employees must meet to obtain variable compensation, one of which is the performance that must be achieved. Workers who do not meet the specified requirements will not receive variable compensation.

Remuneration Adjustments are Linked to Performance and Risk

Remuneration adjustments are linked to performance and risks, which include:

1. Remuneration policy regarding variable amounts and criteria which are suspended based on the Joint Decree of the Board of Directors and Board of Commissioners Number 09-KOM/BRI/11/2017 and S.1023-DIR/KPS/11/2017 dated November 30, 2017 concerning Governance The remuneration of PT Bank Rakyat Indonesia (Persero) Tbk., has been determined as follows:
   a. Part of the variable remuneration will be deferred for parties designated as MRT.
   b. The amount of suspension for the Board of Directors and Board of Commissioners is a maximum of 20% of the bonus.
2. Remuneration policy for deferred variables whose payments are postponed or canceled (Malus) The company can postpone the payment of deferred variable remuneration (malus) to MRT if conditions occur in the form of:
   a. It is proven that there is Individual Fraud.
   b. Restatement of the company's financial report is the basis for determining variable remuneration.
   c. The risk rating in the last quarter before the payment of deferred variable remuneration is 4 (Moderate to High) or worse.

Name of Extern Consultant and Consultant's Duties Related to Remuneration Policy

One of the company's remuneration principles is external competitiveness, where remuneration is provided at a competitive level within the banking industry. In line with this, the company collaborates with Independent Consultant, which is responsible for conducting benchmarking and/or salary surveys based on the company's request regarding remuneration policies.

Remuneration Packages and Facilities Received by the Board of Directors and Board of Commissioners

Types of Remuneration and Facility	Amount Received in 1 (One) Year			
	Directors		Board of Commissioners	
	People	Million Rp.	People	Million Rp.
Salaries, bonuses, routine allowances, bonuses and other facilities in the form of in-kind	12	594,691	11	235,979
Other facilities in kind (housing, health insurance, etc so on) which: a. can be owned; b. cannot be owned	13	16,123	11	6,330
Total	12	610,814	11	242,309

Remuneration Packages Grouped Into Income Levels Received by Directors and Members of the Board of Commissioners in 1 (One) Year

Amount of Remuneration per Person in 1 (One) Year	Number of Directors	Number of Commissioners
Above IDR 2 billion	12	10
Above IDR 1 billion up to. IDR 2 billion	-	-
Above IDR 500 million to IDR 1 billion	-	-
IDR 500 million and below	-	1*

* Commissioners who resigned in accordance with the decision of the GMS dated March 1, 2024

Variable Remuneration

1. Forms and Reasons for choosing variable remuneration
   Employee compensation is provided within a fair, competitive system that aligns with the bank's needs and capabilities. Compensation is divided into two (2) categories:
   a. Fixed compensation consists of basic wages and allowances.
   b. Variable compensation given to workers is based on performance achievements, namely as follows:
      - Short Term Incentives.
        Short Term Incentives are variable compensation promised by the Company at the beginning of the year to Marketers. Short Term Incentives aim to encourage the motivation of Marketers, providing direct rewards for achieving and exceeding individual targets, business unit targets and company targets.

- Long-Term Incentives
  Long-term incentives are variable compensation provided by the company based on long-term performance, typically for a period of more than two (2) years.
- Bonus.
  Bonuses are variable compensation that is not promised by the Company. Bonuses are given to employees in order to provide appreciation for the Company's performance achievements..

2. Reasons for differences in variable remuneration (Directors, Board of Commissioners and Employees).
   c. BRI applies the Position Group concept, which consists of Support, Business, Marketing Advisor and Marketing Advisor. The provision of variable remuneration will differ between job groups, which is adjusted to a constant amount per position group in question.
   d. The company provides greater variable compensation for Marketers, this is due to the following reasons:
      - Marketers are profit makers.
      - Encourage marketers to exceed predetermined targets.
      - Appreciation to Marketers.

Factors that cause differences in variable compensation are based on considerations of performance and competency achievements, including business unit performance and company performance.

Number of Directors, Board of Commissioners and Employees Receiving Variable Remuneration for 1 (One) Year

Variable Remuneration	Amount Received in 1 (One) Year					
	Board of Directors		Board of Commissioners		Employee	
	Person	million IDR	Person	million IDR	Person	million IDR
Total	12	529.453	11	205.388	10	1.919

Position and Number of Parties Who are Material Risk Takers

The positions and number of individuals designated as Material Risk Takers (MRT), determined based on the management count for the reporting year, are as follows:

1. Board of Commissioner

No	Name	Term of Office	Description
1	Kartika Wirjoatmodjo	18/02/2020 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
2	Rofikoh Rokhim	01/03/2022 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
3	Rabin Indrajad Hattari	18/02/2020 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
4	Awan Nurmawan Nuh	13/03/2023 – present	Receiving 2024 tantiem for the 2023 financial year performance on a proportional basis.
5	Dwi Ria Latifa	18/02/2020 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
6	Heri Sunaryadi	07/10/2021 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
7	Nurmaria Sarosa	01/03/2022 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
8	Agus Riswanto	01/03/2022 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
9	Paripurna Poerwoko Sugarda	01/03/2022 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
10	Haryo Baskoro Wicaksono	01/03/2024 – present	Has not received tantiem in 2024
11	Hendrikus Ivo	15/05/2019 – 29/02/2024	Fully receiving 2024 tantiem for the 2023 financial year performance
12	Hadiyanto	22/03/2018 – 12/03/2023	Receiving 2024 tantiem for the 2023 financial year performance on a proportional basis.

2. Board of Directors

No	Name	Term of Office	Description
1	Sunarso	02/09/2019 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
2	Catur Budi Harto	02/09/2019 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
3	Handayani	18/10/2017 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
4	Supari	22/03/2018 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
5	A. Solichin Lutfiyanto	22/03/2018 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
6	Agus Noorsanto	02/09/2019 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
7	Agus Sudiarto	02/09/2019 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
8	Amam Sukriyanto	21/01/2021 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
9	Agus Winardono	21/01/2021 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
10	Viviana Dyah Ayu R.K.	21/01/2021 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
11	Arga Mahanana Nugraha	21/01/2021 – present	Fully receiving 2024 tantiem for the 2023 financial year performance
12	Andrijanto	01/03/2022 – present	Fully receiving 2024 tantiem for the 2023 financial year performance

3. The number of Senior Executive Vice Presidents (SEVP) serving during the reporting period is 8 individuals, as follows:

No	Name	Term of Office	Description
1	Triswahju Herlina	07/03/2022 – 01/06/2024	Received Variable Pay in 2024 based on full performance for the 2023 financial year
2	Achmad Royadi	01/07/2021 – present	Received Variable Pay in 2024 based on full performance for the 2023 financial year
3	Muhammad Candra Utama	01/08/2023 – present	Received Variable Pay in 2024 based on proportional performance for the 2023 financial year
4	Aestika Oryza Gunarto	01/08/2023 – present	Received Variable Pay in 2024 based on proportional performance for the 2023 financial year
5	I Nyoman Sugiri Yasa	01/08/2023 – present	Received Variable Pay in 2024 based on proportional performance for the 2023 financial year
6	Yulianto Setiawan	01/12/2024 – present	Has not yet received Variable Pay in 2024 based on performance for the 2023 financial year.
7	Steven Augustino Yudiyantho	01/12/2023 – present	Contract employees are granted Variable Pay according to the terms of their employment contract. Employees are not yet eligible for Variable Pay in 2024 based on 2023 performance
8	Harsya Wardhana Prasetyo	28/03/2022 – 01/12/2024	Contract employees are granted Variable Pay according to the terms of their employment contract

Shares Options Owned by the Board of Directors, Board of Commissioners and Executive Officers

Description/Name		Number of Shares Owned (Shares)	Number of Options		Option Price (IDR)	Time period (Exercise)
			Given (Shares)	Executed (stock sheets)		
Board of Directors*		-	-	-	-	-
Commissioner*		-	-	-	-	-
Executive Officer (SEVP)	Achmad Royadi	290,400	290,400	290,400	2,240	Until October 30, 2021
	Triswahju Herlina	290,400	290,400	290,400	2,240	Until October 30, 2021
Total		580,800	**580,800**	**580,800**	**2,240**	

*The Board of Directors and Board of Commissioners do not receive share options

Highest and Lowest Salary Ratio

Salary Ratio	2024	2023
Highest and Lowest Employee Salaries	54,5	66,2
Highest and Lowest Directors' Salaries	1,18	1,18
Highest and Lowest Commissioner Salaries	1,11	1,11
Highest Directors' and Highest Employees' Salaries	3,75	3,16

Number of Recipients and Total Amount of Variable Remuneration That is Unconditionally Guaranteed

There was no variable compensation that is guaranteed unconditionally.

Number of Employees Subject to Termination of Employment and Total Nominal Severance Paid

The Nominal Amount of Severance Pay Paid per Person In 1 (One) Year	Number of Employees*
Above Rp1 billion	12
Above Rp500 million to Rp1 billion	79
Below Rp500 million	885

Note: *)Severance pay + UPMK (Service Appreciation Money).

Total Amount of Variable Remuneration That is Deferred

No	MRT Party	Deferred Variable Remuneration until December 2024*	
		Cash (Nett in Millions)	Shares (sheets)
1	SEVP	10,868	There was no remuneration granted in the form of shares in 2024
2	Board of Commissioners	36,615	3,580,835 shares
3	Board of Directors	-	28,674,141 shares

*Both active and retired

Total Amount of Deferred Variable Remuneration Paid During 1 (One) Year

No	Side of MRT	Deferred Variable Remuneration Paid During 2024*	
		Cash (Nett in Millions)	Shares (sheets)
1	SEVP	1,029	There was no remuneration granted in the form of shares in 2024
2	Board of Commissioners	6,243	814,301 (shares)
3	Board of Directors	-	5,402,156 (shares)

*Both active and retired

Amount of Remuneration Given In One Year

A. Fixed Remuneration*	
1. Cash	Rp91,039
2. Shares/share-based instruments issued by the Bank	-

B. Variable Remuneration*		
	Tidak Ditangguhkan	Ditangguhkan
1. Cash	587,973	29,069
2. Shares/share-based instruments issued by the Bank	-	25,429,700 Lembar Saham

* Applicable only for MRT and disclosed in IDR millions.

Quantitative Information

Types of Variable Remuneration*)	Remaining Pending	Total Reduction During Reporting Period		
		Due to Explicit Adjustment (A)	Due to Implicit Adjustment (B)	Total (A)+(B)
Cash (in million rupiah)	36,615	-	-	-
Shares/ Share-based instruments issued by the Bank (in share certificates and nominal millions of rupiah which is the conversion of the share certificates)	32,254,976 (Lembar Saham)	-	-	-

Note: *) Only for MF{RT

Performance-Based Long-Term Compensation Policy

According to the Extraordinary General Meeting of Shareholders on October 3,2003, as stated in Deed No. 6 by Notary Imas Fatimah, S.H., the shareholders approved the issuance of stock options, which will be implemented in three (3) stages. The stock options are granted to the Board of Directors and employees in specific positions and ranks who meet the established requirements under the Management Stock Option Plan (MSOP).

BRI has various types of variable compensation, one of which is a long-term incentive (LTI). LTI is compensation provided by the company based on the achievement of corporate and/or individual performance, considering long-term performance over more than two (2) years.

Stock Ownership Program by Employees and/or Management (ESOP/MSOP)

To increase team member engagement and increase their sense of belonging to the Company and to provide long-term motivation/ incentives to achieve the Company's performance targets that have been set, BRI also has a Share Ownership Program for BRI Employees, which is provided periodically, namely:

a. Employee Stock Allocation (ESA)
   The share ownership program in the form of the Stock Allocation Program was provided in 2016, 2020, 2023 and 2024 through 4 stages to all levels of Workers or certain Workers who meet the criteria consisting of length of service, individual performance, and team member track record in carrying out their responsibilities.
b. Employee Stock Option Plan (ESOP)
   Share ownership program in the form of share purchase options at a special price in 2020. This program is given to certain level workers who are BRI's Top Talent and meet the performance and Capacity/Potential criteria.

As the Company's commitment to increasing team member engagement and productivity and creating a sense of ownership of employees towards the Company, the Company will implement a similar share ownership program for employees next year.

Number of Shares and/or Options

Program	Number of Shares (Year 2021)	Additions in 2024*
ESA 1	589,800	-
ESA 2	1,554,300	-
ESA 3	268,953,200	-
ESA 4	283,113,000	-
Special ESA	30,720,900	7,758,700
ESOP 1	72,029,200	-
ESOP 2	76,896,900	-
Discretionary Pool	674,600	-

*The granting of Employee Stock Allocation (ESA) or additional shares in 2024.

The Implementation Period

The vesting period, or the period during which the team member's rights to shares still depend on the specified conditions, is as follows:

Program	Vesting Period
ESA 1	Vesting 1 January 1, 2017 – January 31, 2018 (Applicable to all Corporate Titles)
	Vesting 2 January 1, 2019 – January 31, 2019 (Only valid for Corporate Title VP, EVP & SEVP)
ESA 2	January 2, 2020 to January 31, 2020
ESA 3	January 2, 2020 to March 31, 2021
ESA 4	January 2, 2020 to December 31, 2021
ESOP 1	May 15, 2020 – October 31, 2020
ESOP 2	May 15, 2020 – May 31, 2021
ESA 2023	January 2 – December 31, 2024

Requirements of Eligible Employees and Management

The program for granting several Company shares in the form of ESA is given to employees who meet the grant and vesting program requirements, such as meeting the minimum work period, achieving company performance and individual performance in the specified period, as well as the team member's track record in carrying out their responsibilities. Meanwhile, other team member share ownership programs are provided in the form of granting the right to purchase some company shares, namely in the form of an ESOP, aimed at employees who fall into the BRI High Potential Talent & Value Creator category, namely those who meet the performance and Capacity/Potential criteria.

Implementation Prices or Determination of Implementation Prices

In the Employment Stock Ownership Program (ESOP) BRI provided to eligible employees, the acquisition price of shares is determined at specific times: for the ESA 1 program, the price is IDR 3,60 per share; for ESA 2, 3, and 4, the price is IDR 4,410 per share; and for the ESOP program, ESA Special 1 amounted to 4,080,- and ESA Special 2 amounted to 6,375,-. the price is IDR 2,240 per share.

In addition to ESA, the Company also provides long-term compensation in the form of Long Term Incentive (LTI). Explanation regarding Long Term Incentive (LTI) is explained in the Nomination and Remuneration section of the Board of Commissioners and Directors in this Annual Report.

Public Accountant

Appointment of Public Accountant

The procurement procedure for a Public Accounting Firm (KAP) is as follows:

1. The technical, HPS preparation, and procurement teams procure KAP audit services.
2. The Audit Committee is the Coordinator of the Technical Team, HPS, Preparation, and Procurement teams. It is responsible for reporting all KAP audit service procurement activities to the Board of Commissioners.
3. The method for procuring KAP audit services is carried out using the Direct Selection Method, guided by the provisions and procedures for procurement of goods and services that apply at BRI.

Public Accounting Firm, Name of Accountant, Fee, and License of the KAP

Table of Public Accounting Firm, Name of Accountant, Fee, and License of the KAP

Year	Public accounting firm	KAP period	Name of Accountant (Responsible Partner)	AP period	*Audit Service Fee*	AP Permission
2024	Purwantono, Sungkoro & Surja	Period 9	Christophorus Alvin Kossim	Period 5	IDR 16,625,000,000	AP.1681
2023	Purwantono, Sungkoro & Surja	Period 8	Christophorus Alvin Kossim	Period 4	IDR 15,922,000,000	AP.1681
2022	Purwantono, Sungkoro & Surja	Period 7	Christophorus Alvin Kossim	Period 3	IDR 13,925,000,000	AP.1681
2021	Purwantono, Sungkoro & Surja	Period 6	Christophorus Alvin Kossim	Period 2	IDR 13,715,296,000	AP.1681
2020	Purwantono, Sungkoro & Surja	Period 5	Christophorus Alvin Kossim	Period 1	IDR 15,523,800,000	AP.1681
2019	Purwantono, Sungkoro & Surja	Period 4	Danil Setiadi Handaja, CPA	Period 3	IDR 10,700,000,000	AP.1008
2018	Purwantono, Sungkoro & Surja	Period 3	Danil Setiadi Handaja, CPA	Period 2	IDR 8,200,000,000	AP.1008
2017	Purwantono, Sungkoro & Surja	Period 2	Danil Setiadi Handaja, CPA	Period 1	IDR 7,300,000,000	AP.1008

Other Services Provided by Accountants

No.	Non-Audit Services	Fee
1	Agreed-upon procedures for the calculation of the Board of Directors' KPI achievements (collegial and individual) as of December 31, 2024	IDR 600,000,000
2	Agreed-upon procedures for data submitted by BRI for the Compilation of Financial Statements of the Ministry of SOEs for the 2024 fiscal year	IDR 240,000,000
3	Agreed-upon procedures for compliance with applicable regulations for micro and small business funding for the 2024 fiscal year (if required).)	IDR 185,000,000

Audit Opinion

Year	Opinion on Financial Statement Audit Results
2024	The Consolidated Financial Statements are presented fairly, in accordance with Indonesian Financial Accounting Standards
2023	The Consolidated Financial Statements are presented fairly, in accordance with Indonesian Financial Accounting Standards
2022	The Consolidated Financial Statements are presented fairly, in accordance with Indonesian Financial Accounting Standards
2021	The Consolidated Financial Statements are presented fairly, in accordance with Indonesian Financial Accounting Standards
2020	The Consolidated Financial Statements are presented fairly, in accordance with Indonesian Financial Accounting Standards

Internal Control System

BRI implements an effective internal control system (ICS) to oversee its business and operational activities across all organizational levels and to safeguard BRI's investment and assets. The effective implementation of ICS assists BRI's management in protecting assets, ensuring the availability of reliable financial and managerial reporting, enhancing compliance with applicable laws and regulations, and reducing the risk of losses, irregularities, and violations of prudential principles. The establishment of a reliable and effective ICS at BRI is the responsibility of all risk-taking units, supporting business units, and the Internal Audit Unit (SKAI).

Purpose of Internal Control System

1. Compliance with Provisions and regulations or compliance objectives. The compliance objective is intended to ensure that all of BRI's business activities are conducted under the applicable provisions and regulations, including those issued by the government, and the OJK Regulation, as well as internal policies, regulations, and procedures established by the company.
2. Availability of comprehensive, accurate, relevant, and timely financial and management information or information objectives. The information objective is intended to ensure the availability of comprehensive, accurate, relevant, and timely reports needed for making precise and accountable decisions.
3. Effectiveness and efficiency in business activities or operational objectives. The operational objective is aimed at enhancing the effectiveness and efficiency of asset utilization and other resources to protect against the risk of losses.
4. Enhancing the effectiveness of risk culture across the organization or risk culture objectives. The risk culture objective is intended to identify weaknesses and detect irregularities early, as well as continuously reassess the adequacy of existing policies and procedures.

Control Environment

The control environment reflects the overall commitment, behavior, awareness, and actions of the Board of Directors and the Board of Commissioners in carrying out operational control activities. The elements of the control environment include:

1. An adequate organizational structure.
2. Leadership style and management philosophy.
3. Integrity, ethical values, and the competency of all employees
4. Human capital policies and procedures.
5. Attention and direction from management and other committees.
6. Factors influencing operational activities

The control culture enhances a strong work ethic and high integrity while fostering an organizational culture that emphasizes the importance of internal controls to all employees. The Board of Commissioners and the Board of Directors have actively supervised and established a control culture within the company.

The implementation of management oversight includes:

1. BRI has established procedures to identify, measure, monitor, and control risks faced by the bank. The Board of Commissioners plays a role in determining the company's risk tolerance level.
2. BRI has an adequate organizational structure with assignments of duties and responsibilities under the applicable regulations.
3. BRI has developed a policy architecture that includes internal control policies and procedures for operational activities.
4. Conducting monitoring of improvements of findings from internal and external audits.
5. Regular communication across all organizational levels, including between the Board of Directors and the Board of Commissioners.
6. Monitoring the effectiveness of Internal Control System implementation.
7. Conducting reviews of the Internal Control System.

Risk Identification and Assessment

An effective Internal Control System (SPI) requires the company to continuously identify and assess risks that could impact the achievement of its objectives. BRI periodically and consistently conducts risk assessments that may affect the company's goals. Risk assessments are also performed by the internal audit team as part of their audit activities through a risk-based audit approach. A more detailed identification and assessment of risk are provided in the Risk Management section. Internal control is reviewed annually by SKAI through the Risk Management Review process.

Financial and Operational Control Activities

Control activities include policies, procedures, and practices that provide workers with confidence that the Board of Directors and Board of Commissioners' directives have been implemented effectively. Control activities are implemented at all functional levels in accordance with the organizational structure, which at least include:

Management Review (Top Level Review)

Review of the progress (realization) is compared to the targets to be achieved, such as financial reports compared to the established budget plan to immediately detect problems such as control weaknesses, financial reporting errors, or fraud.

Operational Review (Functional Review)
Operational reviews are conducted to assess risk profile reports, operational data analysis, and realization of the implementation of audit work plans by Internal Audit Unit (SKAI) with higher frequency, both daily, weekly and monthly reviews.

Information Systems Control
The Company verifies the accuracy and completeness of transactions and carries out authorization procedures in accordance with internal provisions. Information system control activities can be classified into 2 (two) criteria, namely general control and application control.

Physical Asset Control
Physical asset control is implemented to ensure that risk security is maintained for company assets.

Documentation
The company adequately documents accounting policies, procedures, systems, standards, and audit processes. This document is updated periodically to describe the company's operational activities and is communicated to officials and employees. The internal auditor also assesses the accuracy and availability of documents during the audit.

Segregation of Duties
Effective SPI requires separation of functions (four eyes principle) and avoids the granting of authority and responsibility that can cause various conflicts of interest. The separation is intended so that everyone in their position does not have the opportunity to commit and hide errors or deviations in carrying out tasks at all levels of the organization and all operational activities. Separation of functions is not limited to front and back office activities but also in the context of controlling:

1. Approval of disbursement of funds and realization of expenditure.
2. Customer accounts and company owner accounts.
3. Transactions in bookkeeping.
4. Providing information to customers.
5. Assessing the adequacy of credit or financing documentation and monitoring of debtors after credit or financing disbursement.
6. Other business activities that may cause significant conflicts of interest.

CONTROLLING COMPLIANCE WITH OTHER LEGAL REGULATIONS

The Compliance Function generally carries out control of compliance with statutory regulations. The Compliance Director's responsibilities include ensuring that all policies, provisions, systems, and procedures, as well as business activities carried out by BRI, are under the provisions of the Financial Services Authority and statutory provisions, as well as implementing a prevention system so that policies and/or decisions taken by the Board of Directors BRI does not deviate from the provisions of the Financial Services Authority and statutory regulations. In addition, the Compliance Function's responsibilities include identifying, measuring, monitoring, and controlling Compliance Risk by referring to the Financial Services Authority Regulations regarding the Implementation of Risk Management for Commercial Banks, including making efforts to ensure that policies, provisions, systems, and procedures and BRI's business activities are in accordance with the provisions of the Financial Services Authority and/or applicable laws and regulations.

In order to increase the effectiveness of controlling compliance with statutory regulations, the Compliance Function periodically has a work program to assess the effectiveness of the compliance culture. BRI has parameters for measuring the effectiveness of implementing a compliance culture for Business Unit, which is carried out once a year. This assessment provides an overview for management to determine the level of compliance of each Business Unit, which can be considered when assessing each business unit's KPIs.

The Board of Directors periodically assesses the adequacy of implementing the Compliance Function at BRI through Compliance Function Reports, which are also submitted to the Financial Services Authority every semester. The implementation summary contained in the Compliance Function Report contains fairly comprehensive information, including compliance risk management, gratification control program, AML-CFT program, and others.

Accounting, Information and Communication Systems

Accounting System
Methods and records for identifying, grouping, analyzing, classifying, recording or posting, and reporting transactions.

Information System
- Must be able to produce reports on business activities, financial conditions, implementation of risk management, and fulfillment of provisions that support the implementation of the duties of the Board of Directors and Board of Commissioners.
- Provide a reliable information system regarding all functional activities, especially functional activities that are significant and have high risk potential.
- Organize a contingency recovery plan and back up system to prevent high risk business failure.
- Have and maintain a management information system that is organized, both in electronic and non-electronic form.

Communication System

- Must be able to provide information to all parties, both internal and external, such as the OJK Regulation, external auditors, shareholders, and customers.
- Internal Audit Unit (SPI) must ensure that there are effective communication channels so that all officials and workers fully understand and comply with policies and procedures in carrying out their duties and responsibilities.
- The organizational structure must allow for adequate information flow, namely upward information to ensure that the Board of Directors, Board of Commissioners and executive officers are aware of operational risks and performance. Downward information is carried out to ensure the Company's objectives, strategies and expectations as well as lower-level policies and implementers, and across business units to ensure that information known by a particular business unit can be conveyed to other related business units.

Monitoring Activities and Corrective Actions For Deviations

BRI continuously monitors the overall effectiveness of internal control carried out by operational business unit and the Internal Audit Business Unit ranks. The Internal Audit Business Unit has monitored the internal control system, which is submitted to the President Director, Compliance Director, and Board of Commissioners.

Monitoring

- Conduct continuous monitoring of the overall effectiveness of internal control implementation. Monitoring of key risks must be prioritized and serve as part of the Company's daily activities including periodic evaluations, both by the risk taking unit and by SKAI.
- Continuously monitor and evaluate the adequacy of SPI in relation to changes in internal and external conditions and must increase the capacity of SPI so that its effectiveness can be improved.
- Ensure that monitoring functions are clearly defined and well structured within the organization.
- Assign business units or employees to monitor the effectiveness of internal control.
- Establish the appropriate frequency for monitoring activities based on the risks inherent in the Company and the nature or frequency of changes occurring in operational activities.
- Integrate SPI into operational activities and provide routine reports such as accounting journals, management reviews and reports on approval of exceptions or deviations from established policies and procedures (justification for irregularities) which are then reviewed.
- Conduct a review of the documentation and evaluation results of the business units or workers assigned to carry out monitoring.
- Establish information or feedback in an appropriate format and frequency.

Internal Audit Unit (SKAI) Function

- Conduct effective and comprehensive internal audits of SPI carried out by independent, competent, and sufficient number of auditors.
- Report findings directly to the Board of Commissioners or Audit Committee, President Director, and Director in charge of the compliance function.
- Conduct an independent assessment of the adequacy of the Company's compliance with established policies and procedures.
- Determine the position, authority, responsibility, professionalism, organization, and scope of duties of SKAI by referring to the provisions of laws and regulations regarding the implementation of the compliance function of general banks and the standards for implementing the audit function.

Correction of Weaknesses and Corrective Actions for Deviations

- Weaknesses in internal control, whether identified by the risk taking unit, SKAI, or other parties, must be immediately reported to and brought to the attention of authorized officials and/or the Board of Directors. Material weaknesses in internal control must be reported to the Board of Commissioners.
- Any reports regarding weaknesses in internal control or ineffective risk control must be immediately followed up by the Board of Directors, Board of Commissioners, and relevant executive officers.
- SKAI must conduct a review or other adequate monitoring steps on the weaknesses that occur and immediately report to the Board of Commissioners, Audit Committee, and President Director if there are still weaknesses that have not been corrected or have been recommendated for corrective actions that have not been followed up.
- Ensuring that all weaknesses are immediately followed up, the Board of Directors must create a system that can trace weaknesses in internal control and take corrective steps.
- The Board of Directors and Board of Commissioners must receive periodic reports in the form of a summary of the results of the identification of all problems in internal control.

Compliance with the Committee of Sponsoring Organizations of Tradeway Commission (COSO)

BRI has implemented an internal control system using the COSO Internal Control Framework: Control Environment, Risk Assessment, Control Activities, Information & Communication, and Monitoring.

Internal Environment

The first element of BRI's internal control structure includes commitment, policies, and behavior, including the concern of the Board of Directors, Board of Commissioners, and all BRI employees regarding the importance of effective internal control. BRI's Board of Commissioners ensures that the Board of Directors has monitored the effectiveness of the implementation of the internal control system through regular meetings with the Board of Directors and Executive Officers to discuss the effectiveness of the Internal Control System. The Board of Directors monitors the adequacy and effectiveness of the internal control system by ensuring that officials and workers have carried out internal implementation function activities. In carrying out supervision, BRI management has established a culture of control, including:

1. Establishment of an adequate BRI organizational structure with the determination of duties and responsibilities in accordance with applicable regulations.
2. Policies and procedures related to BRI human capital management include planning, recruitment, development and training, remuneration, and performance management.
3. BRI's core values and the BRI Code of Ethics reflect integrity and ethical values, which all BRI employees must follow.
4. In implementing the duties and responsibilities of the Directors and Commissioners, always pay attention to the principles of good corporate governance.

Risk Assessment

It is a series of awareness of all BRI employees towards a risk awareness culture, including actions to evaluate, assess, and mitigate risks. A more detailed explanation regarding the bank's internal control system for all types of risks is presented in pillar 4 of the Risk Management Chapter. BRI evaluates the risk profile periodically to mitigate risks that have the potential to harm the company. In implementing integrated risk management in financial conglomerates, BRI carries out management including assessment of 10 (ten) types of risks, namely:

1. Credit risk
   The assessment is carried out using an internal model using a standard model, namely calculating the probability of default and loss given default for each business segment based on shifts in collectibility. A series of stress tests were also carried out to measure the maximum potential loss if stress conditions occurred.
2. Market risk
   Assessments are carried out periodically (daily, weekly, monthly) by calculating market risk, including an approach using standard methods and internal measurement models (VaR) through the GUAVA application and NII simulation every time there is a change in market interest rates and managing the maturity profile of securities. The standard method approach is carried out by calculating interest rate and exchange rate risk on the position of all BRI financial instruments classified as trading books and banking books exposed to interest rate and exchange rate risk.
3. Liquidity Risk
   Identification, measurement, and monitoring are carried out through the daily liquidity profile dashboard, while control is carried out through the liquidity contingency plan protocol. Liquidity risk assessment includes assessing liquidity ratios, cash flow projections, maturity profiles, NSFR and LCR, determining liquidity risk limits, and stress tests.
4. Operational Risk
   Assess risks caused by inadequate or non-functioning internal processes, human error, system failure, or external problems that affect bank operations..
5. Legal Risk
   Includes an assessment of risks caused by juridical weaknesses, including legal claims, the absence of supporting legislation, or deficiencies in the agreement, such as not fulfilling the terms of the validity of the contract and imperfect binding.
6. Strategic Risk
   Assessment includes determining and implementing inappropriate bank strategies, making wrong business decisions, or lacking the need for more responsiveness to external changes.
7. Reputation Risk
   Covers risks caused by negative publications related to the bank's business activities or negative perceptions of the bank. The measurement aims to estimate the level of reputation risk vulnerability faced by BRI. The assessment includes parameters in the form of the influence of the reputation of bank owners and companies, violations of business ethics, product complexity, and business collaboration, and the frequency and materiality of negative bank news and customer complaints.
8. Compliance Risk
   This is a risk caused by not complying with or not implementing applicable laws and regulations. Assessments are carried out on the parameters of type, significance, nominal, and frequency of violations of relevant provisions.
9. Insurance Risk
   Assess risks resulting from the failure of insurance companies to fulfill their obligations to policyholders due to inadequate risk selection processes, premium determination, use of reinsurance, and/or claims handling.
10. Intra Group Transaction Risk
    Assess the risks resulting from an entity's dependence, either directly or indirectly, on other entities within a financial conglomerate in order to fulfill the obligations of written agreements and unwritten agreements, whether followed by transfers and/or not followed by transfers of funds.

Apart from conducting regular risk assessments, management also evaluates the company's risk profile assessment results to determine actions and controls for the risk assessment. Management has established an Early Warning System for every risky business process that can potentially harm the company.

Control Activities

Includes actions determined through policies and procedures to control risks at all levels of the organization and various business processes at BRI. Control activities can assist Directors and Commissioners in managing and controlling hazards that can affect performance or result in losses for the company. Forms of BRI control activities include:

1. General control activities involve all BRI employees at all levels of the organization. BRI's control activities are contained in all BRI policies and procedures as stated in the BRI Policy and Procedure Architecture. Control systems for each business process, including:
   a. Implement MCS (maker, checker, signer) in authorization and verification activities.
   b. The segregation of duties separates functions in carrying out responsibilities so that there is no opportunity to commit and hide irregularities in implementing their duties.
   c. Implementation of the Four Eyes Principles in the loan process for all segments; separation of loan initiator and breaker functions.
   d. Application of three lines for layered defense activities.
2. Control activities according to organizational functions include:
   a. Implementation of Management Reviews (Top Management Reviews)
   b. Control activities in the implementation of Risk Management include:
      - Credit risk control includes procedures for improving loan quality through restructuring, procedures for minimizing losses in loan quality through restructuring, and procedures for writing off problematic loans.
      - Market risk control includes preparing market risk management designs, compiling and analyzing periodic reports on the output produced by internal models such as analysis of daily net foreign exchange position reports, market risk exposure reports, implementation of Market Risk Management Committee forums and Asset & Liability Committee (ALCO) forums.
      - Liquidity risk control includes the Protocol Liquidity Contingency Plan.
      - Operational risk control includes product assessment procedures and a Protocol Liquidity Contingency Plan for catastrophic events..
      - Control legal risks by reviewing the legal aspects of new products and activities.
      - Strategic risk control is contained in the General Long Term Plan policy, Long-Term Plan Implementation Guidelines, and the Company's Work Plan and Budget.
      - Reputation risk control is included in the Circular Letter of the BRI Board of Directors regarding Information Service and Management Policy.
      - Compliance risk control is carried out by reviewing each external regulation and analyzing the impact on the company to be then included in each company's internal provisions.
      - Controlling insurance risk as part of the risks inherent in BRI as the primary entity that oversees subsidiary companies operating in the insurance sector is through the implementation of the Subsidiary Company Risk Profile Discussion Forum.
      - Intra-group risk control is carried out by the Subsidiary Desk, which is appointed by management as the Business Unit that manages subsidiaries.

Information & Communication

BRI has a relevant and quality information system related to financial conditions, business activities, risk management and compliance implementation, market conditions, and other conditions to support the duties and responsibilities of the Board of Directors and Board of Commissioners. Internal and external communications are also carried out periodically to support the company's internal controls functioning as they should.

Monitoring

Includes a continuous assessment process for monitoring activities regarding the effectiveness of the design and operation of the internal control structure and management performance that has been implemented and is functioning. Monitoring of BRI's internal control system is carried out through three lines of defense, namely:

1. 1st line as risk owner, it is the Unit that carries out business and operational activities and manages the risks faced (including the Operational Business Unit).
2. 2nd line, it is the Unit that carries out functional supervision (including MR Headquarters & Regional Offices, Compliance Division, and Policy & Procedures Division).
3. 3rd line, it is the Unit that carries out assurance. The Internal Audit Business Unit is part of the Internal Control System, which carries out a supervisory function over the monitoring of the internal control system.

The results of the implementation of The Internal Audit Business Unit supervision and monitoring of the internal control system are submitted to the President Director, Compliance Director, and Board of Commissioners.

Evaluation of Internal Control System Implementation

The Board of Directors is responsible for ensuring that a reliable and effective internal control system is implemented. This system must improve and promote a risk awareness culture that is embedded at every level of the organization. The Internal Audit Business Unit is responsible for evaluating the adequacy, effectiveness, and efficiency of the internal control system. It plays an active role in continuously improving the efficacy of the internal control system to achieve the goals set by BRI. SKAI carries out SPI evaluation through periodic inspection and review activities in Business Units and Subsidiaries.

The results of the SKAI evaluation are submitted to the Board of Directors for further follow-up by the relevant Business Unit. The Board of Commissioners, especially the Audit Committee, plays an active role in evaluating the SPI by reviewing the results of the evaluation carried out by SKAI. The evaluation results during 2024 showed that the SPI at BRI had been running adequately.

Statement of the Board of Directors and/or Board of Commissioners on the Adequacy of the Internal Control System

Based on the results of the review and based on discussions with Management, the Audit Committee, Independent Auditors, Internal Auditors, and several Related Divisions, the Board of Directors and Board of Commissioners assessed that in 2024 internal control system was adequate, in accordance with the objectives of the internal control system, namely compliance with provisions and laws and regulations, the availability of complete, accurate and timely financial and management information, increasing effectiveness and efficiency in business activities or operational objectives and increasing the effectiveness of risk culture.

Risk Management

BRI proactively and prudently manages risk in every business and operational process to achieve optimal profitability per the predetermined risk appetite. BRI is committed to implementing sound risk management by having policies, procedures, competencies, accountability, reporting, and supporting technology that aims to ensure that BRI Bank's risk management always runs effectively and efficiently.

Basis of Implementing Risk Management

The basis for implementing the Company's risk management refers to:

1. Law of the Republic of Indonesia Number 10 of 1998 dated November 10, 1998 concerning Amendments to Law No. 7 of 1992 dated March 25, 1992 concerning Banking.
2. Law of the Republic of Indonesia Number 5 of 1999 dated March 05, 1999 concerning Prohibition of Monopolistic Practices and Unfair Business Competition.
3. Law of the Republic of Indonesia Number 19 of 2003 dated June 19, 2003 concerning State-Owned Enterprises.
4. Law of the Republic of Indonesia Number 40 of 2007 dated August 16, 2007 concerning Limited Liability Companies.
5. Law of the Republic of Indonesia Number 40 of 2014 dated October 17, 2014 concerning Insurance as last amended by Law of the Republic of Indonesia Number 4 of 2023 dated January 12, 2023 concerning Development and Strengthening of the Financial Sector.
6. Law of the Republic of Indonesia Number 8 of 2015 dated November 10, 2015 concerning Capital Markets.
7. Law of the Republic of Indonesia Number 9 of 2016 dated April 15, 2016 concerning Prevention and Handling of Financial System Crisis as last amended by Law of the Republic of Indonesia Number 4 of 2023 dated January 12, 2023 concerning Development and Strengthening of the Financial Sector.
8. Government Regulation of the Republic of Indonesia Number 21 of 1992, dated April 29, 1992, concerning Adjustment of the Legal Form of Bank Rakyat Indonesia to a Limited Liability Company (Persero).
9. Presidential Regulation of the Republic of Indonesia Number 9 of 2009 dated March 18, 2009 concerning Financing Institutions.
10. Regulation of the Minister of SOEs of the Republic of Indonesia Number PER-2/MBU/2023 dated March 24, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
11. Decree of the Minister of Manpower of the Republic of Indonesia Number 23 of 2019 dated February 27, 2019 concerning the Determination of Indonesian National Work Competency Standards for the Category of Financial and Insurance Activities, Main Group of Insurance, Reinsurance and Pension Funds, Not Mandatory Social Security in the Insurance Sector.
12. Decree of the Minister of Manpower of the Republic of Indonesia Number 87 of 2019 dated May 17, 2019 concerning the Determination of Indonesian National Work Competency Standards for the Category of Financial and Insurance Activities, Main Group of Financial Services Activities, Not Insurance and Pension Funds in the Financing Sector.
13. Decree of the Minister of Manpower of the Republic of Indonesia Number 233 of 2019 dated September 10, 2019 concerning the Determination of Indonesian National Work Competency Standards for the Category of Financial and Insurance Activities, Main Group of Supporting Activities for Financial Services, Not Insurance and Pension Funds in the Capital Market Sector.
14. Decree of the Minister of Manpower of the Republic of Indonesia Number 218 of 2020 dated May 12, 2020 concerning the Determination of Indonesian National Work Competency Standards for the Category of Financial

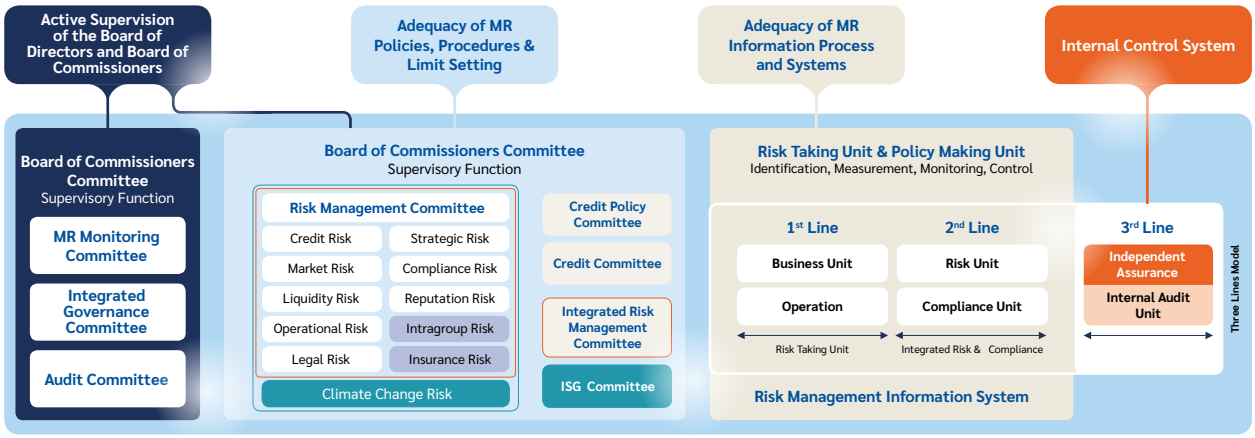
and Insurance Activities, Main Group of Financial Services Activities, Non-Insurance and Pension Funds in the Field of Banking Risk Management.

15. Bank Indonesia Regulation Number 23/6/PBI/2021 dated July 1, 2021 concerning Payment Service Providers.
16. Regulation of the Member of the Board of Governors Number 24/7/PADG/2022 dated June 30, 2022 concerning the Implementation of Payment Systems by Payment Service Providers and Payment System Infrastructure Providers.
17. The OJK Regulation (POJK) Number 17/POJK.03/2014 dated November 19, 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
18. The OJK Regulation (POJK) Number 18/POJK.03/2014 dated November 19, 2014 concerning the Implementation of Integrated Governance for Financial Conglomerates.
19. The OJK Regulation (POJK) Number 26/POJK.03/2015 dated December 11, 2015 concerning the Obligation to Provision of Integrated Minimum Capital for Financial Conglomerates.
20. The OJK Regulation (POJK) Number 4/POJK.03/2016 dated January 26, 2016 concerning the Assessment of the Soundness Level of Commercial Banks.
21. The OJK Regulation (POJK) Number 5/POJK.03/2016 dated January 26, 2016 concerning Bank Business Plans.
22. The OJK Regulation (POJK) Number 18/POJK.03/2016 dated March 22, 2016 concerning Implementation of Risk Management for Commercial Banks.
23. The OJK Regulation (POJK) Number 34/POJK.03/2016 dated September 26, 2016 concerning Amendments to OJK Regulation (POJK) Number 11/POJK.03/2016 concerning Minimum Capital Requirement for Commercial Banks.
24. The OJK Regulation (POJK) Number 38/POJK.03/2017 dated July 12, 2017 concerning Implementation of Consolidated Risk Management for Banks Controlling Subsidiaries.
25. The OJK Regulation (POJK) Number 12/POJK.03/2018 dated August 6, 2018 concerning the Provision of Digital Banking Services by Commercial Banks.
26. The OJK Regulation (POJK) Number 35/POJK.05/2018 dated December 28, 2018 concerning the Implementation of Financing Company Business.
27. The OJK Regulation (POJK) Number 39/POJK.03/2019 dated December 19, 2019 concerning the Implementation of Anti-Fraud Strategy for Commercial Banks.
28. The OJK Regulation (POJK) Number 28/POJK.05/2020 dated April 29, 2020 concerning the Assessment of the Soundness Level of Non-Bank Financial Services Institutions.
29. The OJK Regulation (POJK) Number 29/POJK.05/2020 dated April 29, 2020 concerning Amendments to OJK Regulation Number 30/POJK.05/2014 concerning Good Corporate Governance for Financing Companies.
30. The OJK Regulation (POJK) Number 44/POJK.05/2020 dated September 2, 2020, concerning the Implementation of Risk Management for Non-Bank Financial Services Institutions.
31. The OJK Regulation (POJK) Number 63/POJK.03/2020 dated December 22, 2020 concerning Reporting of Commercial Banks Through the Financial Services Authority Reporting System.
32. The OJK Regulation (POJK) Number 4/POJK.05/2021 dated March 17, 2021 concerning Implementation of Risk Management in the Use of Information Technology by Non-Bank Financial Services Institutions.
33. The OJK Regulation (POJK) No. 6/POJK.04/2021 dated March 17, 2021 concerning Implementation of Risk Management for Securities Companies Conducting Business Activities as Underwriters of Securities and Securities Traders as Members of the Stock Exchange.
34. The OJK Regulation (POJK) Number 12/POJK.03/2021 dated July 30, 2021 concerning Commercial Banks.
35. The OJK Regulation (POJK) Number 13 /POJK.03/2021 dated July 30, 2021 concerning the Implementation of General Bank Products.
36. The OJK Regulation (POJK) Number 11/POJK.03/2022 dated July 7, 2022 concerning the Implementation of Information Technology by Commercial Banks.
37. The OJK Regulation (POJK) Number 17/POJK.04/2022 dated September 5, 2022 concerning the Guidelines for Investment Managers' Behavior.
38. The OJK Regulation (POJK) Number 24 of 2022 dated November 25, 2022 concerning the Development of the Quality of Human Resources of Commercial Banks.
39. The OJK Regulation (POJK) Number 27 of 2022 dated December 28, 2022 concerning the Second Amendment to OJK Regulation (POJK) Number 11/POJK.03/2016 concerning the Minimum Capital Provision Obligation of Commercial Banks.
40. The OJK Regulation (POJK) Number 17 of 2023 dated September 14, 2023 concerning the Implementation of Governance for Commercial Banks.
41. The OJK Regulation (POJK) Number 5 of 2024 dated March 25, 2024 concerning Determination of Supervision Status and Handling of Commercial Bank Problems.
42. The OJK Regulation (POJK)Number 30 of 2024 dated December 19, 2024 concerning Financial Conglomerates and Financial Conglomerate Holding Companies.
43. Deposit Insurance Corporation (LPS) Regulation Number 2 of 2024 dated August 7, 2024 concerning Resolution Plans for Commercial Banks.
44. The OJK Circular Letter Number 14/SEOJK.03/2015 dated May 25, 2015 concerning Implementation of Integrated Risk Management for Financial Conglomerates.
45. The OJK Circular Letter Number 33/SEOJK.03/2016 dated September 1, 2016 concerning Implementation of Risk Management in Banks Carrying Out Marketing Cooperation Activities with Insurance Companies (Bancassurance).
46. The OJK Circular Letter Number 34/SEOJK/03/2016 dated September 1, 2016 concerning the Implementation of Risk Management for Commercial Banks.
47. The OJK Circular Letter Number 4/SEOJK.03/2017 dated January 16, 2017 concerning the Implementation of Risk Management in Banks Conducting Activities Related to Mutual Funds.

48. The OJK Circular Letter Number 14/POJK.03/2017 dated March 17, 2017 concerning the Assessment of the Soundness Level of Commercial Banks.
49. The OJK Circular Letter Number 21/POJK.03/2017 dated June 6, 2017 concerning the Implementation of Risk Management in the Use of Information Technology by Commercial Banks.
50. The OJK Circular Letter Number 35/POJK.03/2017 dated July 7, 2017 concerning Guidelines for Internal Control System Standards for Commercial Banks
51. The OJK Circular Letter Number 11/SEOJK.05/2020 dated July 1, 2020 concerning Assessment of the Soundness Level of Financing Companies and Sharia Financing Companies.
52. The OJK Circular Letter Number 7/SEOJK.05/2021 dated February 5, 2021 concerning Implementation of Risk Management for Financing Companies and Sharia Financing Companies.
53. The OJK Circular Letter Number 22/SEOJK.05/2021 dated August 24, 2021 concerning Implementation of Risk Management in the Use of Information Technology by Non-bank Financial Services Institutions.
54. The OJK Circular Letter Number 28/POJK.03/2022 dated December 22, 2022 concerning Risk Management Certification.

Risk Management Framework and Governance

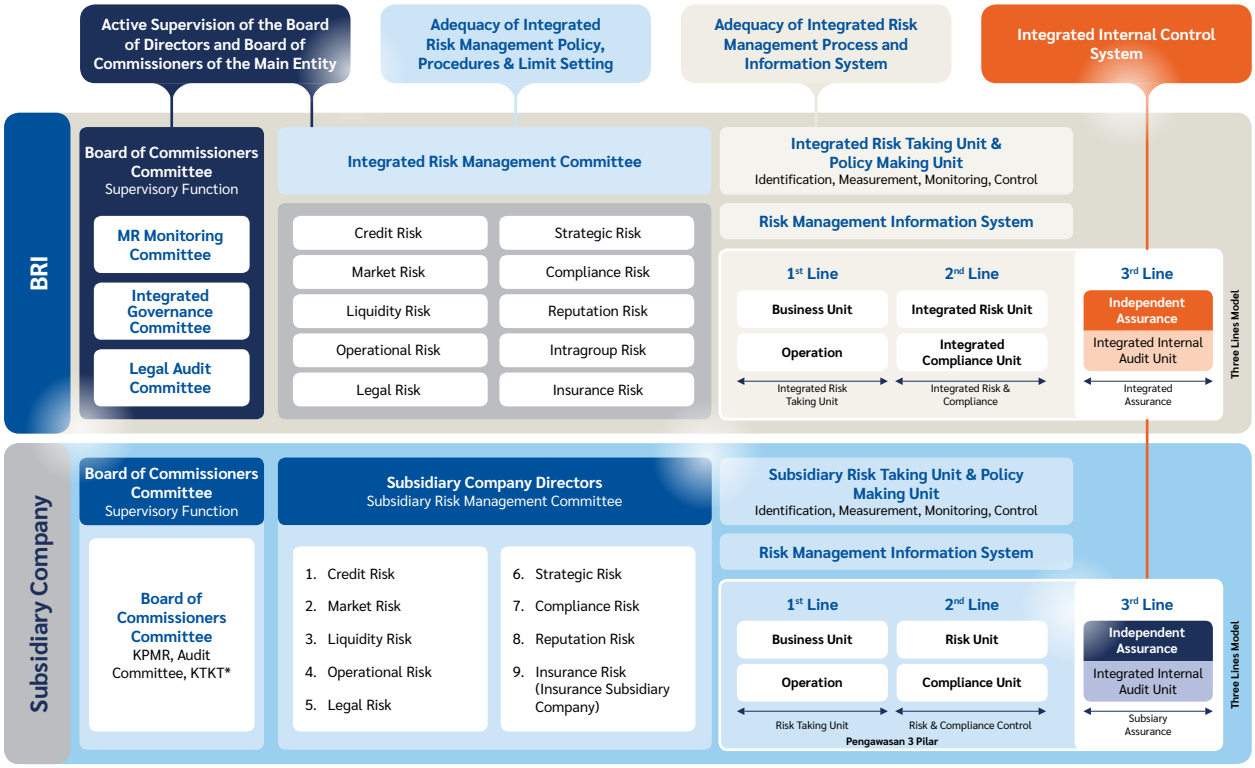
The Company's Risk Management framework is contained in the BRI Risk Management Policy which is carried out through a capital management and risk management approach in operations and business covering all levels of the BRI organization and members of the BRI Financial Conglomerate. In simple terms, BRI's risk management framework is described as follows:



The risk management governance framework above refers to OJK Regulation No.18/POJK.03/2016, where the Implementation of Risk Management consists of 4 (four) main pillars, namely:

a. Pillar 1: Active Supervision of the Board of Directors and Board of Commissioners;
b. Pillar 2: Adequacy of Risk Management Policies, Procedures and Limit Setting;
   In implementing the 1st and 2nd pillars of Risk Management, the Board of Directors and the Board of Commissioners are assisted by Committees under the Board of Directors and Committees under the Board of Commissioners.
c. Pillar 3: Adequacy of Risk Management Information Processes and Systems;
   In implementing the 3rd pillar, BRI applies a 3 (three) line risk management model or three lines model, namely:
   i. The first line as the Risk Owner Unit is a unit that directly identifies and manages Risk in the business process consisting of the Core Risk Taking Unit and the Supporting Risk Taking Unit;
   ii. The second line as the Risk Management and Compliance function which is an independent unit that measures, monitors and mitigates Risk in aggregate, as well as develops Risk Management methodologies and policies; and
   iii. The third line as the Internal Audit function is a unit that ensures that Risk governance and control have been implemented effectively by the company.
d. Pillar 4: Internal Control System.
   In implementing the 4th pillar, namely the Internal Control System, the Internal Audit Unit as Independent Assurance carries out an assessment of the SPI in the implementation of Risk Management.

Integrated Risk Management governance is the foundation for the Main Entity and Subsidiaries in implementing the Integrated Risk Management process throughout the business and operational activities of the BRI Financial Conglomerate. The Integrated Risk Management governance framework used is described as follows:



The integrated risk management governance framework above refers to OJK Regulation No.17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates, the Risk Management framework and governance used by the BRI Financial Conglomerate consists of 4 (four) main pillars, namely as follows:

a. Pillar 1: Active supervision of the Board of Directors and Board of Commissioners of the Main Entity;
b. Pillar 2: Adequacy of policies, risk management procedures and integrated limit setting;
   In implementing the 1st and 2nd pillars of Integrated Risk Management, the Board of Directors and Board of Commissioners in each BRI Financial Conglomerate entity are assisted by the Risk Management Committee under the Board of Directors and the Committee under the Board of Commissioners.
c. Pillar 3: Adequacy of the Integrated Risk Management process and Information System;
   In implementing the 3rd pillar, each BRI Financial Conglomerate entity must implement a 3 (three) lines risk governance model, namely:
   i. The first line as a risk owner unit is a unit that directly identifies and manages risks in business processes consisting of Core Risk Taking Units and Supporting Risk Taking Units;
   ii. The second line as an independent Risk Management and compliance function is a unit that measures, monitors and mitigates risks in aggregate, develops Risk Management methodologies and policies; and
   iii. The third line as an Internal Audit function is a unit that ensures that risk governance and control are implemented effectively by the company.
d. Pillar 4: Integrated Internal Control System.
   In the implementation of the 4th pillar, namely the Integrated Internal Control System, Integrated SKAI and SKAI of Subsidiaries as Independent Assurance have an important role in ensuring the effectiveness of the implementation of the three pillars of Integrated Risk Management.

In order to implement Integrated Risk Management, synergy is carried out between the risk management organs of the main entity and the risk management organs of the subsidiary companies.

Active Supervision of the Board of Commissioners and Directors

The Board of Directors and Board of Commissioners provide clear direction, actively supervise and mitigate, and develop a Risk Management culture. In addition, the Board of Directors and

Board of Commissioners also ensure an adequate organizational structure, establish clear duties and responsibilities for each unit, and ensure sufficient quantity and quality of Human Resources (HR) to support the implementation of Risk Management effectively.

In carrying out these functions, the Board of Commissioners is assisted by a Committee at the Board of Commissioners level, namely the Risk Management Monitoring Committee (KPMR). The Risk Management Monitoring Committee periodically holds meetings and provides recommendations for improvements which are submitted in the minutes. The meetings to discuss risk profiles and the implementation of individual risk management have been held 5 (five) times, namely as follows:

1. Risk Management Monitoring Committee Meeting on January 23, 2024 discussed Risk Profile, Anti-Fraud Strategy and Risk-Based Soundness Level.
2. Risk Management Monitoring Committee Meeting on February 27, 2024 discussed the Vintage Analysis Product Mikro update.
3. Risk Management Monitoring Committee Meeting on April 30, 2024 discussed the Risk Profile.
4. Risk Management Monitoring Committee Meeting on June 4, 2024 discussed the Fraud Prevention and Detection System.
5. Risk Management Monitoring Committee Meeting on July 30, 2024 discussed the Risk Profile, Bank Soundness Level, Anti-Fraud Strategy and Update on efforts to strengthen Risk Management in the risk segment.

In 2024, the implementation of active supervision and authority of the Board of Directors in Risk Management is carried out periodically and adequately in the Board of Directors Committee, including:

1. ALCO Forum which has been held 9 (nine) times, discussing macroeconomics and asset & liability positions.
2. Risk Management Committee which has been held 7 (seven) times, discussing risk profiles, capitalization and risk issues.
3. Business Performance Review (BPR) which has been held 9 (nine) times, discussing monitoring and evaluation of BRI's performance achievements nationally and the performance of all business units (RO and KCK as well as all Head Office Business Divisions).
4. Implementation of Risk Meetings to update loan risk portfolios which are carried out routinely to the Board of Directors and Commissioners.

Adequacy of Policies, Procedures and Limit Setting

In accordance with OJK Regulation No. 18/POJK/2016, BRI's Board of Directors has prepared written and comprehensive Risk Management policies and strategies that were approved and evaluated by the Board of Commissioners. Some of the policies that have been updated throughout 2024 included:

1. Enterprise Risk Management
   a. Update of BRI's General Risk Management Policy.
   b. Update of Risk-Based Bank Soundness Level Assessment and Risk Maturity Assessment.
   c. Update of BRI's Individual and Integrated RAS parameters and limits and in each Subsidiary Company.
   d. Update of BRI's Risk Profile, Rentability and Capital Parameters.
   e. Update of BRI's Stress Test Implementation Policy.
   f. Update of Risk Management Model Policy.
2. Credit Risk
   a. Update of General Loan Policy of PT Bank Rakyat Indonesia (Persero), TBK. (KPB BRI)
   b. Update of Implementation Guidelines for Sector Classification (SC), Sector Acceptance Criteria (SAC) and Sector Limit in Loan Portfolio Guidelines (LPG).
   c. Update of Implementation Guidelines for Investment Loan.
   d. Update of Implementation Guidelines for Maximum Credit Granting Limit and Provision of Large Funds.
   e. Update of Implementation Guidelines for Productive Asset Quality and Non-Productive Assets.
   f. Update of Implementation Guidelines for Micro Kupedes.
   g. Update of Implementation Guidelines for SME Business Loan (PPK Business SME).
   h. Update of Value Chain Business Policy.
   i. Update of Property Ownership Loan Policy.
   j. Update of Problematic Loan Management Policy.
   k. Update of Internal Risk Rating (CRS) for Consumer Loan Segment.
   l. Trade Finance Business Update.
   m. Preparation of Coal Sub-Sector Financing Policy.
   n. Update of Loan Approval Authority.
   o. Update of Ceria Product Policy.
   p. Update of Corporate Loan Risk Rating.
   q. Update of Loan Portfolio Guidelines Policy.
3. Market and Liquidity Risk
   a. Update of Market Risk Management Policy.
   b. Update of Liquidity Management and Interest Rate Reference.
4. Operational Risk
   a. Update of General Human Capital Policy.
   b. Update of General Operational and Information Technology Policy.
   c. Update of General Fixed Assets Management & Procurement Policy.
   d. Update of Criticality of Application System.
   e. Update of Data Management Policy.
   f. Update of Business Continuity Management Policy.
   g. Update of Guidelines for Implementation of Information Technology Governance.
   h. Update of Guidelines for Implementation of Information Technology Innovation.

i. Update of Guidelines for Implementation of Information Technology Planning and Management.
j. Update of Guidelines for Implementation of Information Technology Development.
k. Update of Guidelines for Implementation of Information Technology Operation.
l. Update of Guidelines for Implementation of Monitoring and Evaluation of Information Technology.
m. Update of Overseas Business Unit Management Policy.
n. Update of Policy for Planning, Management and Synergy of Digital & Information Technology.

5. Legal Risks
   a. Preparation of Policies for Handling Legal Problems and Legal Protection.
6. Strategic Risk
   a. Current Account Policy Update
   b. Project Management Policy Update.
   c. Revision of RBB 2024-2026 and RKAP 2024.
   d. Product Management Policy Update.
   e. Update of Management Policy for Companies Receiving Equity Participation.
   f. BRI Junio Savings Product Update.
   g. BRI Britama Savings Product Update.
   h. Preparation of Model Risk Management Policy.
7. Compliance Risk
   a. Updates on the Implementation of Anti-Money Laundering (AML), Prevention of Terrorism Financing (PPT) and Prevention of Financing of Proliferation of Weapons Of Mass Destruction (PFWMD).
8. Reputational Risk
   a. Updating of Information Service Procedures and Handling of Customer Complaints.

As part of the measurement and control process, BRI has and periodically reviews the determination of overall risk limits and functional risk limits for more specific business areas, for example in the fields of loan, treasury and operations periodically. Some limit policies that have been updated throughout 2024 include:

1. Determination of BRI Individual and Integrated RAS Parameters and Limits and in each Subsidiary Company.
2. Determination of BRI Risk Profile, Rentability and Capital Parameters.
3. Determination of Sector Limits in Loan Portfolio Guidelines (LPG).
4. Determination of Country Limits.
5. Determination of Pre-Settlement Risk (Market Risk Conversion Factor) and Settlement Risk of Treasury Transactions.
6. Determination of Transaction Limits and Market Risk Limits of Financial Asset Instruments related to Treasury Activities of PT Bank Rakyat Indonesia (Persero) Tbk Head Office.
7. Determination of Transaction Limits and Market Risk Limits of Financial Asset Instruments related to Treasury Activities of PT Bank Rakyat Indonesia (Persero) Tbk Overseas Business Units.
8. Determination of Limits for Liquidity Management of PT Bank Rakyat Indonesia (Persero) Tbk.
9. Determination of BRI Individual and Integrated RAS Parameters and Limits and in each Subsidiary Company.
10. Determination of BRI's Risk Profile, Profitability and Capital Parameters.

Adequacy of Risk Management Process and Risk Management Information System

BRI's Risk Management process is carried out completely and is carried out on all material risk factors, namely those that significantly affect BRI's financial condition. The Risk Management process is carried out with 4 (Four) pillars as follows:

1. Identification
   Risk identification is done by analyzing all risks and risk characteristics found in each business activity including risks from other products and services. The risk identification process will greatly determine the scope and scale of the stages of risk measurement, monitoring and control. Risk identification is carried out in activities such as:
   1) Loan Risk
      a. Loan provision.
      b. Factoring.
      c. Treasury business in banking book and trading book, including investment in securities, Foreign Exchange (Forex), derivative transactions and placement and borrowing transactions between banks.
      d. International business including trade finance and correspondent banking.
      e. Settlement.
      f. Overseas transactions or investments (Country Risk).
   2) Market Risk
      Knowing the portfolio risk, both trading book and banking book, which is influenced by the movement of market variables and can affect the value that has the potential to cause losses.
   3) Liquidity Risk
      Banking products and activities that can affect the sources and uses of funds, both in asset and liability positions and administrative accounts.
   4) Operational Risk
      a. Internal processes (policies, guidelines, systems and procedures, and infrastructure and facilities).
      b. Human resources.
      c. Information systems and technology.
      d. External problems.
      e. New Bank Product Risk (PBB), namely business activities carried out by BRI in the form of organizing products, services and/or services for the benefit of customers.

5) Legal Risks
   a. Lawsuits and claims from external and internal parties.
   b. Absence of supporting laws and regulations.
   c. Weakness of the agreement.
6) Strategic Risk
   Identification is carried out on deviations due to the non-realization or ineffective implementation of business strategies and business plans that have been set out in the business plan and corporate plan, especially those that have an impact on BRI's capital.
7) Compliance Risk
   a. Business activities, namely the type and complexity of business, including Bank products.
   b. Non-compliance, the amount (volume) and materiality of non-compliance with internal policies and procedures, applicable laws and regulations, healthy business practices and ethical standards.
8) Reputational Risk
   a. Disclosure aspect.
   b. BRI's level of sensitivity to customer complaints about business quality.
   c. Communication policy on negative news.
   d. Negative behavior of workers or management.
9) Other Risks
   BRI identifies the nature, type and complexity of business activities, including new products and activities.

2. Measurement
   The risk measurement system is used to measure risk exposure and as a reference in carrying out control. Risk measurement is carried out periodically for products, portfolios and all business activities. The measurement approach and methodology can be quantitative, qualitative or a combination of both. The risk measurement approach and methodology measures the following:
   a. Product/activity sensitivity to changes in influencing factors, both under normal and abnormal conditions.
   b. The tendency of changes in the factors in question based on fluctuations that occurred in the past and their correlation.
   c. Individual risk factors.
   d. Overall risk exposure or per risk by considering the relationship between risks.
   e. All risks inherent in all transactions and products including new products and can be integrated into the management information system.

   Stress testing is one of the methods used in risk measurement. BRI conducts stress testing with the aim of estimating potential losses in abnormal and extreme market conditions, using certain scenarios to see the sensitivity of BRI's performance and financial condition to changes in risk factors and identify influences that impact the portfolio, including:

   a. Loan and non- loan portfolios, to see the risk of default (Loan Risk Stress test).
   b. Securities portfolio and foreign exchange position, to see the risk due to changes in interest rates and exchange rates (Market Risk Stress test).
   c. Liquid asset portfolio and liability profile, to see the risk of liquidity (Liquidity Risk Stress test).
   d. Other portfolios that can impact profit and loss or capital, for example potential losses from operational events on profit and loss.

3. Monitoring
   Risk monitoring is carried out by evaluating the risk exposure contained in the entire product portfolio and business activities against compliance with the established internal limits and the effectiveness of the Risk Management process. Monitoring is carried out by the Risk Taking Unit and SKMR in the Risk Supporting Unit sector. The monitoring results are presented in periodic reports submitted to Management in order to mitigate risks and take necessary actions.

   Monitoring and reporting of risks that are material or have an impact on capital conditions can be based on an assessment of potential risks using historical trends, portfolio comparisons in different periods (vintage analysis), and the position of risk parameters against limits.

4. Control
   Risk control aims to manage certain risks that can endanger BRI's business continuity. The risk control process framework is based on the results of an evaluation of risk exposures found in the entire product portfolio and functional activities. Risk control procedures and methodologies are determined by considering the complexity of the business, implementation conditions and capabilities of the internal Risk Management system and applicable provisions. Some risk control processes at BRI include:
   a. Determination of Risk Appetite
   b. Determination of Risk Limit
   c. Reserve for Losses
   d. Handling of Problematic Productive Assets
   e. Validation process of loan risk model periodically
   f. Control of interest rate risk in banking book
   g. Control of risk in hedging
   h. Determination of segregation of duty for each different function
   i. Control of risk in increasing quantity and quality of Human Resources (HR)

j. Control of operational risk against external factors by preparing action plan to ensure business continuity, including emergency contingency plan and adjusted to the business continuity needed
k. Periodic review of procedures, documentation, data processing system, contingency plan and other operational practices.
l. Having legal opinion from external legal consultant on legal issues if needed
m. Periodic review of contracts made with other parties
n. Determination of policy regarding documentation requirements and procedures for storing and protecting important documents
o. Establishment of financial control procedures and processes aimed at monitoring achievement compared to targets set according to the business plan
p. Periodic testing and review of the strategic risk management system
q. Periodic evaluation of the implementation of good corporate governance and preparation of follow-up improvements
r. Reputational risk control that can be done through 2 (two) things:

1) Prevention of incidents that give rise to reputational risks, which is generally carried out through a series of activities as follows:
   a) Corporate Social Responsibility
   b) Regular communication/education to stakeholders in order to build a positive reputation from stakeholders
2) Reputation recovery after an incident that creates reputational risk

Adequacy of Internal Control

In Quarter IV – 2024, BRI SKAI has conducted a review of the adequacy of internal control for the implementation of risk management based on audit results (both for Regulatory Audit, Special Audit, Surprise Audit, Investigative Audit, Thematic Audit activities) until December 28, 2024 with the following results:

No	Types of Risk	Adequacy of Risk Control System Quarter IV 2024
1	Credit	2 - Satisfactory
2	Market	2 - Satisfactory
3	Liquidity	2 - Satisfactory
4	Operational	3 – Fair
5	Legal	2 - Satisfactory
6	Strategic	2 - Satisfactory
7	Compliance	2 - Satisfactory
8	Reputation	2 - Satisfactory
Composite Predicate		**2 - Satisfactory**

Overall, the assessment of the Quality of risk management implementation by SKAI BRI is the same as the assessment of SKMR BRI. There is 1 (one) risk that gets a fair rating, namely operational risk. This is because there are still weaknesses in internal control that need attention, namely the increase in the nominal fraud loss YoY.

Risk Management System

Risk Management Principles

The BRI Board of Directors established the BRI Risk Philosophy as the basis of BRI's risk management implementation strategy for the development of a risk culture at all levels of the organization. The risk philosophy would underlie activities in setting corporate objectives, implementing the bank's business activities, and fulfilling stakeholder expectations. BRI's Risk Philosophy consisted of four components, as follows:

1. Integrity
   In accordance with BRI's Work Culture Values, with an emphasis on:
   Strictly distinguished right from wrong and carried out activities that were believed to be true, in the interests of BRI and customers..
2. Professional
   In accordance with BRI's Work Culture Values, with an emphasis on:
   a. Carried out tasks in accordance with the specified authority and responsibility as well as the required level of competence by prioritizing the interests of BRI.
   b. Optimization of the risk-return relationship, i.e. optimizing potential earnings at a given level of risk.
3. Precautionary Principle
   Implemented prudent banking principles in supporting BRI's business by implementing sound business practices and complying with applicable regulations.
4. Continuous Competency Improvement
   a. Invested time and resources in developing practical tools, systems, and training that supported effective risk management.

b. Continuously improved capabilities and skills to build risk management capabilities by best practices.

The risk philosophy was the basis for management in developing risk management capabilities in a way:

1. Understood and proactively managed risk exposures,
2. Optimized risk-return relationships consistent with business strategy, and
3. Established policies and ensured the implementation of good corporate governance.

Risk Management Process

BRI's risk management process was carried out in full which included the stages of identification, measurement, monitoring, and control in accordance with applicable regulations. The risk management process was carried out on all material risk factors, namely quantitative and qualitative risk factors that significantly affected BRI's financial condition. Risk factors were various parameters that affected risk exposure.

1. Risk Identification
   BRI identified risks by analyzing all types and characteristics of risks contained in each of BRI's business activities which also included other products and services. The risk identification process determined the scope and scale of the risk measurement, monitoring, and control stages. Risk identification was proactive, covering all BRI business activities, and was carried out to analyze the sources and likelihood of risk and its impact. The risk identification process was carried out by analyzing all sources of risk, which was at least carried out on the risks of BRI's products and activities, and ensuring that the risks of new products and activities have gone through a proper risk management process before being introduced or carried out.
2. Risk Measurement
   The risk measurement system was used to measure BRI's risk exposure as a reference for control. Risk measurement had to be carried out periodically for both products and portfolios and all BRI business activities. The measurement approach and methodology could be quantitative, qualitative, or a combination of both.

   The risk measurement system was evaluated and refined periodically or at any time if necessary to ensure the suitability of assumptions, accuracy, reasonableness, and integrity of data, as well as procedures used to measure risk. Improvements to the risk measurement system were made if there were changes in BRI's business activities, products, transactions, and risk factors that could affect BRI's financial condition.
3. Risk Monitoring
   Risk monitoring activities were carried out by evaluating the risk exposure contained in the entire product portfolio and business activities of BRI as well as the effectiveness of the risk management process. Monitoring and reporting of material risks or that had an impact on BRI's capital conditions, among others, could be based on an assessment of potential risks using historical trends.

   Improvement of the risk reporting process was carried out if there were changes in BRI's business activities, products, transactions, risk factors, information technology, and risk management information systems that were material.

   BRI prepared an effective backup system and procedures to prevent disruptions in the risk monitoring process and conducted regular checks and reassessments of the backup system. The results of risk monitoring could be used to improve the existing risk management process.
4. Risk Control
   The risk control process was implemented by taking into account BRI's internal control system which was prepared under applicable regulations and aimed to manage certain risks that might jeopardize BRI's business continuity. The risk control process framework was based on an evaluation of the risk exposures contained in the entire product portfolio and BRI's functional activities.

   Risk control procedures and methodologies were determined by the BRI Board of Directors by taking into account the complexity of the business, implementation conditions, and capabilities of the internal risk management system and applicable regulations..

   Determination of priorities and ways of controlling risks had to consider mapping the inherent risks of BRI through analysis of the magnitude of potential financial losses and the possibility of risk events as well as consideration of the principles of benefits and costs.
   The main priority in mitigation was for risks that have a high loss impact or high frequency of occurrence. Mitigation was in the form of improvement and implementation of risk control.

In addition to identifying, measuring, monitoring, and controlling, there were other supporting processes in the risk management process, such as:

1. Communication with the management and business unit of the company so that every individual in the company understands risk awareness, risk culture, and risk maturity. This communication process was carried out as an effort to measure the readiness of the organization to cope with risks and to evaluate the implementation of risk management.
2. Consultation, to ensure adequate support for each risk management activity and make each activity achievable and on target.
3. Monitoring and review (internal control system), which aims to ensure that the implementation of risk management is under the plan and as a basis for making periodic improvements to the risk management process.

Risk Appetite Statement

Risk Appetite/level of risk to be taken was the level and type of risk that BRI was willing to take to achieve its goals. The determination of Risk Appetite was used as an objective guide in making strategic decisions related to risk management, as a tool for Management in implementing good business governance, and as a guide from Management to Business Unit regarding the type and amount of risk that could be accepted and managed.

The level of risk to be taken was reflected in the strategy and business objectives (Long Term Plan and Bank Business Plan) and included all types of risks that were material in BRI's business operations. The BRI Board of Directors sets the Risk Appetite in the form of quantitative, qualitative, and zero-tolerance statements related to BRI's business goals and objectives. The Risk Appetite was reviewed annually or at any time by taking into account changes in BRI's business plans and objectives as well as changes in the business environment.

Integrated Risk Management

In order to measure risk more thoroughly, BRI had implemented integrated risk management in accordance with the Financial Services Authority Regulation No. 17/POJK.03/2014 dated November 19, 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates and Circular Letter of the Financial Services Authority No. 14/SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates. BRI Financial Conglomerate was a financial service institution that was in a group or groups with BRI due to ownership and/or control linkages. BRI as the holding company was the Main Entity of BRI Financial Conglomerate. BRI Financial Conglomerate had a structure consisting of BRI as the Main Entity and its subsidiaries and/or related companies.

The implementation of integrated Risk Management in risk management at BRI included:

1. Determination of Integrated Risk Limit
   The Board of Directors of the Primary Entity was authorized to set risk limits for the Financial Conglomerate in accordance with the level of risk appetite, risk tolerance, and overall strategy of the BRI Financial Conglomerate. The determination of risk limits had to be in line with the business strategy, Risk Profile, BRI Financial Conglomerate's capital ability to absorb risk exposure or losses incurred, past loss experience, human resource capabilities, and applicable regulatory requirements.

   The preparation of limits was carried out by the Division in the BRI Integrated Risk Management Working Unit in charge by considering input from members of the BRI Financial Conglomeration. The determination of risk limits included:
   a. overall limit (Integrated)
   b. limit for each type of risk
   c. limit of each member of the Financial Conglomerate that has risk exposure

   The limits were reviewed periodically by the Division in charge of the BRI Integrated Risk Management Working Unit to adjust to changes in conditions that occur. The limits had to be understood by each related party in the BRI Financial Conglomeration and communicated properly, including if changes occured.

The types of risks managed in Integrated Risk Management included:

2. Provision of Integrated Minimum Capital

BRI as the Main Entity had a Subsidiary Company in the form of a Financial Services Institution (LJK) thus forming the BRI Financial Conglomerate, that in order to create a financial sector that grew sustainably and stably and had high competitiveness, the BRI Financial Conglomerate needed to have adequate capital adequacy.

Capital was a source of financial support in the implementation of BRI Financial Conglomerate activities as a whole, a cushion to absorb unexpected losses, and a safety net in crisis conditions. Adequate capital adequacy could increase stakeholder confidence, thus supporting the condition and stability of the BRI Financial Conglomerate. BRI always ensured that the Financial Conglomerate had met the minimum Integrated Capital Adequacy Requirement (CAR) of 100%.

Implementation of Basel

The Company had implemented several Basel Pillars in the implementation of Risk Management, among others:

1. Internal Capital Adequacy Assessment Process (ICAAP)

In accordance with OJK Regulation No. 27/POJK.03/2022 concerning the Minimum Capital Adequacy Requirements of Commercial Banks, BRI had ensured that BRI's capital had fulfilled the capital adequacy minimum requirements according to risk profile, and established additional capital as a buffer, which includes Capital Conversation Buffer, Countercyclical Buffer, and Capital Surcharge for Systemic Banks, in addition, BRI has met the minimum Leverage Ratio requirements that have been reported to the regulator quarterly.

In addition, in the framework of the Supervisory review process, BRI implemented Bottom Up Stress Testing in supporting the implementation of the banking system stability management framework in Indonesia, which included a solvency stress test and liquidity assessment.

2. Loan
   Calculation of Risk-Weighted Assets for Loan Risk has used the Standard Approach method with reference to SE OJK No. 24/SEOJK.03/2021. In addition, in 2024, BRI has implemented capital calculations for bank exposure to Central Counterparty Institutions with reference to SE OJK No. 16/SEOJK.03/2023.

3. Operational
   The calculation of minimum capital for operational risk is carried out using the Basic Indicator Approach in accordance with Financial Services Authority Circular Letter No. 24/SEOJK.03/2016 concerning the Calculation of Risk Weighted Assets for Operational Risk using the Basic Indicator Approach. However, starting from 2023, the calculation of Risk-Weighted Assets for Operational Risk had to use the Standardized Approach based on Financial Services Authority Circular Letter No. 6/SEOJK.03/2020.

4. Markets and Liquidity

   a. Calculation of minimum capital for market risk using the Standardized Model in accordance with OJK Regulation No. 38/SEOJK.03/2016 concerning Guidelines for the Use of Standard Methods in calculating the Minimum Capital Adequacy Requirements of Commercial Banks by Taking into Account Market Risk. However, starting from 2024, the calculation of Risk Weighted Assets for Market Risk had to use the Standardized Approach based on Financial Services Authority Circular Letter No. 23/SEOJK.03/2022.
   b. Measurement of the Bank's Liquidity resilience using the Basel III Approach: Liquidity Coverage Ratio & Net Stable Funding Ratio, under OJK Regulation No. 42/POJK.03/2015 regarding the Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks and OJK Regulation No. 50/POJK.03/2017 regarding the Obligation to Fulfill the Net Stable Funding Ratio for Commercial Banks. As an addition to the Basel pillar in measuring liquidity resilience, starting from 2023 the implementation of the Internal Liquidity Adequacy Assessment Process (ILAAP) will be carried out.
   c. Measurement of Interest Rate Risk in the Banking Book (IRRBB) is under OJK Circular Letter Number 12/SEOJK.03/2018 on the Implementation of Risk Management and Risk Measurement Standardized Approach for Interest Rate Risk in the Banking Book.

Risk Profile and Management

There are 10 (ten) Risks managed by BRI, namely:

Credit Risk

Loan Risk Management aims to identify, measure, monitor and control loan risks inherent in business activities so as to minimize potential losses for BRI. In order to maintain a healthy loan portfolio, BRI's loan risk management is carried out with the following principles:

1. Separation of field loan officers
   In the loan granting process, there are 2 (two) functions involved, namely:
   a. Relationship Management (RM) is a function that carries out business activities such as: loan marketing, savings products, services and cross-selling, establishing relationships with debtors/potential debtors, and implementing efforts to return performing loans.
   b. Credit Risk Management (CRM) is a function that carries out loan risk control and assessment, loan portfolio management and management of problematic loan.
2. Application of the Four Eyes Principle
   Four Eyes Principle adalah suatu prinsip dalam pelaksanaan kewenangan memutus kredit yang harus dilakukan bersama-sama oleh minimal 2 (dua) pejabat kredit lini, yang salah satu atau keduanya mempunyai kewenangan yang cukup. The Four Eyes Principle is a principle in the implementation of the authority to decide on loan which must be carried out jointly by at least 2 (two) loan line officers, one or both of whom have sufficient authority.
3. Implementation of Internal Risk Rating System
   Every business should implement a standard risk assessment. The standard risk score provides the basis for calculating the cost of risk and for portfolio planning and management.
4. Separation of Problematic Loan Management (KL, D and M)
   Loan that has been included in the category of problematic loan, its management must be transferred from the Relationship Management (RM) ranks to the Credit Risk Management (CRM) ranks or officers in the RM ranks who are appointed to handle problematic loan. In the case that the CRM ranks have received the delegation of management of problematic loan, then the responsibility for managing the loan is entirely the responsibility of the CRM ranks.

In addition to these principles, BRI carries out risk management support activities by periodically carrying out the following:

1. Development, improvement and update of Loan Risk Rating and Loan Risk Scoring as tools/parameters in measuring loan risk by predicting the level of possibility of default by debtors.

2. Enhancement and update of Early Warning System as a signal of early symptoms/signs that are estimated to influence/ cause the possibility of default by debtors in fulfilling their obligations.
3. Update Loan Portfolio Guidelines (LPG) as a tool and validation of pipeline models, each of which aims to ensure that BRI's loan allocation is channeled to customer groups that have risk and growth potential in accordance with BRI's business conditions and plans, and remains based on healthy and profitable loan principles.
4. Loan stress test as a tool to evaluate bank resilience in facing economic downturns.
5. Determination and review of loan risk management policies, including governance, management of loan decision limits, determination of acceptable risk exposure limits, management of limits based on geography and management of concentration limits per industry/sector, and restrictions on expansion for marketers with NPLs above the limit.
6. Development of an information system in the form of a Credit Risk Analysis System (CRAS) Monitoring Dashboard as a tool for monitoring credit quality (LAR, SML, NPL), industrial sector, recovery and other analysis in business segments to the business unit level, to assist the loan risk management process in a portfolio so that it can be used as a supporter in strategic decision making.
7. Update the loan risk reserve (CKPN) calculation model according to the financial accounting standard PSAK 71 periodically.

Operational Risk

Operational risk management is a risk resulting from inadequate and/or non-functioning internal processes, human error, system failure, and external events that affect the Bank's operations. To realize the aspirations and commitments of risk management, BRI complements its business operations with organizational design, people, culture, and data & technology that facilitate operational risk management at every level of the company, including identification, measurement, monitoring and control activities. The operational risk management process is increasingly effective with the existence of quality operational risk management tools, in the form of Risk and Control Self Assessment (RCSA), Key Risk Indicator (KRI), Incident Management/Loss Event Database, and Risk Management Forum, maturity, and supported by the Internal Audit Unit as assurance. In addition, the Risk Appetite Statement (RAS) is reduced to operational risk parameter limits and KPIs for each Business Unit at the Head Office to the Branch Office.

In order to strengthen the function of the Operational Risk Management Unit (second line model) in the Region, BRI has formed a Regional Risk Management Team organization based in the Regional Office up to the BRI Unit with the main task of ensuring the implementation of operational risk management in the Business Unit through briefing, coaching, and verification activities for the implementation of internal control.

In line with the digital transformation implemented by BRI, a Digital Risk Division was formed which has the main task of ensuring digital risk management at BRI. In addition, to improve fraud prevention efforts and increase recovery, BRI also formed a Fraud Management and Recovery Desk which has the main task of controlling fraud and recovery at the Bank-wide level.

The operational risk management process, from identification, measurement, treatment to monitoring and reporting is carried out by all Business Units, both first line, second line, and third line models. The operational risk management process will be strengthened by the use of technology-based tools that can be used together by the three lines model for collaboration in managing Bank-wide operational risk.

The preparation and updating of RCSA, recording and documentation of losses or incidents, as well as the preparation and monitoring of key risk indicators in a disciplined and systematic manner can facilitate the prediction of potential risks in the future so that they can be mitigated early. Currently, operational risk management policies and tools are being developed with an integrated system and using data analytics to improve the capability of implementing predictive and preventive operational risk management.

Adequacy and competence of human resources and internalization of risk culture are the reinforcements of operational risk management implementation. Currently, special competencies in the field of risk management are being developed and Risk Culture is being implemented to achieve company goals through Risk Culture/Culture Activation Program (CAP) programs carried out by workers in all operational business units. Furthermore, the implementation of operational risk management is ensured to be correct and is reviewed periodically by the Internal Audit Unit as an independent party authorized to carry out assurance.

Market Risk

Market risk measurement at BRI is carried out periodically (daily, weekly, monthly and quarterly) including by:

1. Calculating market risk using the standardized measurement method approach and internal model measurement (VaR).
2. Simulating NII on changes in market interest rates and benchmark rates as well as repricing gaps on assets and liabilities.
3. Implementing an integrated system for treasury and market risk, which is used by front office, middle office and back office functions.

In market risk management, BRI regularly organized Risk Management Committee forums that discussed market risk profiles, market risk issues both internal and external, and market risk stress testing. In addition, BRI also conducted ALCO meetings which were held every month to discuss the condition of assets and liabilities, including maturity profile, interest rate risk, NII simulation, and PDN management.

The market risk management function was divided into three functions consisting of front office (Treasury Business Division), middle office (Market, Portfolio &Enterprise Risk Division), and back office (Payment Operation Division). The front office monitored market price movements and conducted Treasury activities, adjusting the portfolio under the direction of market movements, the middle office set and monitored market risk limits, and transaction limits and periodically ensured market data (market price) used for mark-to-market (MTM), while the back office conducted settlement and daily and set MTM at the end of the day. The implementation of delegation of authority was realized through the determination of transaction limits in stages under the competence and experience of workers.

Market risk policies, procedures, and limits had been prepared and were contained in the Treasury Implementation Guidelines as well as the Market Risk Management Circular Letter and the Provisions for Determining Limits on Transactions and Financial Instrument Market Risk Limits related to BRI's Treasury activities. The limits listed in the policy included open position limits for trading, dealer transaction limits, cut loss and stop loss limits, uncommitted financing line limits, counterparty limits, and value at risk (VaR) limits.

BRI also conducted market risk stress testing simulations aimed at measuring the potential risk in the portfolio under stress conditions. In stress testing, shocks could come from exchange rates and interest rates that had an impact on market risk exposures which included Net Open Position (NOP), Fair Value through Other Comprehensive Income (FVTOCI) and Fair Value through Profit or Loss (FVTPL) categories.

Liquidity Risk

To support liquidity management, BRI established liquidity risk management policies in the Liquidity Risk Management Circular which included:

1. Liquidity Risk Management Governance
2. Liquidity Management Limit
3. Liquidity Coverage Ratio (LCR)
4. Net Stable Funding Ratio (NSFR)
5. Early Warning Indicators (EWI)
6. Contingency Funding Plan (CFP)

This policy aimed to ensure adequate liquidity risk management, including the adequacy of daily funds in meeting obligations in normal conditions and crisis conditions on time from various available sources of funds, including ensuring the availability of high-quality liquid assets. The funding strategy was prioritized from the collection of Third-Party Funds (DPK) which had a healthy and sustainable structure.

BRI also conducted a liquidity risk stress testing simulation to measure resilience or the ability to meet liquidity and capital needs during a crisis. This stress testing is also used as a reference for preparing an emergency funding plan (contingency plan) as well as determining and monitoring liquidity risk limits.

To comply with the implementation of Basel III, BRI monitors two main liquidity ratios, namely the Liquidity Coverage Ratio (LCR) and the Net Stable Funding Ratio (NSFR). The results of monitoring both ratios indicate that BRI's position is above the minimum ratio limit set by Basel III.

Strategic Risk

BRI's strategic risk evaluation is carried out by the Board of Directors periodically through forums that discuss strategic risk strategies and policies, including the Business Performance Review forum, ALCO, Risk Management Committee, and Board of Directors Meetings used to align BRI's strategy. Formulation and monitoring of strategy implementation include the Long-Term Plan (corporate plan), Bank Business Plan (RBB), and Company Work Plan & Budget (RKAP).

The Bank Business Plan and Company Budget Work Plan were reviewed annually based on changes in the business environment and company plans. Meanwhile, the Long-Term Plan served as a guideline for planning every year and could be reviewed if there were significant changes in the business environment and resources.

To mitigate strategic risk, BRI had implemented regular monitoring tools through parameters reflected in the strategic risk profile. Strategic risk measurement, among others, was carried out by analyzing exposures and comparing risk exposures with established limits, including loan expansion, third-party funds, Operating Expenses Operating Income, and fee-based income. The preparation and implementation of follow-up on strategic risk exposures were documented in the Risk Management Committee Meeting.

Compliance Risk

Banking was a highly regulated industry, so BRI always monitored compliance with the provisions issued by the Regulator and other authorized agencies. Regulatory sanctions for violations of these provisions varied from reprimands, fines/penalties, to license revocation. Compliance risk management was carried out in all BRI activities under applicable regulations.

Furthermore, BRI also applies the Risk Based Approach methodology which is summarized in the policies and SOPs (standard operational procedures) related to AML and PPT which are managed by the Compliance Division as a special business unit to protect BRI from the targets of money laundering and terrorism. Monitoring of suspicious transactions is carried out by the Compliance Division through the AML (Anti Money Laundering) system. In addition, as part of the implementation of compliance risk management, BRI also carries out Enhanced Due Diligence (EDD) as a more in-depth process than Customer Due Diligence (CDD), previously known as Know Your Customer (KYC).

The implementation of risk management tools such as RCSA, KRI and MI is also used to support BRI's compliance risk management through identification and monitoring of sanctions due to violations of regulatory rules so that compliance risk control measures can be implemented. These tools are monitored by the Operational Risk Division unit corporately, and the Regional Risk Management Team to monitor compliance risks at the level of the supervised business unit area, as well as the risk management function at the level of the branch office and its supervised business units.

In addition, both the Operational Risk Division unit at the Head Office and the Regional Risk Management & Compliance are involved in compliance for critical matters or matters required by regulations such as planning, opening, and reporting new business units.

Reputational Risk

The reputation risk control function is carried out by the Corporate Secretary Division business unit as BRI's public relations. Steps taken by BRI in reputation risk management include consistent communication, maintaining openness of information and transparency to all stakeholders, and establishing harmonious relationships with the media in terms of maintaining BRI's corporate name. This is done in order to minimize and handle negative news that can arise from stakeholder complaints or complaints that can affect BRI's reputation.

Although BRI's current reputation is very good, reputation risk management related to negative publications related to all aspects of BRI's business and operational activities must still be implemented in accordance with applicable provisions and procedures. BRI immediately follows up and resolves customer complaints and lawsuits that can increase reputation risk exposure. In addition, mitigation of reputation risk and events that cause reputation risk is carried out by considering the principles of materiality of problems and costs.

In order to control greater reputational risk in the future, preventive and recovery actions for reputational risk that have been taken are followed by improvements to weaknesses in control and procedures that trigger (root cause) the occurrence of reputational risk.

Legal Risks

Legal risk management was carried out with the aim of increasing awareness of potential legal risks in every operational and business activity of BRI so that preventive action could be taken as early as possible, helping to solve legal problems, and minimizing potential losses due to legal risks. In order to minimize the potential for legal risk events, periodic socialization of applicable legal aspects was carried out to increase the awareness of employees and operational Business Unit of the legal consequences contained in every activity carried out.

The implementation of risk management tools such as RCSA, MI and KRI are also used to support the implementation of the legal risk management process in identifying, observing and monitoring claims/lawsuits against BRI so that legal risk control measures can be taken as early as possible. The Legal business unit and its staff are business units that function as legal watch supervisors to provide legal analysis/studies and legal advice to all workers at every level of the organization as well as providing assistance in handling legal cases to minimize losses that can be experienced by BRI.

Intragroup Risk

Intragroup Transaction Risk was the risk due to the dependence of an entity either directly or indirectly on other entities in a Financial Conglomeration to fulfill the obligations of written or unwritten agreements followed by the transfer of funds and/or not followed by the transfer of funds. Intragroup Risk Management in BRI were as follows:

1. Intragroup Risk identification was carried out quantitatively and qualitatively for exposures that had a significant effect on the condition of the BRI Financial Conglomerate.
2. The Board of Directors of BRI established an Integrated Risk Management Committee and had held an Integrated RMC Forum which was held regularly to discuss Intragroup Risk, Intragroup Risk Policy, and Risk Monitoring and Control of Subsidiary Companies in the BRI Financial Conglomeration to discuss Intragroup Risk, Risk Issues and follow-up plans.
3. The Board of Commissioners of the Primary Entity is responsible for the effectiveness of the implementation of Integrated Risk Management and was responsible for:
   a. Directed, approved, and evaluated the Integrated Risk Management policy.
   b. Evaluated and provided direction for improvement on the implementation of the Integrated Risk Management Policy regularly.
4. The Integrated Risk Management Unit had held forums with Subsidiaries regularly to discuss the Intragroup Risk Profile.

BRI had regulated the Implementation of Integrated Risk Management and intragroup risk limits including:

1. Integrated Risk Management Policy of PT Bank Rakyat Indonesia (Persero) Tbk.
2. Establishment of intragroup risk parameters & limits for financial conglomerates.
3. Integrated Risk Management Committee.

Insurance Risks

It was a risk due to the failure of the insurance company to fulfill its obligations to policyholders as a result of the inadequacy of the risk selection process (underwriting), premium determination (pricing), use of reinsurance, and/or handling of claims. Insurance Risk Management at BRI was as follows:

1. Identification of Integrated Insurance Risks carried out by the Integrated Risk Management Working Unit, both quantitative and qualitative, which had a significant effect on the condition of the BRI Financial Conglomeration for Subsidiaries engaged in Insurance.
2. BRI's Board of Directors established an Integrated Risk Management Committee and had held an Integrated RMC Forum to discuss Insurance Risk and Insurance Risk policies within BRI Financial Conglomeration.
3. The Board of Commissioners of the Main Entity is responsible for the effectiveness of the implementation of Integrated Risk Management and was responsible for:
    a. Directed, approved, and evaluated the Integrated Risk Management policy.
    b. Evaluated and provided direction for improvement on the implementation of the Integrated Risk Management Policy regularly.
4. The Integrated Risk Management Unit had held forums with Subsidiaries regularly to discuss the Insurance Risk Profile.
5. Risk Monitoring and Control through the Subsidiary Company Risk Profile Discussion Forum which was held regularly to discuss Risk Issue of Insurance Risk and its follow-up plan.

Some policies had regulated the implementation of Integrated Risk Management and insurance risk limits including:

1. Integrated Risk Management Policy of PT Bank Rakyat Indonesia (Persero) Tbk.
2. Determination of financial conglomerate insurance risk parameters & limits.
3. Integrated Risk Management Committee.

Implementation of Risk Management Education

To implement quality risk management, it was necessary to fulfill human resources who were competent in their duties. To obtain reliable human resources in the field of risk management as well as to fulfill regulatory requirements regarding the implementation of risk management for commercial banks, BRI conducted risk management education, among others:

1. Risk Management Certification and Refreshment
   Risk Management Certification Education was attended by the Board of Commissioners, Directors, and BRI employees with the corporate title Senior Manager and above. For those who had received Risk Management Certification, BRI continued to carry out education with a refreshment program so that those concerned continued to get the latest information on risk management.
2. E-learning method
   Risk management education was also carried out through interactive learning methods through e- learning. E-learning was intended for all BRI employees as a medium for selfeducation to understand the philosophy and application of risk management.
3. Socialization
   Regular socialization was carried out by the risk management Business Unit to all BRI employees throughout Indonesia. Socialization was mainly carried out regarding the risk management tools used in BRI.
4. Education
   Education for BRI employees through seminars and training organized by external and internal parties.
5. Webinar Risk Upgrade Series
   The Risk Upgrade Series webinar was held regularly once a week (weekly) which aimed to increase knowledge and understanding of the risk management process in certain activities and business processes. The theme, speakers and participants of the Risk Upgrade Series Webinar were tailored to the needs and issues that were of concern to both the product owner, policy-making Business Unit, and SKMR.

Top Emerging Risk

With its position as one of the largest banking entities in Indonesia, BRI is required to grow and develop with maintained asset quality, and be able to provide safe and comfortable banking services for the community. From the external side, the rapid development of digital technology during the pandemic has been proven to have influenced people's behavior, including in using banking services. Customer perceptions and expectations have shifted from being more oriented towards convenience to increasingly considering the security aspect in transactions.

The complexity of business and external dynamics have implications for increasing risk exposure faced by companies. Some of the challenges and risks in 2024-2026 include:

1. Global macroeconomic and geopolitical uncertainty (Palestine-Israel) where the post-pandemic economic conditions have not fully recovered,
2. Political risk, 2024 is an election year so that a change in government has the potential to increase uncertainty about the sustainability of provisions related to the government and financial regulators;

3. Cyber security, threats to cyber security are increasing and sophisticated;
4. Technological developments such as Artificial intelligence, Blockchain and Digital currency that can disrupt existing business models;
5. Climate Change Risk, climate change, including due to global warming, carbon taxation, changes in consumer behavior, and others can cause physical risk or transition risk which directly or indirectly impact BRI's growth, quality and profitability

Risk Assessment

Risk management is implemented across all banking activities by adhering to the standard management regulations set by the regulatory authorities. Based on the risk profile assessment for the fourth quarter of 2024, BRI's risk profile rating was at the Low to Moderate level. In addition to individual risk assessments, BRI, as a Financial Conglomerate, also conducts an integrated risk assessment. The results of the integrated risk profile assessment for the first semester of 2024 indicate that the risk profile rating of BRI's Financial Conglomerate remains at the Low to Moderate level.This self-assessment outcome demonstrates BRI's ability to maintain effective risk management in line with the growth of its business and the increasing competition within Indonesia's banking industry.

Individual Risk Profile

Compositely, BRI's Risk Profile for Quarter IV - 2024 received a Low to Moderate rating. Of the 8 (eight) types of risks that were self-assessed, those that received a Low to Moderate risk rating include: loan, market, liquidity, legal, strategic, compliance, and reputation risks. The one that received a Moderate rating was operational risk.

No	Risk Type	Quarter IV 2024		
		Inherent Risk Rating	Risk Management Implementation Quality Rating	Risk Rating
1	Credit	Low to Moderate	Satisfactory	Low to Moderate
2	Market	Low to Moderate	Satisfactory	Low to Moderate
3	Liquidity	Moderate	Satisfactory	Low to Moderate
4	Operational	Moderate	Fair	Moderate
5	Legal	Low to Moderate	Satisfactory	Low to Moderate
6	Strategic	Moderate	Satisfactory	Low to Moderate
7	Compliance	Low to Moderate	Satisfactory	Low to Moderate
8	Reputation	Low to Moderate	Satisfactory	Low to Moderate
Composite Rating		**Low to Moderate**	**Satisfactory**	**Low to Moderate (Rating 2)**

Note :

	Rating	Inherent	KPMR
:	Rating 1	Low (L)	Strong
:	Rating 2	Low to Moderate (LTM)	Satisfactory
:	Rating 3	Moderate (M)	Fair

	Rating	Inherent	KPMR
:	Rating 4	Moderate to High (MTH)	Marginal
:	Rating 5	High (H)	Unsatisfactory

Consolidated Risk Profile

The results of BRI's Consolidated Risk Profile assessment for the fourth quarter of 2024 received a Low to Moderate rating. Among the eight (8) types of risks assessed through self-assessment, the following were rated Low to Moderate: credit risk, market risk, liquidity risk, legal risk, strategic risk, compliance risk, and reputational risk. Meanwhile, operational risk was rated Moderate.

No	Risk Types	Forth Quarter of 2024		
		Inherent Risk Rating	Quality of Risk Management Implementation Rating	Risk Rating
1	Loan	Low to Moderate	Satisfactory	Low to Moderate
2	Market	Low to Moderate	Satisfactory	Low to Moderate
3	Liquidity	Moderate	Satisfactory	Low to Moderate
4	Operational	Moderate	Fair	Moderate
5	Law	Low to Moderate	Satisfactory	Low to Moderate
6	Strategic	Moderate	Satisfactory	Low to Moderate
7	Compliance	Low to Moderate	Satisfactory	Low to Moderate
8	Reputation	Low to Moderate	Satisfactory	Low to Moderate
Composite Rating		**Low to Moderate**	**Satisfactory**	**Low to Moderate (Rating 2)**

Description:

	Rating	Inherent	KPMR		Rating	Inherent	KPMR
:	Rating 1	Low (L)	Strong	:	Rating 4	Moderate to High (MTH)	Marginal
:	Rating 2	Low to Moderate (LTM)	Satisfactory	:	Rating 5	High (H)	Unsatisfactory
:	Rating 3	Moderate (M)	Fair				

Integrated Risk Profile

The results of BRI's Integrated Risk Profile assessment for the second semester of 2024 received a Low to Moderate rating. Of the ten (10) risks assessed through self-assessment, those rated as Low to Moderate include credit risk, market risk, liquidity risk, legal risk, strategic risk, compliance risk, reputational risk, intragroup risk, and insurance risk. Meanwhile, operational risk was rated as Moderate.

No	Risk Types	Second Semester of 2024		
		Inherent Risk Ratings	Quality of Risk Management ImplementationRatings	Risk Ratings
1	Loan	Low to Moderate	Satisfactory	Low to Moderate
2	Market	Low to Moderate	Satisfactory	Low to Moderate
3	Liquidity	Moderate	Satisfactory	Low to Moderate
4	Operational	Moderate	Fair	Moderate
5	Law	Low to Moderate	Satisfactory	Low to Moderate
6	Strategic	Moderate	Satisfactory	Low to Moderate
7	Compliance	Low to Moderate	Satisfactory	Low to Moderate
8	Reputation	Low to Moderate	Satisfactory	Low to Moderate
9	Intragroup-transaction	Low to Moderate	Satisfactory	Low to Moderate
10	Insurance	Moderate	Satisfactory	Low to Moderate
Composite Rating		**Low to Moderate**	**Satisfactory**	**Low to Moderate**

Description:

	Rating	Inherent	KPMR		Rating	Inherent	KPMR
:	Rating 1	Low (L)	Strong	:	Rating 4	Moderate to High (MTH)	Marginal
:	Rating 2	Low to Moderate (LTM)	Satisfactory	:	Rating 5	High (H)	Unsatisfactory
:	Rating 3	Moderate (M)	Fair				

Evaluation of the Effectiveness of the Risk Management System

Since the establishment of the Risk Management Directorate in 2017, periodically testing the effectiveness of the risk management system through risk management reviews was conducted by a separate unit with the Risk Management Business Unit and external parties to maintain objectivity and independence of the assessment of the effectiveness of the risk management system. The results of the 2024 evaluation of BRI's Risk Management maturity level indicated a Manage-Strong Practice level, meaning that the risk management activities comply with applicable regulatory requirements The implementation of risk management has been standardized in each institutional unit and risk management has become part of the process, culture and structure of risk management.

Risk Management Strategy for 2025

In line with this, in the next three years (2025-2027) the risk management strategy will focus on improving credit quality, developing more granular credit scoring, developing and enhancing Credit EWS, improving operational Risk Management and fraud management, strengthening BRI's risk capabilities and culture, and strengthening Digital Risk Management. Improvements in the 5 (five) aspects are attempted through the following strategic steps:

1. Credit quality improvement carried out through the development of an early warning system for all BRI Business segments as well as the development and review of more granular Credit Risk Rating and Scoring.
2. Forward-looking loan risk management carried out through optimizing the use of regional-based loan risk rating and loan risk scoring, monitoring portfolio risk analysis, stress testing, reviewing loan portfolio guideline predictive risk models, developing parameters and analytical data for the Credit Risk Analysis System (CRAS) Monitoring Dashboard, implementing delegation of credit authority based on historical data, and developing problem loan management tools.
3. Strengthening prevention and supervision of operational risks through strengthening internal control irregular activities, compiling a risk control library, developing key risk indicators dashboards and risk profile dashboards, developing a more accurate fraud detection system, implementing a globally standardized data privacy assessment, and continuing the implementation of ICOFR.
4. Market risk management through the development of risk management for business and support segments, implementing a market risk ATMR calculation system and rejuvenating the IRRBB (Interest Rate on Banking Book), LCR, and NSFR systems.
5. Risk awareness culture improvement program for all BRILiaN personnel, aimed at improving risk-based mindset, consistent risk awareness behavior, knowledge of data leaks, cybersecurity and external fraud, collaboration with clear accountability, good governance practices, and effective communication strategies, supported by top management, talent and implementation of adequate technology controls.

Statement of the Board of Directors and/or Board of Commissioners or Audit Committee on the Adequacy of the Risk Management System

Based on the results of the review and based on discussions with Management, the Risk Management Monitoring Committee, the Audit Committee, the Independent Auditor, the Internal Auditor, and several Related Divisions, the Board of Directors and the Board of Commissioners assessed that in 2024 the company's risk management was adequate in identifying risks so that the Company could identify and manage these risks.

Compliance Function

BRI was committed to always improving the implementation of compliance functions both at the corporate level and Operational Business Unit. Guided by the OJK Regulation No.46/POJK.03/2017 dated July 12, 2017 concerning the Compliance Function of Commercial Banks. BRI had a Compliance Business Unit consisting of the Compliance Director, Compliance Division of the Head Office as well as the compliance function in the BRI Regional Office which was under the Regional Risk Management & Compliance Team, the compliance function in BRI units carried out by the BRI Unit Risk Management & Compliance, and the compliance function of the Overseas Branch Office which was under the coordination of the Compliance Division of the Head Office. The compliance line was independent and separate from business, operational and other supporting functions in BRI's business activities. BRI had policies and standard compliance procedures that described the duties and responsibilities of the Compliance Working Unit in carrying out the compliance function in accordance with regulatory requirements and the latest best practices.

SUMMARY OF COMPLIANCE DIRECTORATE PERFORMANCE

The Compliance Directorate has a Compliance Business Unit that is accountable for executing the Compliance Function in the Company as per OJK regulations Number 46/ POJK.03/2017 dated July 12, 2017. The regulations specifythat the Compliance Function of Commercial Banks shouldinclude, at minimum:

1. Realize the implementation of a Compliance Culture.
2. Manage Compliance Risk.
3. Ensuring policies, provisions, systems, and procedures are by applicable regulatory requirements.
4. Ensuring BRI comply with commitments made togulators.

The Compliance Directorate is responsible for ensuring that the Company follows all relevant regulatory provisions. This includes providing legal advice, managing and harmonizing Company policies and procedures, handling legal cases, and implementing Environmental, Social, and Governance aspects in the Company's operational and business activities

Key Performance Indicator of the Compliance Directorate

To support BRI's aspirations for 2024, the Compliance Directorate has established Key Performance Indicators (KPIs) with the following achievements:

1. Achievement of the Compliance Risk Profile score at a Low to Moderate rating.
2. Achievement of a Legal Risk Profile score at Low rank.
3. The ESG Rating assessment from S&P Global in 2024, with a score of 75, placed BRI as a Sustainability Yearbook Member.
4. The Corporate Governance Perception Index (CGPI) 2023 assessment ranked BRI in the "Most Trusted Company" category with a score of 95.31.
5. Self Assessment Good Corporate Governance composite rating 2 (good).
6. The Integrated Governance Self-Assessment received a Composite Rating of 2 (Good).

7. Legal cases that In Kracht has won have reached 98.92%
8. The number of audit findings due to misunderstanding of Policies and Procedures decreased by 94% from the previous year

Compliance Directorate Work Program

In addition, to support the achievement of the KPIs above, the Compliance Directorate has several work programs, namely as follows:

1. Standardization of Compliance Aspect Process
   BRI standardizes processes related to managing compliance and governance aspects through ISO 9001:2015 certification concerning Quality Management Standards and ISO 37301:2021 concerning Compliance Management Systems in the Compliance Division, as well as ISO 37001:2016 certification concerning Anti-Bribery Management Systems for the scope of Goods Procurement and Services at BRI Head Office
2. Increased Awareness
   The Compliance Directorate increases employee awareness of the implementation of compliance culture, AML CFT programs, legal knowledge, as well as policies and procedures, including through:
   a. Harmonization, preparation and/or review of internal regulations including provisions related to the areas of compliance, governance, ESG and law
   b. Update BRI workers' knowledge with external sources who are experts in their fields, through workshops, garden discussions, and so on.
   c. Dissemination of communication materials in order to increase employee understanding both through digital and physical media
3. Updating and improving BRI's Governance Structure which includes the General Corporate Governance Policy and the General Policy on Integrated Governance of the Corporate Financial Conglomerate.
4. Implementation of measurements of the maturity/ maturity level of Governance and Compliance individually and in an integrated manner
5. Strengthening Anti-Money Laundering (AML) Programs, Counter Financing of Terrorism (CFT), and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (WMA Proliferation)

   With national, regional and global dynamics as well as the increasing complexity of financial products, activities and services including marketing (multichannel marketing) and information technology, this has resulted in an increase in the risks of AML, CFT and WMA Proliferation faced by the Company. In response to these conditions and in accordance with applicable laws and regulations, the Company implemented the AML, CFT and WMA Proliferation programs adequately.

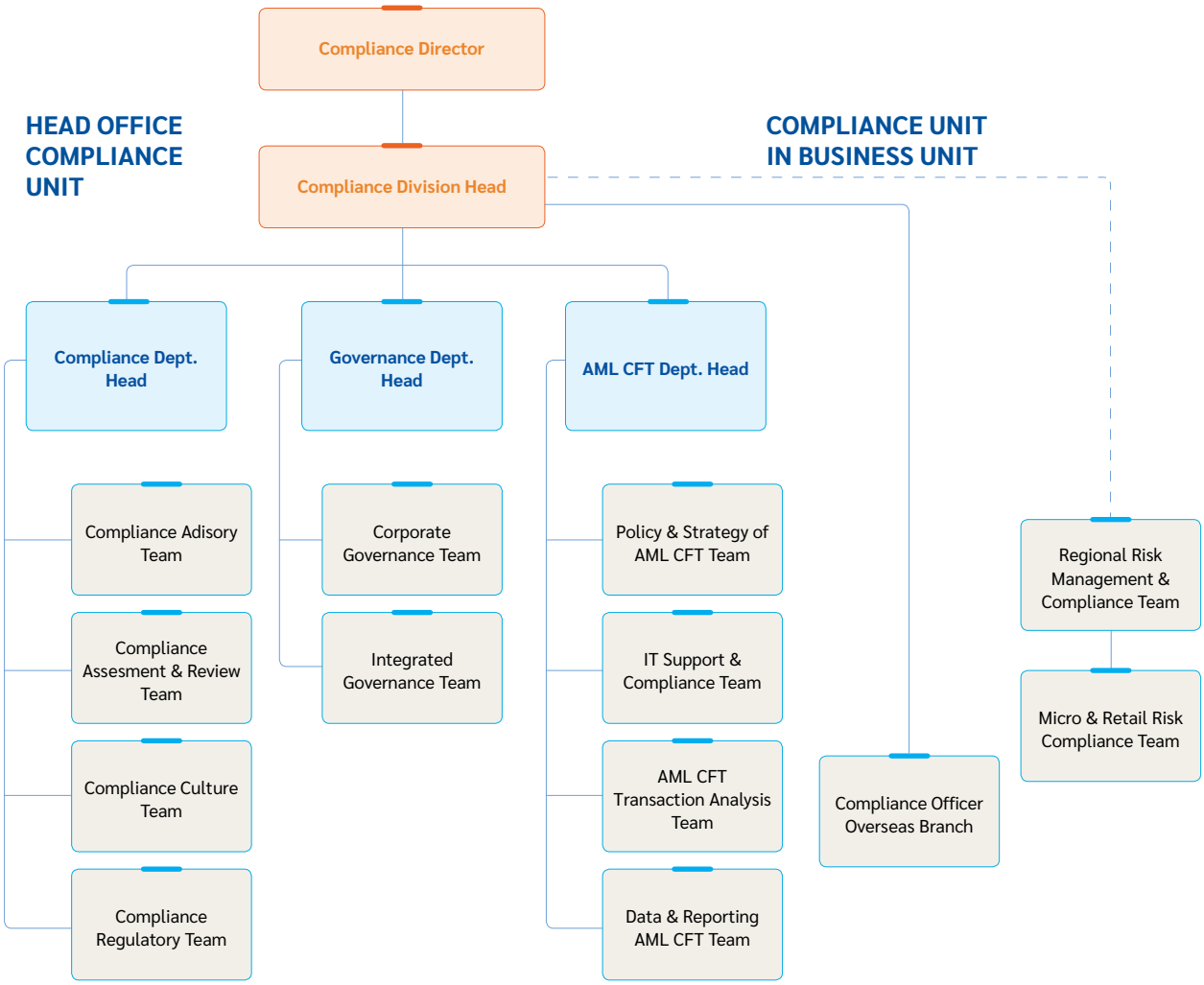
   Some improvement initiatives that have been carried out include:
   a. Refinement of AML & CFT Risk Assessment with a riskbased approach (RBA)
   b. Refinement of the AML CFT Program Implementation Policy to conform to Financial Services Authority Regulation Number 8 of 2023 concerning Implementation of Anti-Money Laundering (AML), Counter Financing Terrorism (CFT) and Prevention of Funding for the Proliferation of Mass Destruction (AML Proliferation) Programs in Financial Services Institutions.
   c. Optimizing the implementation of the AML CFT program in Regional Offices and Branch Offices by increasing the role of Regional Risk Management & Compliance and Branch Risk & Compliance.
6. Harmonization of Policies and Procedures through unification, codification, simplification, or other forms in order to overcome overlapping and/or conflicts of interest/ authority in Policies and Procedures.
7. Formulation of Business Process Management
   Business Process Management, which consists of Business Process Architecture and Business Process Models, is expected to serve as a comprehensive standard for business process design. It also functions as a tool for assessing effectiveness and efficiency, enabling optimization, including improvements to business processes.
8. Policy & Procedure Excellence to ensure that the Company's Policies and Procedures are adequate so as to minimize potential risks in the future and increase the effectiveness and efficiency of business processes.
9. Continuous enhancement of the BRIPEDIA platform for Policy and Procedure management to promote employee literacy and accessibility to Policies and Procedures.
10. Provision of Legal Services
    In order to provide legal services, the Compliance Directorate through the Legal Division does the following:
    a. Review of legislation and/or internal/external conditions that have legal implications for BRI, including improving strategies for handling legal issues both inside and outside judicial institutions and resolving other disputes.
    b. Handling of civil legal matters through judicial institutions at all levels, as well as other dispute resolution bodies. Legal assistance for criminal cases processed by law enforcement agencies.
    c. Optimization of recovery potential from legal case handling through the formulation of asset transfer policies, resolution of non-performing loans via simple lawsuits, management of PKPU/Bankruptcy cases, and safeguarding civil cases that could result in significant financial losses for BRI.

d. Providing legal advice in the form of legal consultations, legal opinions, and legal information as well as legal services to the Board of Commissioners, Directors and Employees as well as all BRI Business Unit
e. Assistance in implementing BRI Corporate Projects.
f. Reengineering the implementation of legal training, counseling, and education for BRI business units using a risk profile-based approach and legal needs assessment. This is carried out through the DISKRESI concept (Discussion on Legal Aspects of Credit, Operations, and Current Legal Issues).
g. Legal Risk Management, including the implementation of data governance and legal case reporting.
h. Management of legal document administration related to company operations and legal libraries, including the processing of BRI's operational permits (Articles of Association, Deed of Establishment, Intellectual Property Rights (IPR), Company Registration Certificate, Domicile Certificate, and other corporate documents).
i. Enhancing the productivity of legal human resources through legal capability enrichment, legal competency certification, and stakeholder engagement, as well as collaboration with institutions, ministries, and law enforcement agencies.
j. Development and internal dissemination of legal policies, including modules, legal manuals, and legal service guidelines, as well as operational guidelines for handling legal matters both inside and outside the court.

11. Implementing Environmental, Social and Governance (ESG) principles into BRI's operational and business activities, including:
    a. Implementing environmental initiatives through:
        i. Integrating climate-related risks into BRI risk management through the Climate RI pilot projectsk Stress Testing (CRST)
        ii. Carrying out emissions management in operational activities through green network initiatives, including the use of electric vehicles as official vehicles, providing SPKLU (public electric vehicle charging stations) within the BRI Head Office, and installing solar panels in BRI Business Unit
        iii. Implementing a decarbonization strategy through green banking
        iv. Committed to the Science Based Target Initiatives (SBTi) to set a Net Zero Emission target in 2050
    b. Carrying out social initiatives through:
        i. Demonstrating commitment to increasing Financial Inclusion and Financial Literacy
        ii. Publish Human Rights (HAM) policies
        iii. Carrying out the Corporate Social and Environmental Responsibility (TJSL) program
    c. Joining the United Nations Global Compact (UNGC), shows BRI's commitment to sustainability and contribution to achieving Sustainable Development Goals (SDGs).
    d. The three forms of implementing ESG initiatives above are supported by the pillars of culture & communication, through the form of internalizing the Sustainability Culture Program (SCP), publishing a Sustainability Report, Task-Force Report on ClimateRelated Financial Disclosures (TCFD), preparing a Sustainable Financial Action Plan 2024-2028, as well as regular policy reviews.

12. Improvement Business Process
    Simplifying business processes to support business efficiency and development through system development, including:
    a. Integrated AML CFT Screening (Watchlist Screening on Account Opening & Transaction Platform)
    b. AI for Monitoring Transaction System through Graph Technology.
    c. RBA Bankwide.
    d. RBA Customer.
    e. AML CFT Sistem (Menu STR, CTR, IFTI Reporting).
    f. Sipesat Reporting Tools.
    g. Digitalizing business processes and digitizing the Legal Division's database to support the efficiency and effectiveness of the Legal Division's tasks and performance, through the development of the DELEGATION Application (Integrated Legal Data and Information)
    h. BRIPEDIA Mobile so that workers can access Policies and Procedures anytime and anywhere to support employees' literacy improvement

Organizational Structure of Compliance Business Unit



Duties and Responsibilities of Compliance Director

In accordance with the results of the decision of the Annual General Meeting of Shareholders on March 13, 2023, A. Solichin Lutfiyanto was appointed as Compliance Director with a maximum term of office of 5 (five) years from appointment.

The duties and responsibilities of the Compliance Director of BRI in order to carry out the Compliance Function refer to the OJK Regulation No. 46/POJK.03/2017 dated July 12, 2017 concerning Implementation of the Compliance Function of Commercial Banks and Circular Letter of the Board of Directors of BRI Number SE.56-DIR/KEP/10/2022 dated October 31, 2022 concerning Implementation of the Compliance Function, including:

1. Formulate strategies to encourage the creation of a Compliance Culture.
2. Propose compliance policies or compliance principles to be established by the BRI Board of Directors.
3. Establish compliance systems and procedures used for BRI's system of internal rules and guidelines.
4. Ensure that all policies, provisions, systems, and procedures, as well as business activities carried out by BRI are in accordance with the provisions of the Financial Services Authority and the provisions of laws and regulations.
5. Minimize BRI Compliance Risk.
6. Take precautions so that policies and / or decisions taken by the BRI Directors or BRI as an entity do not deviate from the provisions of the regulator and / or the authorized supervisory authority and the provisions of the applicable laws and regulations.
7. Report the implementation of duties and responsibilities to the President Director with a copy to the Board of Commissioners at least quarterly.
8. Perform other duties related to the Compliance Function in accordance with laws and regulations.

Independence of Compliance Director

The independence of the Compliance Director must meet the independence requirements with reference to OJK Regulation No. 46/ POJK.03/2017 dated July 12, 2017 as follows:

1. No concurrent positions and affiliate relationships.
2. Has no financial, management, share ownership, and/or family relationship with members of the Board of Commissioners, Board of Directors, and controlling shareholders.
3. The Compliance Director does not supervise functions::
    a. Business and operations.
    b. Risk management that makes decisions for the Bank's business activities.
    c. Treasury.
    d. Finance and Accounting.
    e. Logistics and procurement of goods and services.
    f. Technology and information.
    g. Internal audit.

Compliance Business Unit

The Compliance Working Unit was independent and separate from business, operational and other supporting functions in BRI's business activities. Compliance ranks must be free from influence or pressure from other business unit, free from conflicts of interest, act professionally and objectively.

Profile of the Head of the Compliance Business Unit

Kris Hananto

Compliance Division Head

Indonesian citizen, born in Surakarta,
Age 52 years as of December 2024.
Domiciled in Cibubur, Bogor.

EDUCATION BACKGROUND

- Bachelor of Laws, Diponegoro University (1995)
- Master of Laws (LLM) Melbourne University – Australia (2004)

CERTIFICATION

- Risk Management Certification Level 1 & Level 2
- Compliance Certification Level 1
- Banking Compliance Level Manager
- Governance Risk Management Compliance Professional (GRCP)
- Qualified Risk Governance Professional (QRGP)

WORK EXPERIENCE

- Head of Documentation & Credit Administration, BRI Credit Administration Division (2013 - 2017)
- Group Head Legal Advice, BRI Legal Division (2017 - 2018)
- Vice President Legal Assessment & Advice, BRI Legal Division (2019 - 2021)
- Division Head, BRI Compliance Division (2021 - present)

LEGAL BASIS FOR APPOINTMENT

Decree of the Board of Directors of PT Bank Rakyat Indonesia (Persero) Tbk. No. R.268-DIR/ HCB/05/2021 dated May 7, 2021.

Duties and Responsibilities of the Compliance Business Unit

The duties and responsibilities of BRI's Compliance Business Unit (SKK) include:

1. Developing, implementing, and evaluating strategies, frameworks, and policies/regulations in the field of compliance (including: Anti-Money Laundering (AML), Countering the Financing of Terrorism (CFT) & Countering the Financing of Weapons of Mass Destruction (CFWMD), Good Corporate Governance (GCG), Whistleblowing System (WBS), Corporate Governance, Integrated Governance (IG), and compliance testing).
2. Developing, implementing, monitoring, and evaluating compliance programs, including compliance risk, AML, CFT & CFWMD, GCG, WBS, IG, Anti-Bribery Management System (ABMS), gratification control, compliance with the submission of the State Official Wealth Report (LHKPN), compliance culture, and assessing the effectiveness of the implementation of the Anti-Fraud Strategy.
3. Analyzing suspicious financial transactions, monitoring, and evaluating the implementation of the AML, CFT, and PPPSPM programs across the entire bank.
4. Conducting Compliance Testing based on the principles of prudence, applicable external and internal policies, in relation to the planned policies and/or decisions made by the Board of Directors and/or SEVP, and monitoring the follow-up actions.
5. Monitoring BRI's compliance with commitments to regulators, external audits, and/or relevant supervisory authorities.
6. Analyzing the impact of regulatory policies and/or other supervisory authorities that affect BRI's operations and business. The results of this impact analysis serve as the basis for BRI to update its internal policies that are affected.
7. Conducting regular and/or incidental reporting to regulators and/or relevant supervisory authorities related to compliance matters.
8. Implementing the functions of the BRI Gratification Control Unit (UPG).
9. Conducting monitoring and evaluation related to the implementation of compliance functions carried out by the Regional Office, Overseas Branches (UKLN), Subsidiaries, and BRI Custodian Services business.
10. Developing and evaluating automation tools & advanced data analytics, analytics control & digital innovation, as well as comprehensive risk assessment & oversight related to compliance within the scope of BRI Group.

Compliance Workforce Competency Development

BRI supports the enhancement of competencies for employees in the Compliance Division by increasing their expertise through education and certification. In 2024, employees in the Compliance Division participated in various training and educational programs, including:

Training Materials	Number of Participant	Date
Handling of Banking Crimes with the Law of Financial Sector Development and Strengthening (P2SK) and The OJK Regulation No. 16 of 2023	1	February 29, 2024
Brilian Specialist Development Program (BSDP): Upskilling the Policy & Procedure Division Workers - Personal Data Protection Material Premiere	2	April 19, 2024
Brilian Specialist Development Program (BSDP): Integrated Governance Individual Risk Assessment (IRA) 2024	14	May 17, 2024
Brilian Specialist Development Program (BSDP): Integrated Governance & BRI Financial Conglomerate	13	May 31, 2024
Brilian Specialist Development Program (BSDP): Risk Legal & Policy Drafting	1	June 25, 2024
Brilian Specialist Development Program (BSDP): Policy & Procedure Division - Material for Strengthening Problematic Credit Management Strategy	1	July 04, 2024
Provision and Refreshment of MR Certification Competency Level 5	1	August 09, 2024
Uncovering Financial Crimes and Money Laundering: Focus on Online Gambling & Virtual Games	1	August 15, 2024
BSDP 1 Auditor - Personal Data Protection Compliance 2024	1	August 20, 2024
Special Request of In House Training (IHT) for Internal Auditor Education ISO 9001:2015 and ISO 37301:2021 Compliance Division	12	August 23, 2024
Brilian Specialist Development Program (BSDP): International Swaps and Derivatives Association Credit Support Anex (ISDA - CSA) 2024	1	August 29, 2024
Identification of Suspicious Financial Transactions & Determination of Indications of Predicate Crimes	1	September 11, 2024
Brilian Specialist Development Program (BSDP): Compliance Division – AADC (Aspiration, Assistance, Discussion with Compliance) Webinar Program of BRI Group PDP Readiness: Protect Personal Data, Strengthen Trust	24	September 12, 2024

Training Materials	Number of Participant	Date
BRI Group PDP Readiness: Protect Personal Data, Strengthen Trust	24	September 12, 2024
Brilian Specialist Development Program (BSDP): Policy & Procedure Division - From Silos To Synergy: Communication Strategies to Elevate Corporate Reputation	13	October 02, 2024
BSDP 1 Personal Data Protection (PDP) 2024	1	October 10, 2024
Brilian Specialist Development Program (BSDP): Compliance Division – AADC (Aspirations, Assistance, Discussion with Compliance) Webinar Program of Regulatory Compliance System (RCS) - Collaborative Platform To Streamline Regulatory Monitoring and Enhance Compliance	12	October 15, 2024
Training for Prospective Anti-Corruption Counselors (PELOPOR) of the Republic of Indonesia Corruption Eradication Committee (KPK RI)	6	October 24, 2024
Investigation of Money Laundering Crime through Virtual Asset Transactions and Remittance Transactions	29	November 15, 2024
(BSDP) 1 Personal Data Protection (PDP) Stream Legal Risk & Compliance 2024	3	November 18, 2024
Governance, Risk & Compliance Professional (GRCP)	2	December 2024

2024 Compliance Division Work Plan

To support the enhancement of compliance culture, the Compliance Division outlines its objectives for achievement in the work plan, which includes the following key areas:

1. Strengthening Compliance Culture through standardization and digitalization, measured by the company's compliance with regulations and the increased awareness of employees.
2. Improving the quality of Integrated Governance implementation by involving independent parties as objective assessors.
3. Enhancing the whistleblowing system by involving independent parties to increase the trust of whistleblowers in BRI's reporting system.
4. Revitalization of the Anti-Money Laundering (AML) and Counter-Terrorism Financing (CTF) technology systems by utilizing artificial intelligence and big data platforms.
5. Development of Regulatory Technology (RegTech) to enhance the effectiveness of monitoring the implementation of the latest regulations.
6. Monitoring and follow-up on obligations to regulatory authorities to manage compliance risks.

Implementation of the Compliance Function Work Program in 2024

Throughout 2024, the Compliance function has played a strategic role in ensuring that all company activities are in compliance with applicable laws, regulations, and internal policies. Through a series of targeted and measurable programs, the Compliance function has focused on strengthening good corporate governance (Good Corporate Governance), enhancing a compliance culture across all levels of the organization, and proactively managing compliance risks through the implementation of work programs, including the following:

Regulatory Compliance System (RCS)

Regulatory Compliance System (RCS) is a BRI RegTech Application designed to identify, track, and respond to regulatory changes that may affect BRI's business operations. This system also links these changes to related policies, procedures, processes, and internal controls.

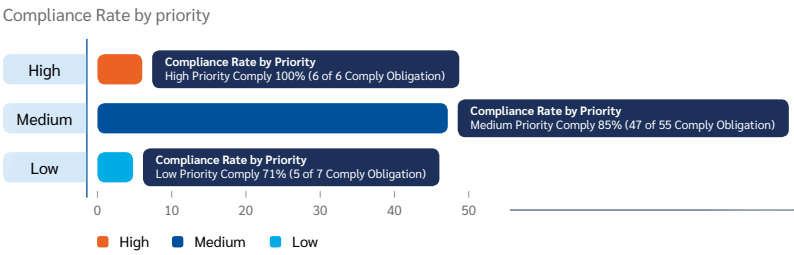
The main functions of the RCS application are:

- To Identify regulatory changes that are relevant and potentially impactful to the bank.
- To track these changes to monitor progress and deadlines.
- To respond to changes in a timely and effective manner to ensure compliance.
- To adapt to policies, procedures, processes, and internal controls to meet new requirements.

Regulatory Compliance System

Home Dashboard

% Compliance Rate
58 of 68 Comply Obligations



Your company already complied **58** of **68** in progress and comply obligations

Comply Now

Shows the number of obligations/ obligations that have been followed up

Shows the percentage of fulfillment of obligations regarding regulations that have been followed up

Shows the Composition of all liabilities based on risk. Low: no sanctions. Med: admin sanctions, High: fines or criminal sanctions

Progress of fulfillment of obligations by **Division**

Obligation Comply by Group
58 85%

User Group	Obligation
CREDIT & PRODUCT RISK POLICY DIVISION	8
ENTERPRISE DATA MANAGEMENT DIVISION	9
MARKET, PORTFOLIO & ENTERPRISE RISK MANAGEMENT DIVISION	14
MICRO BUSINESS DEVELOPMENT DIVISION	7
PLANNING, BUDGETING, & PERFORMANCE MANAGEMENT DIVISION	8
SERVICE & CONTACT CENTER DIVISION	12

Obligation In Progress by Group
10 15%

User Group	Obligation
CREDIT & PRODUCT RISK POLICY DIVISION	2
ENTERPRISE DATA MANAGEMENT DIVISION	1
MARKET, PORTFOLIO & ENTERPRISE RISK MANAGEMENT DIVISION	0
MICRO BUSINESS DEVELOPMENT DIVISION	3
PLANNING, BUDGETING, & PERFORMANCE MANAGEMENT DIVISION	2
SERVICE & CONTACT CENTER DIVISION	2

Progress in fulfilling obligations by **Regulation**

Obligation Comply by Regulation
58 85%

Regulation	Obligation
Law Number 10 of 1998	16
OJK Circular Letter Number 14/SEOJK.07/2014 Year 2014	4
Government Regulation Number 23 of 2022	1
Law Number 27 of 2022	28
Law Number 4 of 2023	8
Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 of 2023	1

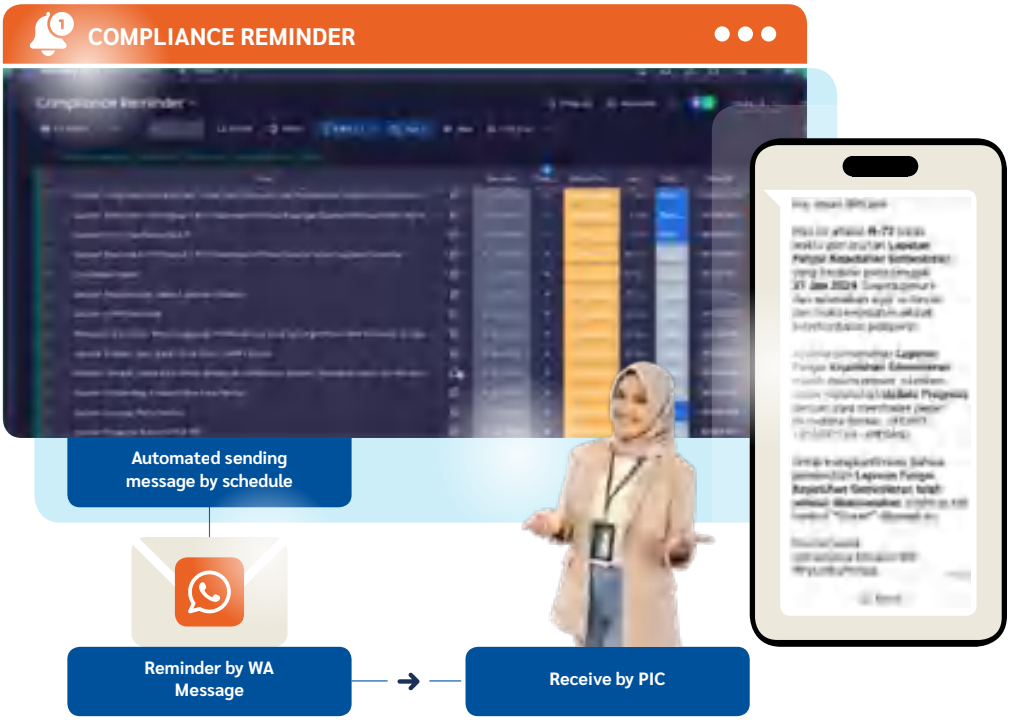
Obligation In Progress by Regulation
10 15%

Regulation	Obligation
Law Number 10 of 1998	0
OJK Circular Letter Number 14/SEOJK.07/2014 Year 2014	2
Government Regulation Number 23 of 2022	0
Law Number 27 of 2022	7
Law Number 4 of 2023	0
Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 of 2023	0

Development of Compliance Reminder Application

One of the impacts of non-compliance is the emergence of fines for late reporting to regulators which have financial and reputational impacts for BRI. Therefore, efforts are needed to avoid delays by building an effective reminder system. Therefore, the Compliance Division improves the capabilities of the Compliance Reminder system which includes 3 aspects, namely:

a. **Management:** Improvement of the user interface quality that is easy to use in data input and setting reminder parameters such as periods and hours so that it is easier for Compliance Division workers to manage reporting obligation data to regulators.
b. **Monitoring:** There is a monitoring dashboard that increases the ease of monitoring the fulfillment of reporting obligations to regulators. Monitoring progress can be done in real time against an obligation based on feedback from the PIC.
c. **Reminder:** To Increase the effectiveness of the reminder function to the reporting PIC, the system automatically reminds the PIC. The system can reach the PIC more personally through integration with WhatsApp Business so that the system can send reminder messages via WhatsApp to the PIC number.



Display of Dashboard and WA Blast

The Compliance Culture Strengthening Program

In accordance with the OJK Regulation Number: 46/POJK.03/2017 dated July 12, 2017, regarding the Implementation of the Compliance Function in Commercial Banks, which stipulates that one of the functions of the compliance function of a bank is to ensure the implementation of a compliance culture at all levels of the organization and business activities of the bank, BRI consistently carries out continuous efforts and improvements to establish and strengthen its compliance culture, which is outlined in the Compliance Culture Strengthening Program. The BRI Compliance Culture Strengthening Program is developed based on the results of BRI's Compliance Maturity Assessment, which consists of three assessment building blocks: Strategy & Role, Process & Governance, and Oversight. Several initiatives under the compliance culture strengthening program that have been implemented include:

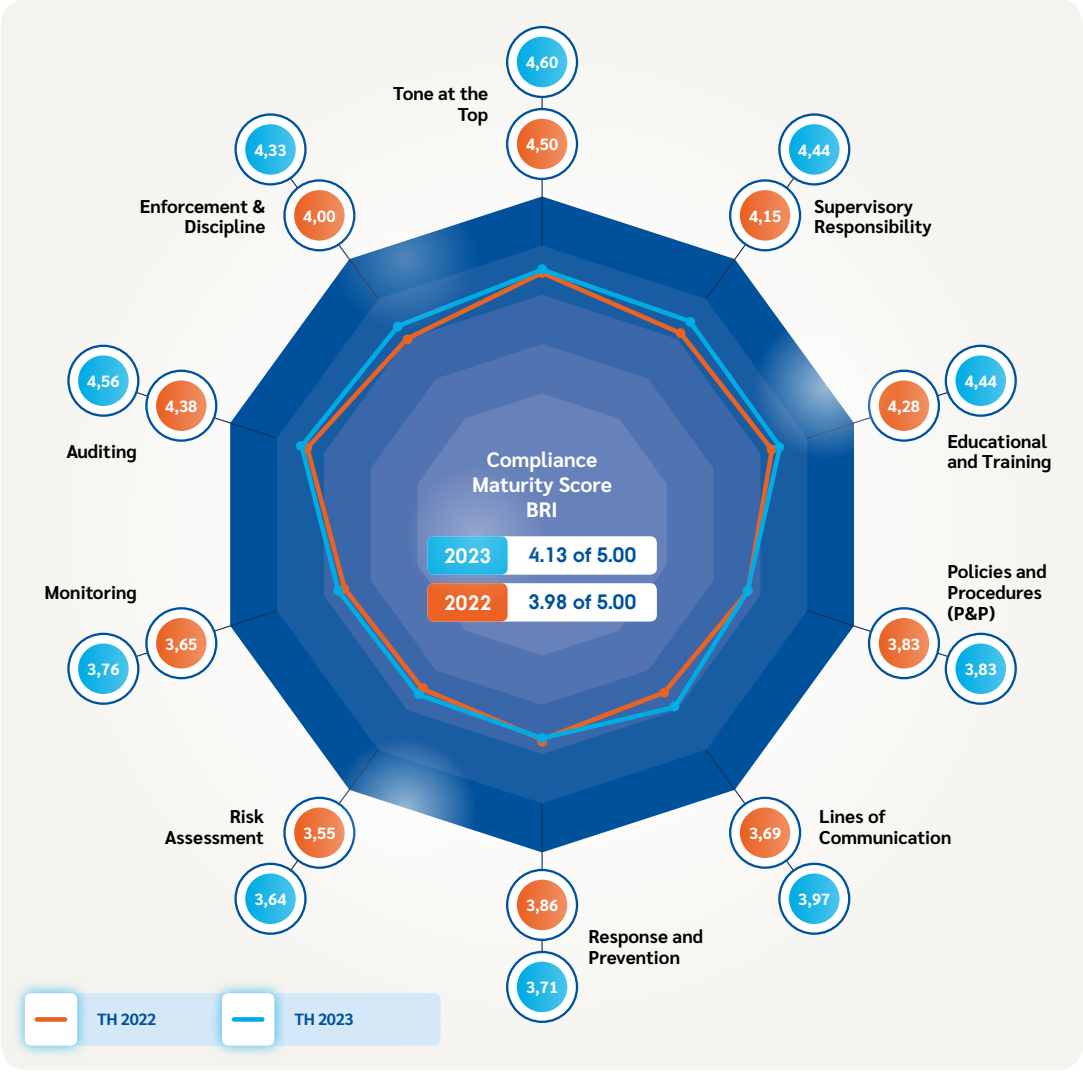
a. Study on the Prevention of Regulatory Fines for 2024.
b. Zero Bad Data Program SLIK.
c. Evaluation of Compliance Function Implementation of BRI Overseas Channels.
d. Creation of moving infographics with the theme of Compliance Culture, Anti-Fraud, Anti-Tipping Off, Awareness of Non-Compliance, and Tips for Preventing SLIK Fines.
e. Self-Learning Compliance Culture 2024.
f. Compliance Culture Awareness Landing Page (BRIStars).
g. Regional Compliance Culture Survey.

To enhance awareness among all BRI employees and foster a culture of compliance in support of achieving BRI's strategic objectives and sustainable business, the following digital communication materials have been displayed in the business units:

Awareness Campaign Themes	Period
Theme: Gratification during the Holidays	March 2024
Theme: Reporting Violations through the Whistleblowing System	May 2024
Theme: Conflict of Interest	JulY 2024
Theme: Implementing a Compliance Culture within BRI	September 2024
Theme: International Anti-Corruption Day 2024	December 2024

Compliance Maturity Assessment

To measure the maturity level of the compliance function, in 2024 BRI conducted a Compliance Maturity Assessment for the implementation of the compliance function carried out throughout 2023, with the following results: According to the Compliance Maturity Assessment results for BRI. Based on that, with an



Overall score of 4.13 points, the Compliance Maturity Ranking for BRI can be presented as follows:

Bulding Block	Tone at the Top	Monitoring Responsibility	Training and Education	Policy and procedure	Lines of Communication	Response and Prevention	Risk Assessment	Monitoring	Auditing	Enforcement and Discipline
2022	4.50	4.15	4.28	3.83	3.69	3.86	3.55	3.65	4.38	4.00
2023	4.60	4.44	4.44	3.83	3.97	3.71	3.64	3.76	4.56	4.33

Compliance Maturity Rating	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
Description	Forming	Developing	Standardized	Established	Optimized

Based on the table above, it can be stated that BRI's Compliance Maturity Level has improved, from **Rank 3 (Standardized) to Rank 4 (Established). Rank 4 (Established)** indicates that "the entire compliance function has been standardized and is supported by complete organs according to the organization's needs, with ongoing evaluations and corrective actions consistently implemented." The improving maturity of BRI's compliance is also supported by the decreasing regulatory fine sanctions compared to previous years.

The implementation of ISO 37001:2016 Anti-Bribery Management System (ABMS)

The implementation of ISO 37001:2016 Anti-Bribery Management System (ABMS) at BRI has entered its fifth year, and in 2024, a surveillance audit has been conducted. Several activities have been carried out for this surveillance audit, including the submission of an evaluation report on the implementation of the ISO ABMS to the Board of Commissioners, updating the Bribery Risk Assessment (BRA), identifying stakeholder expectations, and evaluating the anti-bribery strategy, as well as reviewing other documents related to ISO 37001:2016 ABMS.

Approval and Reporting of New Banking Products

Based on the OJK Regulation No. 13/POJK.03/2021 of 2021 concerning the Implementation of Commercial Bank Products, banks are required to report new products or activities to be marketed to consumers. The report on the plan for issuing banking products must be submitted to the regulator (including the Financial Services Authority and Bank Indonesia) in order to obtain regulatory approval, which is coordinated through the Compliance Division.

The implementation of Market Conduct on BRI's Standard Product Agreements

BRI has conducted a review of 125 existing standard agreements in accordance with consumer protection regulations and other applicable provisions.

The development of technology in the AML CFT system by integrating Pipeline & Watchlist Screening into BRI's business platform includes the following:

- Implementation of screening tools in the form of services that can be used by the account opening platform and transactions for customers, potential customers, Beneficial Owners (BO), and WIC.
- Implementation of graph database technology for the AML use case (Suspicious Transaction Reporting - STR), which is used as detection and analysis tools and generates a customer 360 view.

Evaluation of the Effectiveness of the Compliance Function

Assessment of the adequacy of the implementation of the Compliance Function in BRI was carried out by the Board of Directors periodically through the Compliance Function Report which was also submitted semi-annually to the Financial Services Authority. The summary of implementation contained in the Compliance Function Report contained comprehensive information, including Strengthening Compliance Culture, Compliance Risk Management, Prevention of Deviations from Prudential Provisions on Internal Policies, Monitoring the Implementation of Prudential Provisions on External Policies, Monitoring External Regulations / Provisions, Monitoring the Bank's Compliance with External Commitments, Implementation of AML and CFT Programs and others.

Anti-Money Laundering (AML), Combating The Financing of Terrorism (CFT) and Preventing Funding For Proliferation of Weapons of Mass Destruction (WMD Proliferation) Programs

Indonesia is a full member of the Financial Action Task Force (FATF). As a result, Indonesia must implement the 40 FATF recommendations, including aligning its policies related to Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and the Proliferation Financing of Weapons of Mass Destruction (PFWMD), as well as addressing other threats to the integrity and stability of the international financial system. In response, the Financial Services Authority (OJK) issued OJK Regulation No. 8 of 2023, dated June 14, 2023, on the Implementation of Anti-Money Laundering, Counter-Terrorism Financing, and Counter-Proliferation Financing Programs in the Financial Services Sector. This regulation is an improvement on OJK Regulation No. 12/POJK.01/2017, dated March 21, 2017, on the Implementation of Anti-Money Laundering and Counter-Terrorism Financing Programs in the Financial Services Sector, as amended by OJK Regulation No. 23/POJK.01/2019, dated September 30, 2019.

Regarding this, BRI has issued Circular Letter No. SE.41-DIR/KEP/11/2023 dated November 30, 2023, regarding the Implementation of the Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and Proliferation Financing of Weapons of Mass Destruction (PFWMD) Programs. This serves as a directive to realize Good Corporate Governance (GCG) and ensure compliance by every employee in the execution of their duties and functions in each BRI Business Unit, particularly in the fields of AML, CTF, and PFWMD. Furthermore, to ensure optimal implementation, BRI has also developed Standard Operating Procedures (SOPs) for the implementation of Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and Proliferation Financing of Weapons of Mass Destruction (PFWMD).

Legal Basis

External Provisions

1. Laws of the Republic of Indonesia on the Prevention and Eradication of Money Laundering and Terrorism Financing Crimes
2. Regulations of Ministries and Relevant Institutions on the Prevention of Terrorism Financing and the Prevention of Financing of Weapons of Mass Destruction Proliferation in the Financial Services Sector.
3. Regulations of the Financial Services Authority (POJK) and Circular Letters of the Financial Services Authority (SEOJK), particularly regarding AML, CFT, and the Prevention of Financing of Proliferation of Weapons of Mass Destruction (PPPSPM).
4. Regulations issued by Indonesian Financial Transaction Reports and Analysis Center (PPATK)

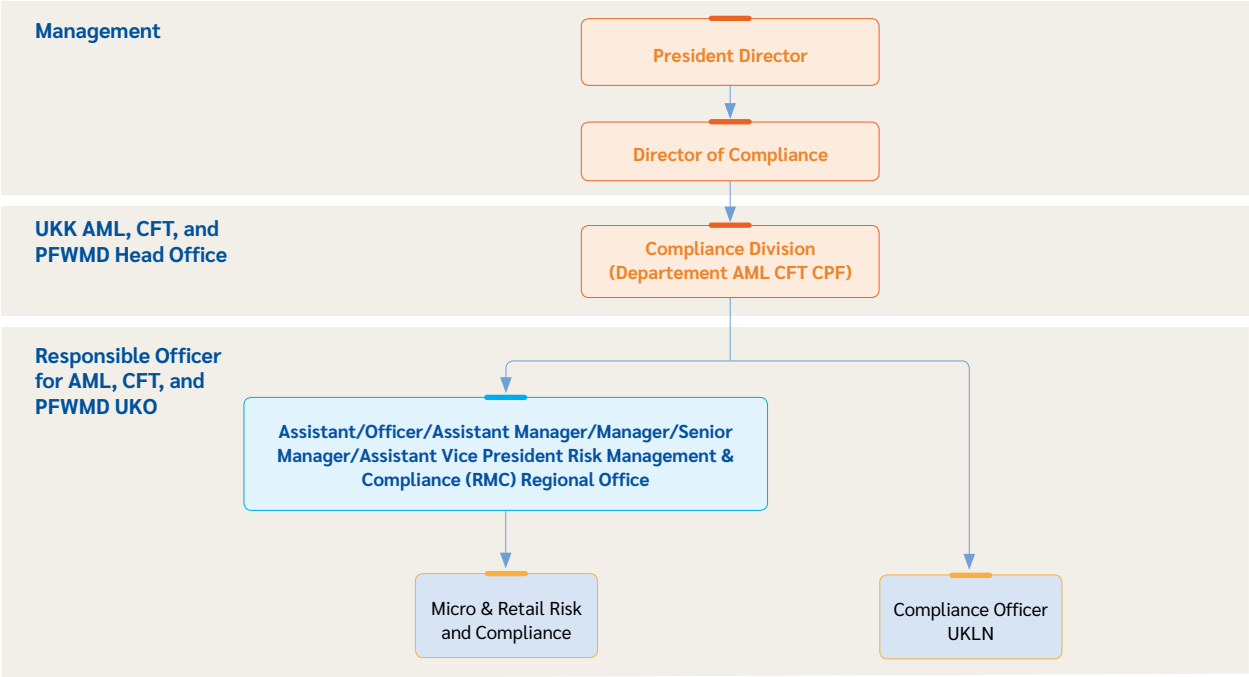
Internal Provisions

1. Circular Letter of the Board of Directors of BRI No:. SE.41- DIR/KEP/11/2023 Dated November 30, 2023 concerning the Implementation of Anti-Money Laundering (AML) Program, Prevention of Counter Financing of Terrorism (CFT) and Prevention of Financing of Proliferation of Weapons of Mass Destruction (WMD Proliferation).
2. Standard Operating Procedure No. SO.09-KEP/06/2024 dated June 28, 2024, regarding the Implementation of Anti-Money Laundering (AML) Program, Counter-Terrorism Financing (CFT), and Prevention of Financing of Proliferation of Weapons Of Mass Destruction (PFWMD), as amended by Standard Operating Procedure No. SO.09.a-KEP/06/2024 dated December 31, 2024, concerning the First Amendment to the Implementation of Anti-Money Laundering (AML) Program, Counter-Terrorism Financing (CFT), and Prevention of Financing of Proliferation of Weapons Of Mass Destruction (PFWMD).

AML, CFT and WMD Proliferation Manager

The person in charge of the AML, CFT, and WMD Proliferation Program Implementation was carried out by the Special Work Unit (SWU) at each organizational level. BRI SWU Head Office was implemented by Compliance Division KP BRI which was a structural business unit in BRI's organizational structure. In carrying out its duties, Compliance Division KP BRI reported and was responsible to the Compliance Director of BRI. Meanwhile, the person in charge of the AML, CFT and WMD Proliferation Program Implementation in the Operational Business Unit was carried out by the Responsible Officer for AML, CFT and WMD Proliferation of the Operational Business Unit. In this case, it was carried out by the Regional Office Compliance staff and BRC (Branch Risk & Compliance) & URC (Risk & Compliance Unit), where the staff reports and was responsible to the Compliance Division of BRI Headquarter.

Organizational Structure of AML, CFT and WMD Proliferation



Organizational Structure of AML, CFT and WMD Proliferation

Duties and responsibilities of BRI SWU Head Office cq. KP BRI Compliance Division towards the implementation of AML, CFT, and PPPSPM Program were:

1. Periodically analyze the risk assessment of money laundering offenses and/or terrorism financing offenses and/or the prevention of the financing of weapons of mass destruction, in relation to customers, countries or geographic areas, products, services, transactions, or distribution networks (delivery channels).
2. Develop, update, and propose policies and procedures for the implementation of the AML, CFT, and WMD financing prevention programs that have been established to manage and mitigate risks based on risk assessments.
3. Ensure the existence of a system that can effectively identify, analyze, monitor, and provide reports on the characteristics of transactions conducted by customers.
4. Ensure that the policies and procedures developed are in line with changes and developments, including but not limited to products, services, and technology in the financial services sector, business activities and complexity, transaction volumes, and methods of Money Laundering and/or Terrorist Financing.
5. Ensure that the forms related to customers accommodate the necessary data for the implementation of the AML, CFT, and PF programs.
6. Monitor customer accounts and the execution of customer transactions.
7. Evaluate the results of monitoring and analysis of customer transactions to ensure the presence or absence of Suspicious Financial Transactions (SFT), Cash Transactions (CT), and/or cross-border fund transfer transactions (CFT).
8. Document the results of monitoring and evaluation.
9. Coordinate the updating of customer data and profiles, as well as transaction data and profiles.
10. Monitor securities accounts and the execution of custodian client transactions.
11. Maintain records of the monitoring and evaluation results of securities transactions.
12. Ensure that business activities with a high risk of Money Laundering and/or Terrorism Financing are effectively identified in accordance with the Bank's policies and procedures, as well as regulatory requirements.
13. Ensure the existence of an effective communication mechanism from each business unit to the designated unit or officer responsible for the implementation of the AML and CFT programs, while maintaining confidentiality of information and adhering to anti-tipping off provisions.

14. Conduct supervision on the implementation of the AML and CFT programs within the relevant business units.
15. Ensuring the identification of high-risk areas related to the implementation of the AML CFT and PFWMD programs by referring to the provisions of laws and regulations and adequate information sources.
16. Receiving, analyzing, and preparing reports on Suspicious Financial Transactions and/or cash transactions conducted by the working unit.
17. Preparing reports on Suspicious Financial Transactions, Cash Financial Transactions, and/or financial transactions involving fund transfers to and from abroad to be submitted to PPATK.
18. Ensuring that all activities related to the implementation of the AML CFT and PFWMD programs are carried out properly.
19. Monitor, analyze, and recommend training needs regarding the implementation of the AML CFT and PFWMD programs for officials and/or employees of PJK.
20. Serves as a contact person for the competent authorities related to the implementation of AML, CFT, and WMD Proliferation programs (including Bank Indonesia, Financial Services Authority, PPATK, and Law Enforcement Officials).

The duties and responsibilities of the Officer in Charge of AML, CFT, and WMD Proliferation Program Implementation in the Operational Business Unit towards AML, CFT, and WMD Proliferation Program Implementation were as follows:

1. Monitoring customer accounts and the execution of customer transactions in the Operational Business Unit under the supervision of the Regional Office.
2. Conduct an evaluation of the monitoring results and analysis of customer transactions to ensure the presence or absence of Suspicious Financial Transactions and Cash Financial Transactions
3. Monitoring the updating of customer data and profiles as well as customer transaction data and profiles.
4. Ensuring the existence of a good communication mechanism from each related business unit to the special business unit or officials responsible for the implementation of the AML and CFT programs while maintaining information confidentiality and adhering to Anti Tipping-Off provisions
5. Conduct supervision related to the implementation of the AML CFT and PFWMD programs for operational business units under the supervision of the Regional Office.
6. Receive and verify reports of Suspicious Financial Transactions and/or cash transactions submitted by operational units under the supervision of the Regional Office.
7. Monitor, analyze, and recommend training needs on the implementation of the AML CFT and PFWMD programs for officials and/or employees of operational units under the supervision of the Regional Office.
8. Act as the contact person for relevant authorities regarding the implementation of the AML CFT and PFWMD programs (including Bank Indonesia, the Financial Services Authority, PPATK, and Law Enforcement Authorities).

Socialization of AML, CFT and WMD Proliferation

To improve employee understanding of the implementation of AML CFT at BRI, the AML CFT Management conducts several socialization in the following ways:

1. In-House Training.
2. Landing Page on the BRISTARS application.
3. Posters, videos, and other communication media at the Company's offices.
4. Online learning materials on the topic of AML CFT and PFWMD on the internal BRISMART e-learning platform.

Lawsuit

The legal cases faced by BRI in 2024 are as follows.

Legal Issues	Number of Cases	
	Civil	Criminal
Has received a decision that has permanent legal force	59	1
In the process of settlement	891	175
Total	950	176

2024					
Regarding	Q I	Q II	Q III	Q IV	TOTAL
Credit (Auction Postponement)	85	139	253	281	758
Non-Auction Credit	16	29	30	30	105
Ops & Services	2	7	6	9	24
Support	2	1	0	1	4
Treasury, Trade Finance & IT	0	0	0	0	0
GRAND TOTAL					891

Inkracht Wins Regarding	2024 Q I	Q II	Q III	Q IV	TOTAL
Credit (Auction Postponement)	13	24	11	0	48
Non-Auction Credit	2	3	0	0	5
Ops & Services	2	2	0	0	4
Support	0	0	0	0	0
Treasury, Trade Finance & IT	0	0	0	0	0
GRAND TOTAL					57

1. Inkracht Case Wins
   Inkracht won 57 cases in 2024, consisting of:
   - Credit Matters (Postponement of Collateral Auction)) : 48 cases
   - Non-Auction Credit Matters : 5 cases
   - Operational & Service Matters : 4 cases
   - Support Matters (HR, Logistics, etc.) : 0 cases
   - Treasury, Trade Finance, & IT Matters : 0 cases

Inkracht Wins Regarding	2024 Q I	Q II	Q III	Q IV	TOTAL
Credit (Auction Postponement)	0	1	0	0	1
Non-Auction Credit	0	0	0	1	1
Ops & Services	0	0	0	0	0
Support	0	0	0	0	0
Treasury, Trade Finance & IT	0	0	0	0	0
GRAND TOTAL					2

2. Inkracht Case Wins
   Inkracht Cases Lost in 2024 as many as 2 Cases, consisting of:
   - Credit Matters (Postponement of Collateral Auction)) : 1 cases
   - Non-Auction Credit Matters : 1 cases
   - Operational & Service Matters : 0 cases
   - Support Matters (HR, Logistics, etc.) : 0 cases
   - Treasury, Trade Finance, & IT Matters : 0 cases

Legal Cases Faced by the Company

Table of Legal Cases Faced by the Company

Main Points of the Case / Lawsuit	Completion Status	Risk and Nominal Lawsuit	Sanctions	Its impact on the Company's condition
PKPU PT Inhil Sarimas Kelapa (ISK) BRI registered a Bill to the PKPU Management Team in the amount of: USD32,215,397.79 or equivalent (Position 25 Mar 2024 middle rate 1 USD = IDR15,773.00) IDR508,133,374,646.41, with details as follows: 1. Proses PKPU PT ISK: • March 25, 2024 - PT ISK was terminated by PKPU • April 05, 2024 - First Creditors' Meeting • April 19, 2024 - Bill Submission Deadline • April 24, 2024 - Receivables Verification • May 07, 2024 - Peace Plan Discussion Meeting and Voting • Consultative Meeting of the Panel of Judges of PT ISK (In PKPU), with the following decision: - Granting PT INHIL SARIMAS KELAPA Permanent PKPU (In PKPU) for 100 days; - Appointing Dr. FAHREN, SH, M.Hum as Supervisory Judge; - Appoint : • Ir. Erdin Silaban, S.H., M.M (exsisting) • Bonar P. Sidabukke, S.H., LL.M, CLA (exsisting) • Baso Fakhruddin, S.H., M.Kn. (Raya) • Mappajanci Ridwan Saleh, S.H., M.Kn. (Raya) • Febri Arisandi, S.H. (Bangkok) • Yandi Suhendra, S.H. (additional from existing) As a Board Member • August 14, 2024 - Discussion of Peace Proposal.024	PKPU is in progress	-	-	BRI's claim is classified as a secured debt, with collateral duly provided.

Legal Cases Faced by the Incumbent Board of Commissioners and Directors

During 2024, there were no legal issues faced by the incumbent Board of Commissioners and Directors.

Legal Cases Faced by Subsidiaries

Subsidiary Name	Main Points of the Case/ Lawsuit	Completion Status	Risk of Lawsuit	Nominal Claim	Sanctions Imposed	Its Impact on Company Conditions
PT Pegadaian	A civil dispute in the form of a lawsuit for unlawful conduct against PT Pegadaian, filed by Jerich Dantly Tofan Montori (a former employee) at the Manado District Court under case registration number 207/ Pdt.G/2024/PN Mnd, in relation to the plaintiff's objection to the waiver of compensation claims and termination of employment.	Decision that has been legally binding at the Appeal level that declares the lawsuit inadmissible	Potential to cause material company losses	IDR 5,755,683,589	There are no penalties against the company	Company Reputational Risk
PT BRI Asuransi Indonesia	A lawsuit for unlawful conduct related to the policyholder's misunderstanding of the terms of a fire insurance policy, Case No. 22/ Pdt.G/2023/PN.Gsk, at the Gresik District Court (BRINS as Defendant II).	Awaiting Supreme Court Decision in the Cassation Process	Financial and Reputational Risks	Materil Lawsuit: IDR 3,214,500,000 Immaterial Lawsuit: IDR 18,624,628,338	-	Could potentially harm the Company financially and reputationally
PT Bank Raya Indonesia	PKPU Case No. 59/Pdt.Sus. PKPU/2020/PN Niaga Sby at the Surabaya Commercial Court under the Surabaya District Court.	Declared bankrupt (asset liquidation).	-	IDR 74,002,120,490	-	Financial losses with reputational impact.
PT Asuransi BRI Life	Civil lawsuit for unlawful conduct, Case No. 13/Pdt.G/2023/PN Kng at the Kuningan District Court. BRI Life as Defendant II. - The plaintiff, Hj. Cicih Sutinsih, acting as the heir of the late H. Aan Heriana, a BRI debtor. - Seeking the return of collateral consisting of three plots of land. - Claiming the insurance payout as settlement of the outstanding loan.	Cassation Process	-	None	-	Decline in company image and reputation
PT BRI Danareksa Persero	First Party: PT BRIDS Second Party : PT Evio Securities ("Evio") Subject Matter : Evio's Default against the Bailout Agreement	Dispute Resolution Forum: Central District Court of Jakarta First Level Decision : Unacceptable Lawsuit (N.O) Appeal Level Decision : Affirming District Court Decision	-	Lawsuit Value: - Materil: IDR 10 Billion - Immateril: IDR 10 Billion	None	No impact on BRIDS operations. The settlement of this dispute is part of the process of recovery of problematic receivables since 2019. To optimize the settlement, BRIDS is currently in the non-judicial process in the form of collection with the assistance of the State Attorney team at the Deputy Attorney General for Civil and State Administration.

Subsidiary Name	Main Points of the Case/ Lawsuit	Completion Status	Risk of Lawsuit	Nominal Claim	Sanctions Imposed	Its Impact on Company Conditions
PT BRI Manajemen Investasi	None	-	-	-	-	-
PT BRI Ventura Investama	None	-	-	-	-	-
PT BRI Multifinance Indonesia	PT Fokus Narwastu Transportasi (Jakarta)	BRIF won	No compensation payment	IDR 13,388,576,016	Implementing the contents of the judgment	Financial losses with reputational impact.
PT Permodalan Nasional Madani	None	-	-	-	-	-
BRI Global Financial Services Ltd.	None	-	-	-	-	-

Administrative Sanctions Imposed on the Company, Members of the Board of Commissioners and Directors by the Capital Market Authority and Other Authorities

During 2024, there were no material administrative sanctions by the Regulator that may affect the Bank's business continuity and there were no administrative sanctions imposed on members of the Board of Commissioners or Board of Directors.

Access to Company Information and Data

BRI transparently provides the latest financial report information and company information that can be accessed by the public, including shareholders, through various print media and electronic media including the Company's website, Social Media, Indonesia Stock Exchange, and BUMN portal.

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Agustya Hendy Bernadi
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Facsimile: (+62 21) 570 0916
Email: humas@bri.co.id

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Call Centre
14017, 1500017, (+62 5798 7400)
Customer Care
callbri@bri.co.id
Social Media
Facebook: Bank BRI
Instagram: @bankbri_id
Twitter: @kontakBRI, @promo_ BRI, @bankbri_id
Youtube: BANK BRI
Chatbot: Sabrina
Via facebook messanger and whatsapp/telegram: 081-212-14017

Investor Relations

Investor Relations Division BRI had a special role to assist the Board of Directors and the Board of Commissioners in the implementation of corporate communication activities to Investors. In addition, BRI's Investor Relations Division played a role in assisting the Board of Directors and the Board of Commissioners in the implementation of corporate governance in accordance with regulations in the Capital Market sector.

Contact Investor Relation

Bret Ginesky
Division Head of Investor Relation
Gedung BRI II lantai 7
Jl. Jendral Sudirman No-44-46 Jakarta Pusat 10210
Telp.: +62 21 575 2019
Fax: +62 21 575 2010
Email: ir@bri.co.id
Website: www.ir-bri.com

Duties and Responsibilities of Investor Relations

In order to fulfill its responsibilities and regulations and improve effective communication, BRI's Investor Relations Division conducted various activities, namely:

1. Analyst Meeting
   It was an activity that was carried out regularly every quarter in order to present BRI's performance to analysts securities companies which aimed to enable analysts / securities companies to present reports with the latest data to investors.
2. Analyst Gathering
   It was a meeting activity with analysts and investors to present current issues or special materials with certain themes, with the aim of providing updates related to current issues and the latest company information.
3. Company Visit - Field Visit
   Receive visits from investors/analysts who want to update the latest performance and want to know and see firsthand the company's operations both at the head office and in the operational business unit.
4. Conference Call
   Receive visits from investors/analysts who want to update the latest performance and want to know and see firsthand the company's operations both at the head office and in the operational business unit.
5. Investor Newsletter
   Update the latest information through the publication of newsletters on BRI's Investor Relations website.
6. Investor Conference dan Non-deal Roadshow
   Conduct communication activities through 1-on-1 meetings and group meetings with investors both at home and abroad, especially in the world's financial center cities in Asia, Europe and America.
7. Rating Review
   Conduct communication activities and submission of BRI data in the framework of ratings conducted by rating agencies used by BRI, both international rating agencies (Moody's, Fitch Rating, S&P) and domestic rating agencies (Pefindo).
8. Management of the Investor Relations Website (www.ir-bri.com)
   Managing information on the Investor Relations website to ensure that shareholders, bondholders, analysts, rating analysts, and the general public have easy access to the company's latest information. The website, managed by the Investor Relations Division, is also integrated with the company's official website, www.bri.co.id.
9. Advisory Report
   Preparing advisory materials containing the results of BRI's stock valuation and the identified gaps between intrinsic value and analysts' target prices, as well as other analytical findings, for internal communication with the Board of Management.
10. Market Update Advisory
    Prepare materials in the form of updates on stock market conditions, BRI stock prices and peers to be communicated internally to the Board of Management.
11. Financial Update
    Prepare financial performance materials every quarter in order to present BRI's performance to analysts/securities companies at Analyst Meeting activities.
12. Financial Brief
    Prepare a summary of financial performance material every quarter in order to communicate BRI's performance to BRI employees.
13. BBRI News
    Prepare materials related to current issues related to the interests of the company to be communicated internally to both the Board of Management and BRI employees.

Profil Head of Investor Relation

Bret Ginesky

Division Head of Investor Relations

Foreign Citizen, born in Massachusetts, 47 years old as of December 2024. Domiciled in Jakarta.

EDUCATION HISTORY

Bachelor of Science in Management, Tulane University (2000)

CERTIFICATION

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WORK EXPERIENCE

- Senior Investment Analyst - Financials Sector, CLSA Indonesia (August 2009 - June 2011)
- Senior Vice President of Investor Relations, PT Bank Mandiri, Tbk. (July 2011 - March 2018)
- Head of Investor Relations, PT Indika Energy Tbk. (July 2018 - March 2019)
- Board of Management/Head of Investor Relations, PT Lippo Karawaci Tbk. (March 2019 - March 2022)
- Head of Investor Relations, PT Adaro Energy Indonesia Tbk. (June 2022 - January 2023)
- IR Executive, PT Bank Rakyat Indonesia Tbk. (February 2023 - January 2024)
- Division Head of Investor Relations, PT Bank Rakyat Indonesia Tbk. (January 2024 - Present)

LEGAL BASIS FOR APPOINTMENT

B.70 - HCD/HDR/01/2024 dated January 31, 2024

Investor Relations Activities During 2024

In addition to the GMS, Investor Relations also communicates the bank's activities to stakeholders, particularly existing investors and capital market participants (regulators, investors, debenture holders, analysts, and rating agencies). Relevant information is shared with an emphasis on transparency to support investors in making effective decisions and aligning their perceptions and expectations regarding the bank's strategy, performance, and financial condition. Throughout 2024, Investor Relations organized various agendas, including:

1. The quarterly convening of Analyst Meetings.
2. Communication activities in the form of 21 field visits and 161 meetings both onsite and virtually.
3. Conferences 17 times and Non Deal Roadshows 17 times.
4. Implementation of BRI BISA (Bincang Saham) to BRI employees 9 (nine) times.
5. ESG Rating.
6. Implementtation of Annual Rating Review for Fitch, Moodys, S&P and Pefindo.
7. The implementation of Public Expose, Annual General Meeting of Shareholders (AGMS), Extraordinary General Meeting of Shareholders (EGMS), and the publication of 5 (five) editions of the Investor Newsletter.
8. The management of latest information on the Investor Relations website (www.ir-bri.com), including:
   a. Company's information
   b. Financial performance and corporate presentations.
   c. Corporate Governance.
   d. Information related to the General Meeting of Shareholders (GMS).
9. Disclosure of regulatory filings, event calendar, press releases, stock performance, and information on issued securities.

Press Release

During 2024, BRI has press releases which can be accessed on the Company's website with the following categories.

No	Topic	Amount
1	Financial Performance	56
2	Award	56
3	Collaboration Ceremony and Promotion Event	42
4	Products	25
5	Services	30
6	Small Medium Enterprises Empowerment - Clusters	39
7	Small Medium Enterprises Empowerment – Brilliant villages	17
8	Financial Inclusive – BRILink Agencies	24
9	Small Medium Enterprises Empowerment – People's Business Loan	22
10	Small Medium Enterprises Empowerment – Micro Ultra	17
11	CSR	56
12	ESG	11
13	Edukasi / Literasi Masyarakat Society's Education / Literacy	19
14	Lain lain	58

Transparency in Report Submission

BRI consistently submits reports on time and under the applicable regulations. The submission of reports is a form of the Company's transparency. These reports, whether periodic or incidental, are submitted to, among others, the Financial Services Authority (OJK), the Indonesia Stock Exchange (BEI), Bank Indonesia, the Indonesia Deposit Insurance Corporation (LPS), the Ministry of State-Owned Enterprises (BUMN), and other regulators. Reports to OJK and/or BEI are submitted through the Integrated Electronic Reporting Facility for Issuers and Public Companies as follows:

Date	Letter Number	Regarding
11-01-2024	B.7.e-CSC/CSM/CGC/01/2024	Request for Explanation from Issuers and Other Public Companies
11-01-2024	B.17.e-CSC/CSM/PAF/01/2024	Request for Explanation from Issuers and Other Public Companies
12-01-2024	B.13.e-CSC/CSM/CGC/01/2024	Share Buyback Report
15-01-2024	B.144-DIR/INV/TCS/CPD/01/2024	Report on Use of Proceeds from Public Offering
15-01-2024	B.143-DIR/INV/TCS/CPD/01/2024	Report on Use of Proceeds from Public Offering
16-01-2024	R.53-DIR/CSC/01/2024	Submission of Agenda of Annual General Meeting of Shareholders
22-01-2024	B.20.e-CSC/CSM/CGC/01/2024	Request for Explanation of Issuers and Public Companies Request for Discussion Time
23-01-2024	B.21.e-CSC/CSM/CGC/01/2024	Notification of Plan for Annual General Meeting of Shareholders
24-01-2024	B.21.e.CSC/CSM/CGC/01/2024	Submission of Evidence of Advertisement of GMS Notification
02-02-2024	B.330-DIR/FMA/01/2024	Request for Explanation of Issuers and Other Public Companies

Date	Letter Number	Regarding
02-02-2024	B.329-DIR/FMA/01/24	Submission of Financial Reports
06-02-2024	B.33.e-CSC/CSM/CGC/02/2024	Request for Explanation from Issuers and Other Public Companies
06-02-2024	B.28.e-CSC/CSM/CGC/02/2024	Submission of Evidence of Advertising of Annual Financial Report Information
07-02-2024	B.36.e-CSC/CSM/CGC/02/2024	Invitation to Annual General Meeting of Shareholders
07-02-2024	B.34.e-CSC/CSM/CGC/02/2024	Submission of Annual and Sustainability Reports
10-02-2024	B.31.e-CSC/CSM/CGC/02/2024	Request for Explanation of Issuers and Other Public Companies
10-02-2024	B.36.e.CSC/CSM/CGC/02/2024	Submission of Evidence of Advertisement of GMS Invitation
10-02-2024	B.35.e-CSC/CSM/CGC/02/2024	Request for Explanation of Issuers and Other Public Companies
10-02-2024	B.32.e-CSC/CSM/CGC/02/2024	Changes in Shareholder Structure
26-02-2024	B.504-DIR/INV/TCS/CPD/02/2024	Request for Explanation of Issuers and Other Public Companies
26-02-2024	B.505-DIR/INV/TCS/CPD/02/2024	Prospectus Submission
26-02-2024	B.506-DIR/INV/TCS/CPD/02/2024	Submission of Advertisement Evidence of Additional Information Summary of Public Offering of Sustainable Environmentally-Aware Bonds I Bank BRI Phase III Year 2024.
04-03-2024	01/PT-GP/Ket/III/2024	Summary of Minutes of the Annual General Meeting of Shareholders
04-03-2024	01/PT-GP/Ket/III/2024	Disclosure of Information related to Corporate Actions - Cash Dividends - 04032024
05-03-2024	B.57.e-CSC/CSM/CGC/03/2024	Submission of Advertisement Evidence of GMS Results
05-03-2024	B.56.e-CSC/CSM/CGC/03/2024	Changes in BRI Life Share Ownership Structure
07-03-2024	B.58.e-CSC/CSM/CGC/03/2024	Rating Results Report Annual Rating
08-03-2024	B.623-DIR/INV/TCS/CPD//03/2024	Request for Explanation of Issuers and Other Public Companies
13-03-2024	B.151.e-CSC/CSM/PAF/03/2024	Request for Explanation of Issuers and Other Public Companies
13-03-2024	B.67.e-CSC/CSM/CGC/03/2024	Request for Explanation of Issuers and Other Public Companies
13-03-2024	B.152.e-CSC/CSM/PAF/03/2024	Changes in Shareholder Structure
19-03-2024	B.71.e-CSC/CSM/CGC/03/2024	Request for Explanation of Issuers and Other Public Companies
21-03-2024	B.72.e-CSC/CSM/CGC/03/2024	Changes in Audit Committee
28-03-2024	B.80.e-CSC/CSM/CGC/03/2024	Minutes of Annual General Meeting of Shareholders
04-04-2024	B.86.e-CSC/CSM/CGC/04/2024	Request for Explanation of Issuers and Other Public Companies
05-04-2024	B.233.e-CSC/CSM/PAF/04/2024	Request for Explanation of Issuers and Other Public Companies
05-04-2024	B.234.e-CSC/CSM/PAF/04/2024	Request for Explanation of Issuers and Other Public Companies
05-04-2024	B.235.e-CSC/CSM/PAF/04/2024	Changes in Shareholder Structure
05-04-2024	B.1-CSC/CSM/CGC/04/2024	Report of Ownership or Any Change in Share Ownership of Public Companies
26-04-2024	B.93.e-CSC/CSM/CGC/4/2024	Submission of Evidence of Advertisement of Interim Financial Report Information
29-04-2024	B.97.e-CSC/CSM/CGC/04/2024	Submission of Copy of Notarial Deed on Amendment of BRI Articles of Association
11-05-2024	B.290.e-CSC/CSM/PAF/05/2024	Request for Explanation of Issuers and Other Public Companies
11-05-2024	B.292.e-CSC/CSM/PAF/05/2024	Change of Shareholder Structure
01-06-2024	B.105.e-CSC/CSM/CGC/05/2024d	Ownership Report or Any Changes in Ownership of Public Company Shares
01-06-2024	B.105.e-CSC/CSM/CGC/05/2024e	Ownership Report or Any Changes in Ownership of Public Company Shares
01-06-2024	B.105.e-CSC/CSM/CGC/05/2024b	Ownership Report or Any Changes in Ownership of Public Company Shares
01-06-2024	B.105.e-CSC/CSM/CGC/05/2024n	Ownership Report or Any Changes in Ownership of Public Company Shares
01-06-2024	B.105.e-CSC/CSM/CGC/05/2024m	Ownership Report or Any Changes in Ownership of Public Company Shares
01-06-2024	B.105.e-CSC/CSM/CGC/05/2024l	Ownership Report or Any Changes in Ownership of Public Company Shares
01-06-2024	B.105.e-CSC/CSM/CGC/05/2024c	Ownership Report or Any Changes in Ownership of Public Company Shares
01-06-2024	B.105.e-CSC/CSM/CGC/05/2024f	Ownership Report or Any Changes in Ownership of Public Company Shares

Date	Letter Number	Regarding
01-06-2024	B.105.e-CSC/CSM/CGC/05/2024g	Ownership Report or Any Changes in Ownership of Public Company Shares
01-06-2024	B.105.e-CSC/CSM/CGC/05/2024h	Ownership Report or Any Changes in Ownership of Public Company Shares
01-06-2024	B.105.e-CSC/CSM/CGC/05/2024k	Ownership Report or Any Changes in Ownership of Public Company Shares
01-06-2024	B.105.e-CSC/CSM/CGC/05/2024j	Ownership Report or Any Changes in Ownership of Public Company Shares
01-06-2024	B.105.e-CSC/CSM/CGC/05/2024i	Ownership Report or Any Changes in Ownership of Public Company Shares
01-06-2024	B.105.e-CSC/CSM/CGC/05/2024a	Ownership Report or Any Changes in Ownership of Public Company Shares
01-06-2024	B.105.e-CSC/CSM/CGC/05/2024	Ownership Report or Any Changes in Ownership of Public Company Shares
10-06-2024	B.118.e-CSC/CSM/CGC/06/2024	Request for Explanation of Issuers and Other Public Companies
10-06-2024	B.111.e-CSC/CSM/PAF/06/2024	Changes in Shareholder Structure
10-06-2024	B.110.e-CSC/CSM/PAF/06/2024	Request for Explanation of Issuers and Other Public Companies
10-06-2024	B.112.e/CSC/CSM/PAF/06/2024	Request for Explanation of Issuers and Other Public Companies
12-06-2024	B.7-CSC/CSM/CGC/06/2024	Report of Ownership or Any Change in Ownership of Shares of Public Companies
12-06-2024	B.8-CSC/CSM/CGC/06/2024	Ownership Report or Any Change in Ownership of Public Company Shares
12-06-2024	B.9-CSC/CSM/CGC/06/2024	Ownership Report or Any Change in Ownership of Public Company Shares
14-06-2024	B.123.e-CSC/CSM/CGC/06/2024	Internal Audit Changes
19-06-2024	B.10-CSC/CSM/CGC/06/2024	Ownership Report or Any Change in Ownership of Public Company Shares
19-06-2024	B.11-CSC/CSM/CGC/06/2024	Ownership Report or Any Change in Ownership of Public Company Shares
19-06-2024	B.13-CSC/CSM/CGC/06/2024	Ownership Report or Any Change in Ownership of Public Company Shares
20-06-2024	B.14-CSC/CSM/CGC/06/2024	Ownership Report or Any Change in Ownership of Public Company Shares
20-06-2024	B.12-CSC/CSM/CGC/06/2024	Ownership Report or Any Change in Ownership of Public Company Shares
28-06-2024	B.1768-DIR/FMA/05/2024	Evaluation Report on the implementation of audit services for annual historical financial information by AP and/or KAP
10-07-2024	B.141.e-CSC/CSM/CGC/07/2024	Changes in Shareholder Structure
10-07-2024	B.142.e-CSC/CSM/CGC/07/2024	Request for Explanation of Issuers and Other Public Companies
10-07-2024	B.143.e-CSC/CSM/CGC/07/2024	Request for Explanation of Issuers and Other Public Companies
12-07-2024	B.2272-DIR/FMA/07/2024	Request for Explanation of Issuers and Other Public Companies
12-07-2024	B.2260.DIR/INV/TCS/CPD/07/2024	Report on Termination of Implementation of Public Offering of Sustainable Environmentally-Friendly Bonds I Bank BRI Year 2022
15-07-2024	B.151.e-CSC/CSM/CGC/07/2024	Submission of Evidence of Advertisement Report on Termination of Implementation of Public Offering of Sustainable Environmentally-Friendly Bonds I Bank BRI Year 2022
15-07-2024	B.152.e-CSC/CSM/CGC/07/2024	Share Buyback Report
15-07-2024	B.2259-DIR/INV/TCS/CPD/07/2024	Report on Use of Proceeds from Public Offering
15-07-2024	B.746-DIR/FMA/03/2024	Appointment/Change of Public Accounting Firm and/or Public Accountant
15-07-2024	B.153.e-CSC/CSM/CGC/07/2024	Submission of Documents for Appointment of Public Accounting Firm and/or Public Accountant Approved by GMS
26-07-2024	B.164.e-CSC/CSM/CGC/07/2024	Report on Readiness of Funds for Repayment of Bank BRI Continuous Bonds II Phase III Year 2017 Series C
29-07-2024	B.167.e-CSC/CSM/CGC/07/2024	Submission of Evidence of Advertisement of Interim Financial Report Information
09-08-2024	B.173.e-CSC/CSM/CGC/08/2024	Request for Explanation of Issuers and Other Public Companies
09-08-2024	B.476.e-CSC/CSM/PAF/08/2024	Request for Explanation of Issuers and Other Public Companies
09-08-2024	B.172.e-CSC/CSM/CGC/08/2024	Changes in Shareholder Structure
15-08-2024	B.179.e-CSC/CSM/CGC/08/2024	Public Expose Implementation Plan - Annual
26-08-2024	B.185.e-CSC/CSM/CGC/08/2024	Submission of Public Expose Materials - Annual
30-08-2024	B.190.e-CSC/CSM/CGC/08/2024	Request for Explanation from Issuers and Other Public Companies
02-09-2024	B.194.e-CSC/CSM/CGC/08/2024	Cooperation Plan

Date	Letter Number	Regarding
03-09-2024	B.195.e-CSC/CSM/CGC/08/2024	Public Expose Results Report - Annual
10-09-2024	B.198.e-CSC/CSM/CGC/08/2024	Changes in Shareholder Structure
10-09-2024	B.199.e-CSC/CSM/CGC/09/2024	Request for Explanation of Issuers and Other Public Companies
10-09-2024	B.201.e-CSC/CSM/CGC/09/2024	Request for Explanation of Issuers and Other Public Companies
10-09-2024	B.197.e-CSC/CSM/CGC/09/2024	Changes in the Audit Committee
13-09-2024	R.1846-DIR/SBM/09/2024	Request for Explanation of Issuers and Other Public Companies
30-09-2024	B.209.e-CSC/CSM/CGC/09/2024	Equity Participation in PT Kliring Penjaminan Efek Indonesia (KPEI)
30-09-2024	R.1996-DIR/CMG/09/2024	Request for Explanation from Issuers and Other Public Companies
04-10-2024	B.211.e-CSC/CSM/CGC/10/2024	Report on Readiness of Funds for Repayment of Sustainable Environmentally-Aware Bonds I Bank BRI Phase II Year 2023 Series A
09-10-2024	R.73.e-CSC/CSM/CGC/10/2024	Share Buyback Report
10-10-2024	B.221.e-CSC/CSM/CGC/10/2024	Request for Explanation from Issuers and Other Public Companies
10-10-2024	B.219.e-CSC/CSM/CGC/10/2024	Request for Explanation from Issuers and Other Public Companies
10-10-2024	B.220.e-CSC/CSM/CGC/10/2024	Changes in Shareholder Structure
16-10-2024	B.204.e-IRD/SMG/10/2024	Materials for Surabaya Investor Meeting & Connectivity 2024
17-10-2024	B.227.e-CSC/CSM/CGC/10/2024	Report on the Readiness of Repayment Funds for Bank BRI's Continuous Bonds III Phase I Year 2019 Series C
24-10-2024	B.3698-DIR/FMA/10/2024	Request for Explanation from Issuers and Other Public Companies
31-10-2024	B.234.e-CSC/CSM/CGC/10/2024	Report on the Readiness of Repayment Funds for Bank BRI's MTN Year 2022 Series A
31-10-2024	B.237.e-CSC/CSM/CGC/10/2024	Submission of Evidence of Advertisement of Interim Financial Report Information
01-11-2024	B-239.e-CSC/CSM/CGC/11/2024	Company Performance Presentation Material for Quarter III of 2024
08-11-2024	B.241.e-CSC/CSM/CGC/11/2024	Request for Explanation of Issuers and Other Public Companies
08-11-2024	B.738.e-CSC/CSM/PAF/11/2024	Request for Explanation of Issuers and Other Public Companies
08-11-2024	B.242.e-CSC/CSM/CGC/11/2024	Changes in Shareholder Structure
11-11-2024	B.248.e-CSC/CSM/CGC/11/2024	Response to Requests for Explanation on Media Reports
12-11-2024	B.3923-DIR/HBS/11/2024	Changes in Audit Committee
21-11-2024	B.4068-DIR/ISG/11/2024	Requests for Explanation of Issuers and Other Public Companies
05-12-2024	B.1.e-DIR/CSC/CSM/12/2024	Changes in Internal Audit
10-12-2024	B.269.e-CSC/CSM/CGC/12/2024	Requests for Explanation of Issuers and Other Public Companies
10-12-2024	B.270.e-CSC/CSM/CGC/12/2024	Request for Explanation of Issuers and Other Public Companies
10-12-2024	B.271.e-CSC/CSM/CGC/12/2024	Changes in Shareholder Structure
16-12-2024	B.4423-DIR/ALM/12/2024	Interim Cash Dividend Schedule
18-12-2024	B.4423-DIR/ALM/12/2024a	Submission of Proof of Advertisement of Interim Dividend Distribution Schedule
23-12-2024	B.289.e-CSC/CSM/CGC/12/2024	Changes in Address/Telephone Number/Fax/E-Mail/Website/NPWP/NPKP

Code of Ethics

BRI has established a Code of Ethics as outlined in the BRI Board of Directors Circular Letter No. SE.09.a-DIR/KEP/03/2023 dated October 31, 2023, regarding the First Amendment to Corporate Governance Book 6 (Code of Ethics). The implementation of the Code of Ethics serves as a fundamental value for the Company, the Board of Directors, the Board of Commissioners, and all employees in carrying out their duties professionally. It is applied continuously and sustainably in the form of attitudes, actions, commitments, and regulations that support the creation of a corporate culture.

Code of Ethics Principles

1. Leader Commitment and Exemplary Leadership
   The commitment of the leaders was reflected in the obligation of the Board of Directors and the Board of Commissioners to declare their compliance with the Code of Ethics through the Code of Ethics Statement Letter. In addition, the Board of Directors and Board of Commissioners were also role models for all Insan BRILian in guiding and implementing the Code of Ethics.
2. Transparency
   The principle of transparency was reflected in the openness and publication made by the Bank on the provisions, implementation and violations of the Code of Ethics that occured in BRI in accordance with applicable regulations.
3. Accountability
   BRI's responsibility as a Bank for the implementation of the Code of Ethics, among others, was reflected in BRI's relationship with customers, competitors, partners, regulators, stakeholders as well as society and the environment. The responsibility to comply with the Code of Ethics for BRI personnel was documented in the Code of Ethics Statement and the application of behavior in accordance with the Code of Ethics in carrying out their duties and responsibilities.
4. Control
   Violations of the Code of Ethics could be reported through the Whistleblowing System (WBS) reporting tool. If based on the results of the investigation, the violation of the Code of Ethics was proven to be true, it would be subject to sanctions in accordance with the provisions of the BRI Disciplinary Regulations.
5. Surveillance
   Monitoring and evaluation of the implementation of the Code of Ethics policy at BRI was carried out to ensure that the Code of Ethics policy at BRI has been understood by BRI personnel and implemented properly, so that it could always be a guide for BRI personnel. The Code of Ethics policy was also constantly being improved in accordance with the latest conditions.

Points of The Code of Ethics

The implementation of the Company's Code of Ethics is divided into the Bank's Code of Ethics and the BRI.

Employees' Code of Ethics. The elements of the Bank's Code of Ethics consist of the following principles and explanations:

BANK'S CODE OF ETHICS
1. Compliance with Laws and Regulatory Policies
2. The Relationship between the Bank and BRI Employees
3. Relationship with Customers
4. Relationship with Competitors and Business Partners
5. Relationship with Shareholders and Investors
6. Relationship with Regulator
7. Relationship with the Community and the Environment
8. Ethics as a Business Group (BRI Group)
9. Gratification Control, Anti-Bribery, and Anti-Corruption

The elements and explanations related to the BRI Employees' Code of Ethics are as follows:

BRI EMPLOYEES' CODE OF ETHICS
1. Bank Compliance with Laws, Regulatory Policies, and the Bank's Internal Policies
2. The Code of Ethics as BRI Employees
3. Relationship with Customers
4. Relationship with Competitors and Business Partners
5. Interpersonal Relationships among Employees, including with Employees of the BRI Group
6. Relationship with Regulator
7. Relationship with the Community and the Environment
8. Gratification Control, Anti-Bribery, and Anti-Corruption

Commitment to the Code of Ethics

All BRI personnel, namely, Directors, Board of Commissioners and all employees must know, understand and implement the BRI Code of Ethics in accordance with applicable regulations. All BRI personnel were required to make a Code of Ethics Statement every year as a form of commitment in compliance with the Company's Code of Ethics. The Code of Ethics Statement was a condition of continued employment with the Company.

Code of Ethics Socialization

In order to improve BRI personnel's understanding of the Company's Code of Ethics, BRI communicated the Code of Ethics policy to all BRI personnel, among others through:

1. Company website.
2. Landing Page on the BRISTARS application.
3. Collective Labor Agreement between the Company's Labor Union and the Company's Management.
4. Posters, videos and other advertising media at the Company's offices.
5. Materi pembelajaran online dengan tema Kode Etik pada platform e-learning internal BRISMART.

Throughout 2024, internal socialization of the Company's Code of Ethics has been carried out for all BRI employees through the BRISTARS application and Digital Office, with the following themes: Reporting Violations via the Whistleblowing System (June 2024), Holiday Gratification (March-April 2024), Rejecting Gratification (April-May 2024), and Conflict of Interest (July 2024).

Consultation Media Code of Ethics

Consultations regarding the application of the Code of Ethics can be made through email at: kode-etik@corp.bri.co.id.

Efforts to Implement and Enforce the Code of Ethics

In an effort to uphold the code of ethics in the company, the Board of Directors, Board of Commissioners, and all BRI employees were committed to running the Bank's business by applying ethics in the banking system. The realization of this commitment was carried out in:

1. Code of Ethics Statement
   All BRI personnel must know and understand well and declare the "Statement of Compliance with the Code of Ethics" every year.
2. Commitment of Management and All BRI Workers
   Commitment of management and all Employees not to accept and give gratuities in the form of money and / or goods related to their obligations or responsibilities published in the mass media and the Company's website.
3. Annual Disclosure Conflict of Interest
   All BRI personnel were required to make an annual disclosure of no conflict of interest every year, and all business unit are required to submit reports on transactions/decisions that contain conflicts of interest every month.
4. Integrity Pact
   The signing of the integrity pact was carried out by the procurement committee, user business unit, vendor or partner in the entire process of procuring goods and services at BRI. In addition, every year the Board of Directors and Board of Commissioners sign the GCG Statement as a form of commitment to implementing the principles of Good Corporate Governance. Meanwhile, all employees sign an Anti-Fraud and Gratification Control commitment at the BRIlLiaN Improvement Forum which was held annually.
5. Whistleblowing System
   All violations of BRI's code of ethics were reported through the Whistleblowing System (WBS) mechanism. If based on the results of the investigation, the violation of the Code of Ethics was proven, it would be subject to sanctions in accordance with the provisions of BRI disciplinary violations.

Types of Sanctions for Violating the Code of Ethics

Sanction Category
Termination of Employment
Written Warning
Written Reprimand
Demotion 1 Grade
Demotion 2 Grade

Number of Violations and Sanctions Given

The number of internal violations that occurred during 2024 was as follows.

Internal Violations	Number of Violations		
	Permanent Workers	Non permanent workers	
		Contract	Outsourcing
Completed	95	29	46
In Process of Completion	0	16	15
Total	95	45	61

During 2024, The details of the sanctions given were as follows.

Sanction Category	Total	
	Permanent Workers	Non permanent workers
Work termination	131	71
Written Warning	720	4
Written warning	514	
Demotion 1 Grade	164	
Downgrade 2 Grades	45	
Grand Total	1.574	75

Internal Deviation (Fraud)

Anti Fraud Strategy

Anti Fraud Strategy covered the Bank's strategy in controlling Fraud designed to develop, implement and improve the anti Fraud compliance program in the Bank, by referring to the process of Fraud occurrence and paying attention to the characteristics and range of potential Fraud occurrence structured in a comprehensive, integralistic manner and implemented in the form of a control system. Implementing an anti-fraud strategy became a part of implementing risk management, especially those related to aspects of the internal control system. The implementation of BRI's anti-fraud strategy contained 4 (four) pillars, namely:

1. PREVENTION

The prevention pillar contained steps to reduce the potential risk of fraud, which includes at least:

a. Anti Fraud Awareness
   Anti-Fraud Awareness was an effort to raise awareness regarding the importance of preventing fraud for all levels of the Bank organization and various parties related to the Bank. Through good leadership and supported by high anti-fraud awareness, it was expected that awareness could grow among all elements in the Bank and various parties connected with the Bank regarding the importance of controlling fraud. The leadership's morals and awareness of anti-fraud had to animate every policy or provision set. Efforts to raise anti-fraud awareness were carried out, among others, through:
   1). Preparation and Socialization of Anti-Fraud Declaration
   2). Anti-Fraud Culture Program for Employees
   3). Fraud Awareness and Awareness Program for Customers
b. Identify Vulnerabilities
   Vulnerability identification became a process for identifying, analyzing and assessing potential risks of fraud which could be carried out periodically or if there were indications of fraud.
c. Get to know your employees policy
   As an effort to prevent fraud, the Bank implemented a policy of getting to know employees as an effort to control the HR aspect.

2. DETECTION

The detection pillar contained steps to identify and discover fraud in the Bank's business activities, which included:

a. Policy and Mechanism for Handling Complaints (Whistleblowing)
b. Surprise Audit
c. Monitoring System

3. INVESTIGATION, REPORTING, AND PENALTIES

It is part of the Fraud Control System aimed at addressing fraud through investigations, with the results reported to the President Director, Board of Commissioners, and Regulators, including proposals for sanctions and legal processes for the fraud perpetrators. To strengthen the function of the Third Pillar, authority for conducting investigations and imposing sanctions has been delegated to each region to expedite the handling of cases and recovery processes.

4. MONITORING, EVALUATION AND FOLLOW-UP

The monitoring, evaluation and follow-up pillar contained steps to carry out monitoring and evaluation and follow up on fraud, including at least:

a. Monitoring
   One of the important steps in implementing a Fraud control system was monitoring follow-up actions carried out on Fraud, both in accordance with the Bank's internal regulations and in accordance with statutory provisions.
b. Evaluation
   To support the implementation of the evaluation, the Bank maintained data on fraud incidents. Event data can be used as an evaluation tool. Based on fraud incident data and the results of the evaluation, weaknesses and causes of fraud can be identified and necessary handling and improvement steps can be determined, including strengthening the internal control system. A comprehensive evaluation of the Fraud control system was carried out periodically.
c. Follow up
   The Bank developed a follow-up mechanism based on the results of evaluation of Fraud incidents to correct weaknesses and strengthen the internal control system in order to prevent the recurrence of Fraud due to similar weaknesses.

To support the effectiveness of implementing anti-fraud strategies, the Company has established a business unit or function tasked with handling the implementation of anti-fraud strategies in the organization, in this case managed by the Operational Risk Division which should be responsible to the President Director.

Number of Deviations (Internal Fraud) and Resolution Efforts

Internal Fraud in 1 year	Number of Internal Fraud Incidents.					
	Members of the Board of Commissioners and Members of the Board of Directors.		Permanent Employees		Temporary Employees	
	Previous Year (2023)	Current Year (2024)	Previous Year (2023)	Current Year (2024)	Previous Year (2023)	Current Year (2024)
Fraud Total	-	-	169	1040	4	119
Resolved	-	-	79	456	3	69
In the process of Resolution within the Bank's Affairs	-	-	16	584	-	50
Resolution has not been initiated	-	-	65	0	1	0
Has been followed up Through Legal Proceedings	-	-	9	133	8	24

Notes
Internal fraud with a value exceeding IDR 100 million.

Whistleblowing System

In improving the implementation of Good Corporate Governance at BRI, the Company's management was committed to running the company professionally based on behavior in accordance with the code of ethics and corporate culture. Therefore, if there are violations committed by BRI personnel, management has provided reporting media that is managed transparently and fairly, namely through the Whistleblowing System.

BRI's Whistleblowing System Policy has been regulated in the Circular Letter of the Board of Directors Number SE.09-DIR/ KEP/03/2023 dated March 15, 2023 regarding Corporate Governance Book 2 regarding the Whistleblowing System. In order to maintain the quality of Whistleblowing System management, BRI takes the following steps:

1. Evaluation of the implementation of the Corruption Crime Whistleblowing System which is integrated with the Corruption Eradication Commission.
2. Updating the management structure and evaluating the implementation of the BRI Whistleblowing System in accordance with current conditions.
3. Dissemination of communication materials related to the Whistleblowing System, both to workers, vendors and customers.
4. Evaluate workers' understanding regarding the Whistleblowing System through e-learning

Submission and Media of Violation Reports

The means of reporting the Whistleblowing System could be reported through:

1. SMS: 08118200600
2. Whatsapp: 08118200600
3. Written Letter: PO BOX 1895 JKP 10900
4. Webmail: whistleblower@corp.bri.co.id
5. Website: https://whistleblowing-system.bri.co.id

Reward & Punishment

BRI gave appreciation to workers who dared to report irregularities that occurred through the whistleblowing system. All whistleblowing system reports received would be followed up effectively and efficiently while maintaining the confidentiality of the reporter. Any violations committed in the process of managing whistleblowing system reports, whether in the form of leaking the identity of the reporter or submitting false reports, would be followed up in accordance with applicable regulations.

Whistleblower Protection

As outlined in the company's internal policies, BRI is committed to providing protection for whistleblowers regarding the confidentiality of their personal data and the information reported, in order to encourage good-faith whistleblowers to report potential violations. Protection is also guaranteed for the company's whistleblowers with the following assurances:

1. The option to submit reports anonymously.
2. Guarantee of confidentiality for the whistleblower's identity if the report is submitted without choosing the anonymous option.
3. Protection for internal whistleblowers from threats, pressure from superiors, delays in promotions, discrimination, termination, and unilateral transfers.
4. Legal assistance for the whistleblower in accordance with applicable regulations.

Whistleblowing System Reporting Procedure

Violation Indication Criteria

Information on reporting indications of violations that can be submitted and followed up through the Whistleblowing System (WBS), namely:

1. Fraud
2. Fraud/Embezzlement/Forgery/Theft
3. Gratification/Bribery/Corruption
4. Conflict of Interest
5. Violations of BRI's accounting processes and financial reporting.
6. Violations of company regulations/procedures.
7. Ethical violations, including disclosing bank secrets for personal gain, insider actions, immoral conduct both inside and outside the company, harassment, drug use, and involvement in prohibited societal activities.
8. Violations related to involvement in Money Laundering and Terrorism Financing committed by BRI employees.

Management of Violation Reports

Management of Whistleblowing System reports has been carried out by the WBS Management Unit under the President Director and monitored by the Board of Commissioners through the Audit Committee. The WBS Management Unit was responsible for managing and following up on reports indicating violations.

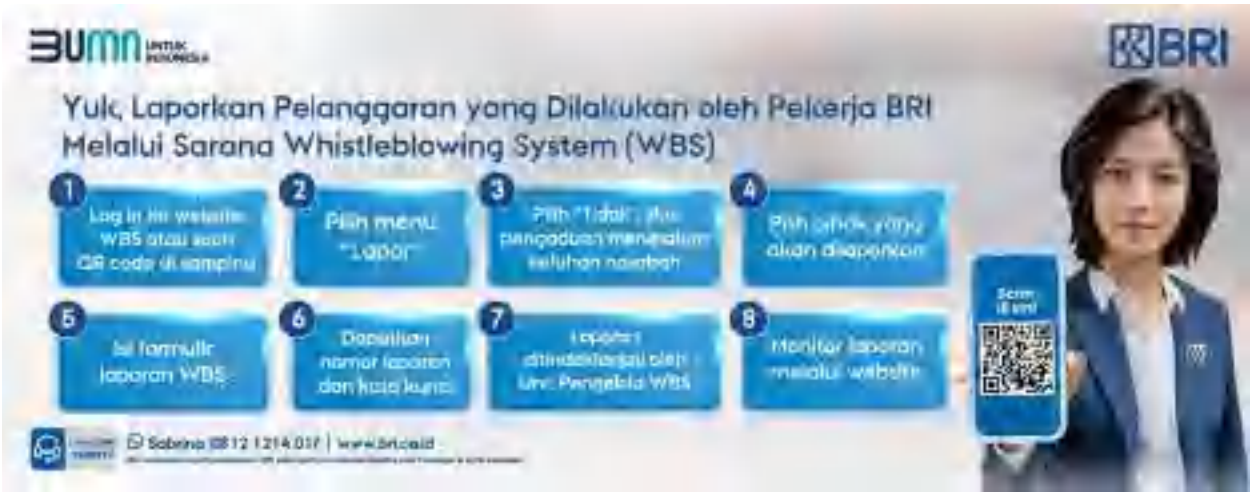
Independence of Whistleblowing System Management

In maintaining independence and confidentiality in implementing the Whistleblowing System, the Business Unit appointed and given the authority to follow up on reports indicating violations was required to:

1. Comply with BRI's code of ethics as proven by signing a code of ethics statement and integrity pact.
2. Maintain the confidentiality of the reporter's identity, information and documents regarding reports indicating violations.
3. Carry out duties and responsibilities as well as authority in following up on all reports indicating violations.
4. Avoid conflicts of interest in following up reports of indications of violations.
5. Record and update all activities in follow-up to reports indicating violations of the whistleblowing system.
6. Manage all whistleblowing system data and report documents and store them in a safe place.
7. In carrying out the tasks mandated, the designated business unit must prioritized the independence and confidentiality of WBS reports and reporters.

Socialization of the Whistleblowing System

In order to enhance understanding of the Whistleblowing System among internal (BRI employees) and external parties, BRI continuously conducts socialization through various methods, including education in employee development and enhancement programs, periodic self-learning, banner placement on the BRIStars application landing page, and socialization during third-party gatherings.



Number of Complaints and Complaint Process

During 2024 there were 48 (forty eight) WBS violation reports containing 63 (sixty three) sub-indications of violations. The development trend of WBS reports over the last 3 (three) years is as follows:

Description	2022	2023	2024
Number of complaints	56	30	48
Sub Indication of Violation	107	50	63

Based on these data, the most frequently reported and proven sub-indications of violations in 2024 were violations of provisions/ procedures and fraud as per the following data.

Indication of Violation	Complaints Accepted	Status		
		Proven	Not proven	In Progress
Fraud	17	14	2	1
Gratituities or Receiving and/ or Giving Bribes	6	4	2	0
Ethics Violations	14	12	1	1
Violation of the Code of Ethics (Including Violations of Provisions and others)	26	16	10	0
Total	63	**46**	**15**	**2**

The trend in the use of WBS reporting media over the last 3 (three) years is as follows.:

Reporting Media	2022	2023	2024
Email	19	9	14
SMS	3	0	2
Surat	1	1	0
Website	18	8	17
Whatsapp	15	12	15
Total	**56**	**30**	48

Sanctions/Follow Up on Complaints in 2024

Sanctions/Follow Up	Disciplinary Punishment
In the process	56
Written Warning	4
Not guilty	1

Sanctions/Follow Up	Disciplinary Punishment
Written Warning	6
Demotion 1 Grade	2
Demotion 2 Grades	1
Termination of Position Penalty	43
Formation Letter	19
No Disciplinary Punishment	1
Total	133

Anti-Corruption Program

Anti-Corruption Policy

To prevent the practice of Corruption, Collusion, and Nepotism (KKN) within the company, BRI has an Anti-Corruption and Anti-Bribery policy as outlined in the Board of Directors Circular Letter on Corporate Governance Policy No. SE.09-DIR/KEP/03/2023 dated March 15, 2023, Book 3 on Anti-Bribery and Gratification Control, and SE.09b-DIR/KEP/03/2023 dated July 31, 2024, Book 4 on the Anti-Bribery Management System ISO 37001:2016. These policies serve as guidelines and the Bank's commitment to supporting anti-bribery and anti-corruption practices, categorized as fraudulent and fraudulent activities.

The existence of these policies aims to raise awareness among all levels within the business units about the risks of bribery and corruption in the Bank's business processes, as well as to engage every BRILiaN employee in efforts to prevent and avoid bribery and corruption practices. The implementation of the Anti-Bribery and Anti-Corruption Policy and the Anti-Bribery Management System (SMAP) Policy aims to address practices such as corruption, kickbacks, fraud, bribery, and/or gratification.

Programs and Procedures Implemented To Address Corruption, Kickbacks, Fraud, Bribery, and/or Gratification Practices

Anti-Bribery Management System

In order to improve the quality of corporate governance regarding the continuous prevention of bribery practices within the company, in alignment with ISO 37001:2016 Anti-Bribery Management System Standards, BRI has established the following:

1. Complying with applicable laws and regulations related to anti-bribery.
2. Aligning the anti-bribery policy with the company's objectives.

3. Commitment to fulfilling the clauses of the Anti-Bribery Management System.
4. Prohibiting bribery practices within the company across all business lines and business units.
5. Implementing corporate governance that supports the achievement of the company's anti-bribery objectives.
6. Increasing stakeholder awareness regarding the implementation of anti-bribery management.
7. Implementing the principle of continuous improvement in the Anti-Bribery Management System.

BRI has implemented the Anti-Bribery Management System (SMAP) at PT. Bank Rakyat Indonesia (Persero). BRI has implemented ISO 37001:2016 and adopted the ISO 37001:2016 Anti-Bribery Management System policy as stated in Circular Letter (SE) Number 09.b-DIR/KEP/03/2023 dated July 31, 2024 concerning Corporate Governance regarding Book 4 concerning the ISO 37001:2016 Anti-Bribery Management System.

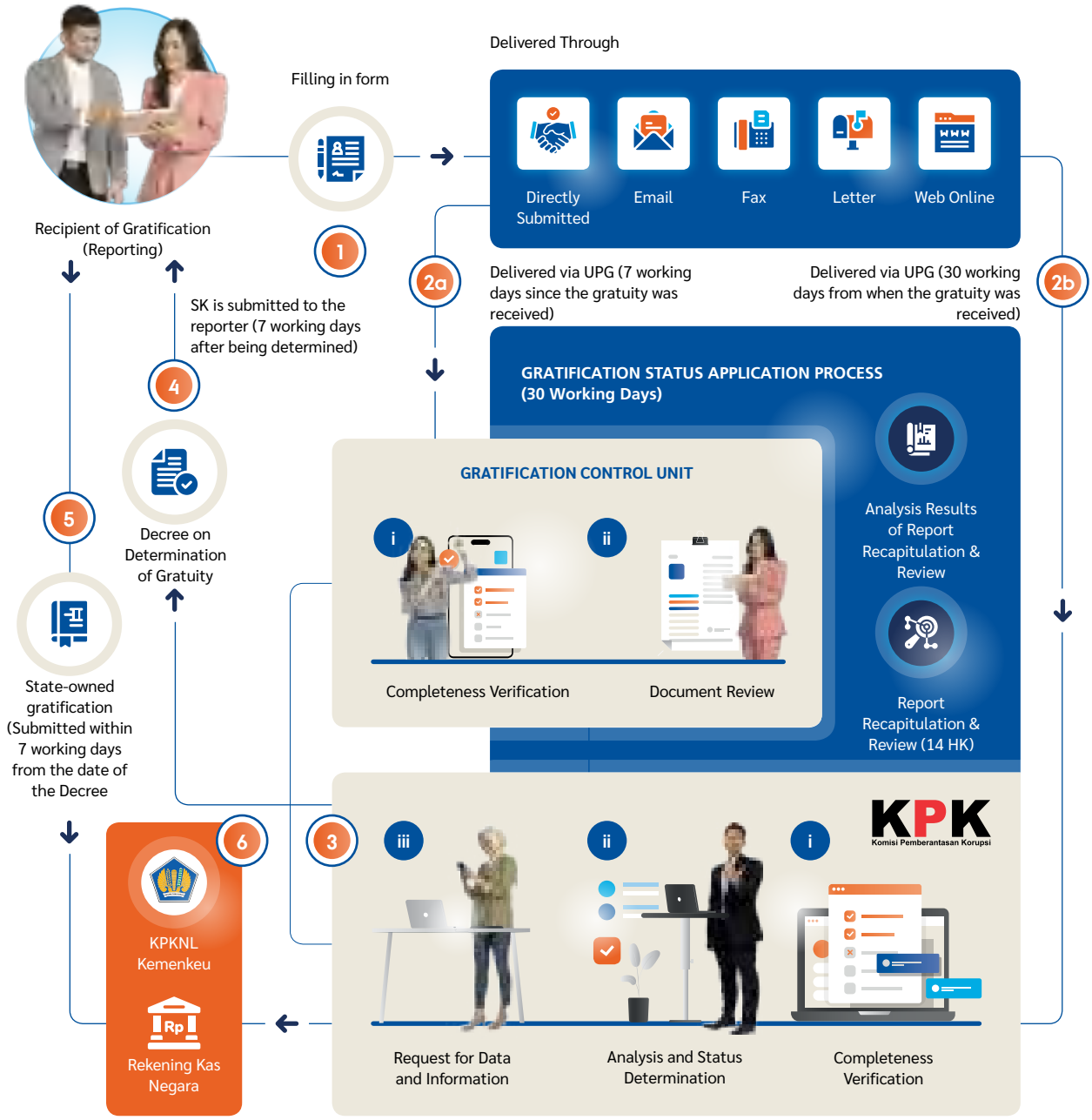
Gratification Control Management

BRI has established a Gratification Control Unit (UPG), managed by the Compliance Division since 2017, which is responsible for managing gratification control within the company. To enhance awareness of gratification control across all levels of BRI's business units, the Gratification Control Unit is supported by the Regional Risk Management & Compliance teams at the Regional offices in implementing gratification control programs developed by the Compliance Division.

Gratification Reporting Mechanism

In reporting Gratification , all BRI personnel were required to report it to the BRI Gratification Control Unit via the reporting media provided, namely GCG Online System 2.0

An explanation of the Gratification reporting mechanism is as follows.



Implementation of Gratification Control In 2024

1. Integrity Assessment Survey (SPI) by the Corruption Eradication Commission (KPK) of Republic of Indonesia.
   BRI conducts standardized measurements by the Corruption Eradication Commission (KPK) on the implementation of anti-corruption strategies at BRI. The SPI measurement is carried out through the stages of survey implementation, in-depth interviews, and validation of survey results.
2. Organizing a series of activities for the International Anti-Corruption Day (HAKORDIA) 2024.
   The International Anti-Corruption Day, observed every December 9, in 2024 carries the theme "Reaffirming the Commitment to Eradicate Corruption for a Progressive Indonesia." In line with BRI's principles of anti-corruption, BRI organized in-house training attended by representatives of employees from all over Indonesia, with the theme Empowering Business Through Ethical & Compliance Practices, in collaboration with the Corruption Eradication Commission (KPK) of the Republic of Indonesia.

3. Anti-Corruption Advocate Training (PELOPOR) by the Corruption Eradication Commission (KPK) of Republic of Indonesia.
   BRI organized the first batch of PELOPOR as part of its commitment to strengthening the anti-corruption culture. The series of PELOPOR educational events was designed to prepare participants for the PELOPOR certification and to disseminate the anti-corruption culture within the workplace and social environment.

4. Policy on the Acceptance of Gratification
   a) Book 3 on Anti-Bribery and Gratification Control, SE.09-DIR/KEP/03/2023 regarding Corporate Governance, which regulates the definition of gratification, gratification control strategies, the establishment of the Gratification Control Unit, and the reporting of gratification.
   b) Technical Guidelines JN.102-KEP/11/2020 on the Application of the Good Corporate Governance (GCG) Online System 2.0.
5. Education and Socialization Programs
   The BRI Gratification Control Unit (UPG) collaborates with BRI Corporate University to develop e-learning materials on Gratification Control, available on the internal BRISTARS platform, which is mandatory for all employees.
6. Signing of the Integrity Pact.
   All BRI employees, including the Board of Commissioners and the Board of Directors, are required to declare their commitment to anti-gratification as outlined in the Code of Ethics Statement.
7. Implementation of the Anti-Bribery Management System (SMAP) ISO 37001.
   In support of the Gratification Control program, BRI has implemented the ISO 37001:2016 Anti-Bribery Management System standard for the procurement of goods and services at the Head Office and the Human Resources Assessment process.
8. Mapping of potential gratification risk areas through anti-bribery self-assessment.

Gratification Report in 2024

As a form of employee support for the gratification control program within the company, there are 17 (seventeen) gratification reports that have been submitted by BRI employees to the BRI UPG during 2024. Meanwhile, there were 1 (one) reports that were forwarded to the Corruption Eradication Commission as gratification reports that must be reported. Meanwhile, 16 (sixteen) reports included gratuities that were not required to be reported

Anti-Corruption Training/Socialization to Employees

Several forms of activities, educational programs and outreach that have been carried out by UPG BRI during 2024 include:

1. Implementation of Anti-Bribery and Gratification Control self-learning for all BRI employees online through BRISMART (BRI's online learning platform).
2. Collaboration with the Corruption Eradication Commission (KPK) in organizing the Anti-Corruption Advocate Training (PELOPOR).
3. Self-learning on Anti-Corruption Culture by the Main Anti-Corruption Advocate Instructors from the KPK LSP.
4. Delivery of Gratification Control and Anti-Bribery communication materials on the Landing Page of the main BRIstars page.
5. ISO 37001:2016 awareness certification on the Anti-Bribery Management System for the Procurement of Goods and Services and Human Resources Assessment processes.

Management of Asset Reporting of State Officials

To improve the quality of GCG implementation, BRI also complied with the Asset Reporting of State Officials regulations based on the provisions of the Corruption Eradication Commission.

Policy

1. Officials who are required to report LHKPN
   As a concrete form of increasing transparency, preventing corruption, and supporting a clean culture from corruption, collusion, and nepotism, members of the Commissioners, Directors, SEVP, EVP and VP at BRI are required to report their assets in accordance with the company's internal provisions stipulated in the BRI Board of Directors Circular No. SE.09-DIR/KEP/03/2023 dated March 15, 2023 concerning Corporate Governance Book 5 concerning the Management State Official Wealth Report (LHKPN). The data reported in the report include the position of assets before and after the end of office. The reporting provisions are constantly updated to comply with applicable regulations.
2. LHKPN Reporting Coordinator
   The reporting coordinators appointed by BRI to manage and monitor the The State Official Wealth Report (LHKPN) reporting process are the Head of the Secretariat and Protocol Department and the Head of the Human Capital Policy and Development Division. Based on the current organizational structure, there are 177 (one hundred seventy-seven) LHKPN Reportees who are required to report their assets to the KPK. Among these officials, the majority have reported their assets in accordance with the LHKPN reporting obligations.

The State Official Wealth Report (LHKPN) Report Management Officer

The LHKPN reports are managed and coordinated by the Compliance Division, with the following scope of duties:

a. Providing information regarding BRI's LHKPN to the KPK.
b. Providing socialization regarding LHKPN to the LHKPN Reportees.
c. Managing and updating the data of LHKPN Reportees.
d. BRI Collaborating with the KPK to monitor the implementation of BRI's LHKPN reporting obligations.

In the LHKPN reporting process, the Compliance Division is supported by the Human Capital Business Partner Division in data updates and filling reminders, and by the Subsidiary Management Division to coordinate the reporting of Subsidiaries and Affiliates.

The State Official Wealth Report

BRI has submitted the LHKPN report for the 2023 reporting period which will be reported in 2024 as follows.

Position	Number of LHKPN Mandatory	Have Reported		Have not Reported	
		Number	%	Number	%
Board of Commissioners	10	10	100	Board of Commissioners	0
Directors	12	12	100	Directors	0
BRI Employees	155	155	100	BRI Employees	0

Providing Funding for Social and/or Political Activities

BRI's social activity funding has been presented in the Sustainability Report. During 2024, BRI did not provide funding for political activities.

Buyback Share and Buyback Obligation

Buyback Share

Buyback Implementation Policy

As part of the capital management strategy and commitment to increasing value for shareholders, BRI also focuses on enhancing employee engagement. This is realized through the Employee and/or Director and Board of Commissioners Share Ownership Program. To support this, BRI has implemented the Buyback of Company Shares. This activity is carried out in accordance with OJK Regulation No. 30/POJK.04/2017 and No. 29/2023 regarding the Buyback of Shares Issued by Public Companies, as well as OJK Regulation No. 2/POJK.04/2013 concerning the Buyback of Shares in Conditions of Significantly Fluctuating Market.

The Company has carried out a Buyback in 2015 and 2020, based on POJK No. 2/POJK.04/2013. All shares acquired from the 2015 Buyback and some of the shares from the 2020 Buyback have been transferred through the Employee Share Ownership Program. In 2022, the Company conducted another Buyback following POJK No. 30/POJK.04/2017, which was completed on January 26, 2023. Some of the shares from the 2022 Buyback have been allocated for the Directors' and Commissioners' share ownership program. This program is part of the variable remuneration for the Directors and Commissioners, which includes annual incentives, long-term incentives, and/or other incentives paid in the form of shares.

In 2023, the Company carried out a Buyback following POJK No. 30/POJK.04/2017, which was completed on September 11, 2024. The Company will gradually transfer all remaining shares from the Buyback (Treasury Stock) through the Employee and/or Director and Board of Commissioners Share Ownership Program in accordance with the applicable laws and regulations.

Buyback was implemented by the Company as (i) an effort to optimally manage capital; (ii) a form of commitment to increase value for Shareholders; and (iii) efforts to increase employee engagement and/or Directors and Board of Commissioners to achieve the Company's long-term performance targets through the Share Ownership Program.

Buyback Price and Number of Repurchased Shares

In 2024, BRI has conducted a Buyback of 152,798,700 shares with an average acquisition price of Rp4,921.32. So that as of December 31, 2024, the total treasury shares owned by BRI are 909,878,300 shares.

Increased Profit Per Share

Description	Total Sheets of Shares
Treasury Stock as of December 31, 2023	768.144.900
Movement of Treasury Stock during 2024	141.733.400
Treasury Stock as of December 31, 2024	909.878.300
Total Treasury Stock	909.878.300
Total Outstanding Shares	151.559.001.604
Total Outstanding Shares excluding Treasury Stock (Lbs) as of December 31, 2024	150.649.123.304

Description	Without Share Buyback	Impact	After Share Buyback
Net Profit Attributable to the Parent (Audited Consolidation December 2024) (IDR Billion)	60.644	-	60.644
EPS (IDR)	398,93	0,08	399,01

Bond Buybacks

During 2024, there will be no buybacks obligation.

Internal Dispute

During 2024, no internal disputes among workers occured.

Bank Strategic Plan

Information related to the Bank's Strategic Plan has been presented in the Bank Strategy Sub-Chapter in the Management Analysis and Discussion Chapter in this Annual Report.

Provision of Funds to Related Parties and Provision of Large Funds

No.	Provision of Fund	Total	
		Debtors	Nominal(IDR Million)
1.	To related parties	671	17.495.695
2.	To core debtors:		
	a. Individuals	50	158.229.350
	b. Groups	50	211.909.460

More detailed information regarding Provision of Funds to Related Parties and Provision of Large Funds has been presented in the Sub-Chapter Prohibitions, Limitations and/or Significant Obstacles to Providing Funds Between Banks and Other Entities in a Business Group in the Management Analysis and Discussion Chapter in this Annual Report.

Transactions with Conflicts of Interest

A conflict of interest is a condition/situation in which a person, because of the position or authority held by BRI, has a personal interest which can affect the quality and performance of carrying out their mandated tasks objectively. Bank BRI has a conflict of interest policy As outlined in the Director's Circular Letter No. SE.09-DIR/KEP/03/2023, dated March 15, 2023, regarding Corporate Governance (Book 1 related to Conflict of Interest Management)). The basic principles for handling Conflicts of Interest covered:

1. Prioritize public interests.
2. Create openness in handling and monitoring conflicts of interest.
3. Encourage personal responsibility and exemplary attitudes.
4. Create and foster an organizational culture that is able to handle conflicts of interest.

Commitment

The Board of Commissioners, Directors and all BRI personnel have been committed and professional in implementing policies for handling conflicts of interest. As a form of commitment of BRI personnel in implementing policies and disclosing conflicts of interest, including:

1. All BRI employee were required to make an annual statement (Annual Disclosure) that they had no conflict of interest regarding any decisions they have made and have implemented the behavior determined by the company.
2. Each business unit was required to submit reports on transactions/decisions that contained conflicts of interest.

Socialization

BRI disseminated GCG policies and conflicts of interest to BRI employees through educational programs, in-house training and online learning, and conflict of interest statements made by each BRI employee.

Conflict of Interest Transaction Report in 2024

Name and Position of Party Who Has a Conflict of Interest	Name and Position of Decision Maker	Transaction Type	Transaction Value (millions of Rupiah)	Information *)
Nil	Nil	Nil	Nil	Nil

*) Not in accordance with applicable systems and procedures

Prevention of Insider Transactions (Insider Trading)

Insider Trading is trading in company shares or other securities (bonds or stock options) carried out by company individuals who have access to non-public information about the company. The Company has a policy that regulates insider trading activities for all BRI employees. The insider trading policy is outlined in the Director's Circular Letter No. SE.09-DIR/KEP/03/2023, dated March 15, 2023, regarding Corporate Governance (Book 1 related to Conflict of Interest Management), and the Director's Circular Letter No. SE.09a-DIR/KEP/03/2023, dated October 31, 2023, regarding the First Amendment to Corporate Governance (Book 6 related to the Code of Ethics).

Policies related to insider trading activities stipulate that:

1. Every BRI employee had to avoid taking personal actions that benefit from "inside information" or insider information obtained from their position, even though this information is not open to the public.
2. All BRI personnel did not use confidential information and company business data for purposes outside the company.
3. All BRI personnel were prohibited from carrying out all activities related to insider trading refering to illegal activities in the financial market environment to seek profit carried out by utilizing internal information, for example published company plans or decisions/corporate actions.
4. Violations of the above activities can be subject to disciplinary sanctions in accordance with those applicable at BRI.

In supporting good corporate governance practices, all BRI personnel were required to make an annual statement (Annual Disclosure) including disclosure of insider trading transactions carried out by BRI personnel. Throughout 2023 there will be no insider trading.

Transparency of Financial and Non-Financial Conditions

BRI Bank transparently published the company's financial and non-financial conditions and reports to regulators in accordance with applicable regulations. Publication of financial and nonfinancial conditions was conveyed to the public either through print media or the company website (www.bri.co.id/report) as follows:

1. Monthly Financial Report submitted to the regulator and published on the company website.
2. Quarterly Financial Reports submitted to regulators and published in print media and company websites.
3. Annual report submitted to regulators and published in print media and on the company website.
4. Corporate governance information includes:
   a. Vision and mission of the company
   b. Composition and profile of the Board of Commissioners
   c. Composition and profile of the Board of Directors
   d. Implementation of BRI Governance
5. Transparency of Bank product information delivered through print, electronic media and the company website.

Procurement of Goods and Services

The Company has a policy regarding BRI Vendor Management as regulated in the Directors' Circular Letter Number SE.18-DIR/PLM/05/2023 concerning the Procurement of Goods and/or Services for PT Bank Rakyat Indonesia (Persero) Tbk (Book 11). Currently, BRI is developing a Vendor Management System application that is integrated with the BRISMILE application, where the application includes the process of registering and selecting prospective vendors, monitoring, vendor maintenance and evaluating vendor performance so that BRI has a competent vendor database to support procurement implementation. BRI goods and/or services.

BRI Procurement Policy for Goods and/or Services

As a State-Owned Enterprise, in carrying out the procurement of goods and/or services, PT Bank Rakyat Indonesia (Persero) Tbk adheres to the provisions set by the Board of Directors, which are based on the Regulation of the Minister of State-Owned Enterprises Number PER-02/MBU/03/2023 dated March 3, 2023. These provisions set by the Board of Directors regarding the implementation of goods and/or services procurement are effective starting from 2023 and replace the previous provisions that had been in effect since 2011. The provisions are mandatory guidelines for all BRI units.

General Principles for Procurement of Goods and/or Services

In BRI's procurement provisions, there are several general principles that must be applied in the procurement process, including:

1. Efficiency
   Procurement of goods and/or services must aim to achieve optimal and best results in a short time using funds and capabilities as optimally as possible in a fair manner, not solely based on the lowest price. For strategic procurements with significant value, a total cost of ownership approach may be used.
2. Effectiveness
   Procurement must meet the established needs, be timely, and provide benefits in line with the set objectives.
3. Competitiveness
   Procurement must be open to vendors who meet the requirements and conducted through healthy competition among eligible vendors based on clear and transparent rules and procedures.
4. Transparency
   All rules and information regarding procurement, including technical administrative requirements, evaluation procedures, evaluation results, and vendor selections, must be open to interested suppliers.

5. Fairness
   All qualified vendors must be treated equally.
6. Opennes
   Procurement can be participated by all vendors who meet the established requirements.
7. Accountability
   Procurement must achieve the goals and be accountable, ensuring no potential misuse or deviation.

The company has a policy regarding Vendor Management as outlined in the Director's Circular Letter No. SE.18-DIR/PLM/05/2023 concerning the Procurement of Goods and/or Services for PT Bank Rakyat Indonesia (Persero) Tbk (Book 11). Currently, BRI is developing a Vendor Management System application integrated with the BRISMILE application, which includes the process of registering and selecting vendors, monitoring, vendor maintenance, and performance evaluation to ensure a competent vendor database to support the procurement process.

Ethics in Procurement of Goods and/or Services

In addition to adhering to the procurement principles, parties involved in the procurement process must also sign an Integrity Pact according to the established format and comply with the procurement ethics as follows:

1. Perform duties orderly, with responsibility to achieve objectives, smoothness, and the accuracy of procurement goals.
2. Work professionally and independently based on honesty, maintaining the confidentiality of procurement documents to prevent deviations in the procurement process.
3. Do not influence each other, directly or indirectly, to prevent unhealthy competition.
4. Accept and take responsibility for all decisions made according to agreements between parties.
5. Avoid and prevent conflicts of interest, directly or indirectly, that may lead to unhealthy business competition in the procurement process.
6. Prevent wastage and leakage of BRI finances in procurement.
7. Prevent abuse of authority or conduct activities for personal, group, or third-party gain that may harm BRI.
8. Do not accept, offer, or promise to give or receive gifts, rewards, or any form of compensation to anyone who is known or reasonably suspected to be connected to the procurement of goods and/or services.

Vendor Management

According to the General Policy of Fixed Assets Management & Procurement at BRI, vendors participating in the procurement process at BRI must have a Vendor Registration Certificate (SKT). To obtain SKT, vendors need to be managed professionally, considering feasibility and risks, to ensure that BRI has access to vendors who can deliver the required quality and availability effectively and efficiently.

The due diligence stages to ensure the quality of registered vendors are as follows:

1. Managing vendor registration online via https://tdronline.bri.co.id.
2. Receiving vendor registration and conducting pre-screening of mandatory registration documents.
3. Verifying the compliance of the registration documents submitted by the vendor.
4. Conducting on-site visits to vendor locations to ensure document legitimacy, truthfulness, and business feasibility. If necessary, visits may be made to the vendor's factory, warehouse, or representative office.
5. Evaluating vendor risk ratings according to applicable regulations.
6. Analyzing the feasibility of the vendor based on verification results, on-site visits, and risk rating assessments.
7. Issuing a Vendor Registration Certificate (SKT) for vendors approved for partnership with BRI.

Periodic evaluations are carried out for BRI vendors, including after the completion of work or when applying for a vendor renewal. This is to determine the continuation of the vendor's partnership with BRI.

If a vendor is found to have violated procurement ethics or the procurement procedures, they may face one or more of the following sanctions and/or penalties:

1. Issuance of a Warning Letter;
2. Prohibition from participating in BRI procurement for a specified period;
3. Liquidation of any guarantees submitted;
4. Inclusion in the BRI Vendor Blacklist.

As of December 2024, there are 334 vendors registered with an SKT. During 2024, BRI processed the issuance of 169 SKTs (new and renewals).

Implementation of Sustainable Finance, Including Implementation of Social and Environmental Responsibility

As a form of BRI's support for Sustainable Finance, BRI has a roadmap and strategy in the field of Environment, Social and Governance (ESG) in both operational and business activities of the Bank. BRI consistently maintains good company performance in implementing Sustainable Finance and contributing to achieving Sustainable Development Goals (SDGs). Efforts to accelerate this achievement are carried out through aligning corporate strategy, fulfilling stakeholder expectations and initiating ESG that refers to national, regional and global standards.

Detailed information regarding the Implementation of Sustainable Finance, including the Implementation of Social and Environmental Responsibility is explained in the 2024 BRI Sustainability Report.

Implementation of Integrated Governance

Considering that BRI has ownership relationships with several other Financial Services Institutions, BRI has formed a Financial Conglomerate in which BRI is the Parent Entity of the BRI Financial Conglomerate with 9 (nine) Subsidiaries, which are Financial Services Institutions that are members of the BRI Financial Conglomerate.

To ensure the effective implementation of governance both individually and in relation to the governance implementation within the Financial Conglomerate, the BRI Financial Conglomerate applies Integrated Governance.

The implementation of Integrated Governance within the BRI Financial Conglomerate is carried out in accordance with regulations, including:

1. Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
2. The OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
3. The OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Governance for Financial Conglomerates.
4. The OJK Regulation No. 1/POJK.03/2019 dated January 28, 2019 concerning the Implementation of Internal Audit Functions in Commercial Banks.
5. The OJK Regulation No. 30 of 2024 dated December 23, 2024 concerning Financial Conglomerates and Financial Conglomerate Holding Companies which revokes The OJK Regulation No. 45/POJK.03/2020 dated October 16, 2020 concerning Financial Conglomerates (Currently in the process of adjustment).
6. The OJK Circular Letter No. 14/SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
7. The OJK Circular Letter No. 15/SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Governance for Financial Conglomerates.

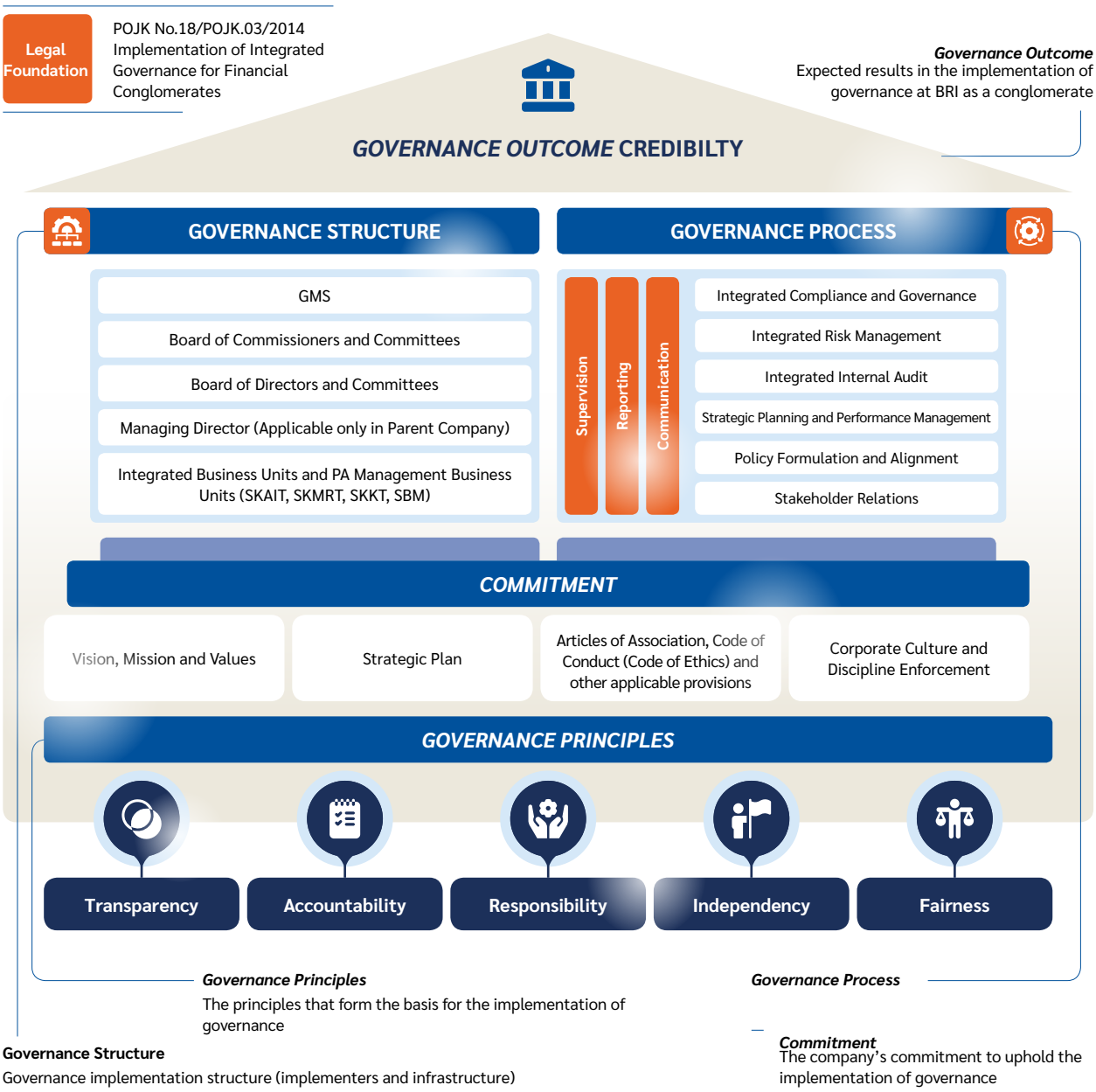
In the implementation of Integrated Governance, the BRI Financial Conglomerate has internalized the relevant regulations into the General Policy of Integrated Governance for the Financial Conglomerate and outlined the technical provisions in the Circular Letter on Compliance and Integrated Governance for the Financial Conglomerate, namely:

1. General Policy Number: KU.02-DIR/KEP/10/2023 dated October 10, 2023, Book 2: Integrated Governance for BRI Financial Conglomerate
2. Circular Letter Number: SE.09.b-DIR/KEP/03/2023 dated July 31, 2024, Book 8: Implementation of Compliance and Integrated Governance for the Financial Conglomerate

In general, the implementation of Integrated Governance is carried out in terms of:

1. Integrated Governance Structure
2. Integrated Governance Process
3. Results of Integrated Governance

The implementation of Integrated Governance for the Financial Conglomerate at BRI is based on the following framework:



The Integrated Governance Framework at BRI comprises five main pillars: Principles, Commitment, Governance Structure, Governance Process, and Governance Outcome, referring to the OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014, on the Implementation of Integrated Governance for Financial Conglomerates.

The implementation of Integrated Governance is based on governance principles, which include Transparency, Accountability, Responsibility, Independence, and Fairness, as well as the company's commitment reflected in its Vision, Mission, and Core Values; Strategic Business Plan; Articles of Association and Code of Ethics; and Corporate Culture.

The Integrated Governance Structure within the BRI Financial Conglomerate consists of the Integrated Governance Organs at BRI and its Financial Conglomerate Members, along with related integrated governance policies. The explanation of the integrated governance organs are as follows:

a. Integrated Governance Organs of the Parent Entity, which include the General Meeting of Shareholders (RUPS), the Board of Directors and the Board of Commissioners of the Parent Entity, the Integrated Governance Committee, the Board of Directors Committee (including the Integrated Risk Management Committee and the Capital and Investment Committee), the Integrated Compliance Unit, the Integrated Risk Management Unit, the Integrated Audit Unit, and the Unit for Managing Subsidiaries.

b. Integrated Governance Organs of the Members of the BRI Financial Conglomerate, which include the General Meeting of Shareholders (RUPS), the Board of Commissioners, and the Board of Directors of the Financial Conglomerate Members of BRI.

Self Assessment of the Implementation of Integrated Governance

Self-assessment of the implementation of Integrated Governance of the BRI Financial Conglomerate has been carried out every semester by referring to Financial Services Authority Circular Letter No. 15/SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Governance for Financial Conglomerates.

The assessment of the implementation of Integrated Governance has been carried out on 3 (three) aspects of Integrated Governance, namely the structure, process and results of Integrated Governance on at least 7 (seven) assessment factors for the implementation of Integrated Governance, namely:

1. Implementation of the duties and responsibilities of the Main Entity Board of Directors.
2. Implementation of the duties and responsibilities of the Board of Commissioners of the Main Entity.
3. Duties and responsibilities of the Integrated Governance Committee.
4. Duties and responsibilities of the Integrated Compliance Unit.
5. Duties and responsibilities of the Integrated Internal Audit Business Unit.
6. Implementation of Integrated Risk Management.
7. Preparation and implementation of Integrated Governance Guidelines.

The self-assessment results for the implementation of Integrated Governance in 2024 are as follows:

Assessment Period	Ranking	Explanation
Semester I 2024	Rank 2 (Good)	The Financial Conglomerate is assessed to have implemented Integrated Governance generally well. This is reflected in the adequate fulfillment of the principles of Integrated Governance. If there are weaknesses in the implementation of Integrated Governance, in general, these weaknesses are not significant and can be resolved with normal actions by the Parent Entity and/or Financial Services Institutions (LJK).
Semester II 2024	Rank 2 (Good)	

The BRI Financial Conglomerate has implemented Integrated Governance which is generally "Good", reflected in the adequate fulfillment of aspects of structure, process and results.

From the structural aspect, BRI and the Members of the BRI Financial Conglomerate have implemented integrated governance based on the General Policy on Integrated Governance for the BRI Financial Conglomerate, in accordance with BRI's Board of Directors Decree No. KU.02-DIR/KEP/10/2023 dated October 10, 2023. The general policy held by the BRI Financial Conglomerate has accommodated the concerns of the Board of Commissioners regarding the implementation of Integrated Governance within the BRI Financial Conglomerate and has been approved by the Board of Commissioners and the Board of Directors of BRI. Additionally, updates and adjustments to the membership of the Integrated Governance Committee have been made through the Decree No. Nokep: 15-KOM/BRI/11/2024 dated November 11, 2024, regarding the Composition of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk.

From the process aspect, the monitoring and evaluation processes carried out by the Board of Commissioners, Board of Directors, Integrated Governance Committee, Integrated Compliance Unit, Integrated Internal Audit Unit, and Integrated Risk Management Unit have been conducted in accordance with applicable regulations. The Integrated Governance Committee carries out the monitoring and evaluation of integrated audit reports, integrated compliance reports, integrated risk management reports (including integrated risk profiles), and the implementation of Integrated Governance within BRI. Monitoring and evaluation are carried out, among other ways, through the regular meetings of the Integrated Governance Committee (KTKT), exceeding the number of meetings prescribed in the regulations. Furthermore, the integrated compliance unit, integrated risk management unit, integrated internal audit unit, and subsidiary management business unit monitor and evaluate the implementation of compliance, risk management, internal audits, and performance management of each Financial Services Institution (LJK) within the BRI Financial Conglomerate.

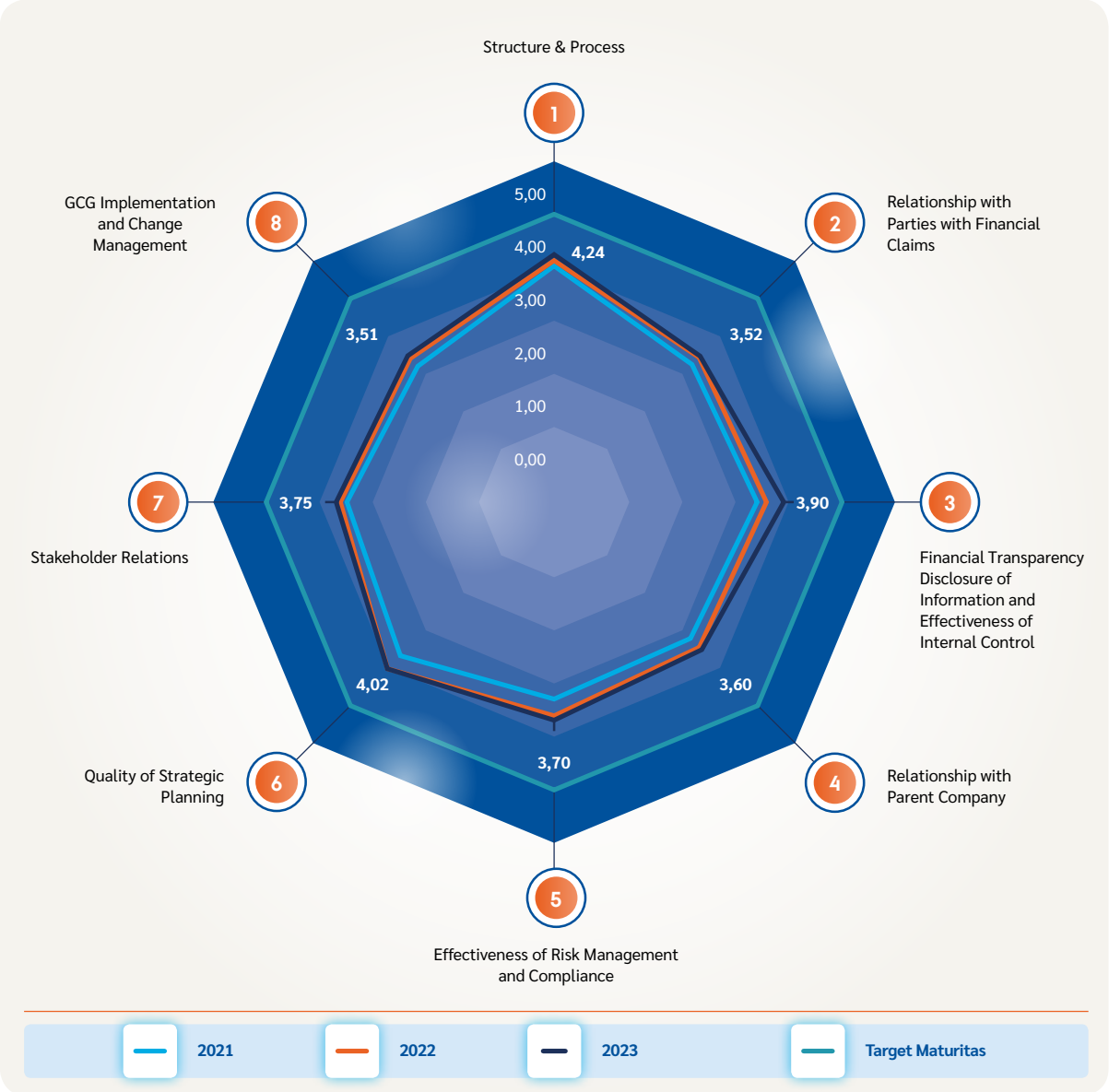
In terms of results, BRI and BRI KK Member LJKs have submitted quarterly, semi-annual and annual reports as regulated in the Integrated Governance Guidelines related to the implementation of integrated governance, integrated compliance, integrated internal audit and integrated risk management in a timely manner. Additionally, several Financial Services Institutions (LJK) within the BRI Financial Conglomerate have participated in an assessment of the quality of governance implementation by an independent party,

The Indonesian Institute for Corporate Governance (IICG). This was part of the Corporate Governance Perception Index (CGPI) 2023 research and ranking program, which took place in 2024. As a result, three companies, PT Bank Rakyat Indonesia (Persero) Tbk, PT Pegadaian, and PT Asuransi BRI Life, achieved the "Highly Trusted" rating, 4 (four) companies, namely PT Permodalan Nasional Madani, PT. Bank Raya Indonesia, Tbk, PT BRI Asuransi Indonesia, and PT. BRI Danareksa Sekuritas were rated as "Trusted" companies.

Furthermore, the BRI Financial Conglomerate has become a benchmark reference for other companies in the implementation of integrated governance. During 2024, three benchmark agendas were held, involving State-Owned Enterprises (BUMN) and subsidiaries of BUMN.

Integrated Governance Maturity Level

BRI has carried out measurement of the level of maturity of the Integrated Governance of the BRI Financial Conglomerate for 2023 which was carried out in 2024 with the results of a maturity level of 3.86 on a scale of 5 which illustrates that the structure and process of implementing Integrated Governance are adequate and in accordance with the provisions and the results of the management of the Financial Conglomerate have been effectively implemented.



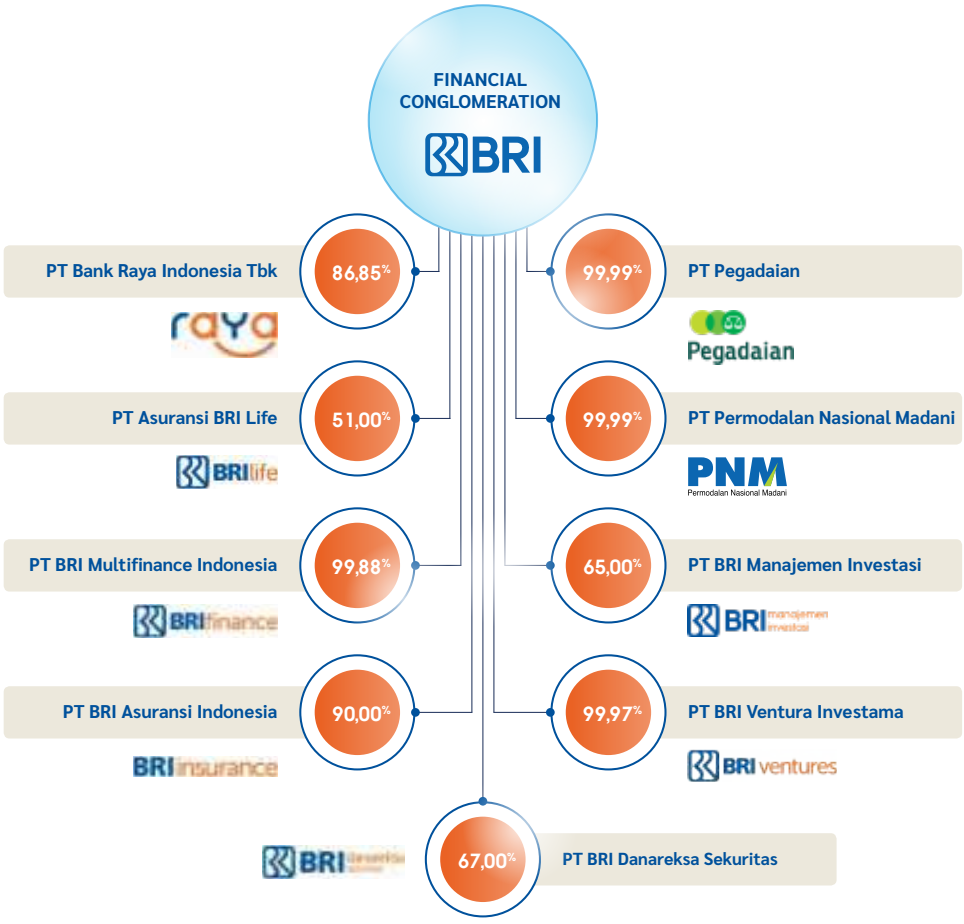
The maturity level of Integrated Governance within the BRI Financial Conglomerate has shown improvement compared to the previous period.

BRI Governance Maturity	Average Governance Maturity of Financial Services Institutions (LJK) within BRI's KK	Integrated Governance Maturity of BRI
4.30	3,86	3.86

Building Block	2022	2023
Structure & Process	4.16	4.24
Relationship with Parties Having Financial Claims	3.49	3.52
Financial Transparency, Information Disclosure & Effectiveness of Internal Controls	3.61	3.90
Relationship with Parent Company and Group Synergy	3.55	3.60
Effectiveness of Risk Management and Compliance	3.59	3.70
Quality of Strategic Planning	4.02	4.02
Relationship with Stakeholders	3.70	3.75
Implementation of GCG (Good Corporate Governance) and Change Management	3.46	3.51
Integrated Governance Maturity Value	3.77	3.86

Financial Conglomeration Structure and Ownership Structure of the BRI Financial Conglomeration

The membership structure of BRI's Financial Conglomerate is established through the Board of Directors' Decree No. B.2110-DIR/SBM/12/2022 dated December 19, 2022, regarding the Establishment of the Main Entity and Members of the Financial Conglomerate of PT Bank Rakyat Indonesia (Persero) Tbk. The structure of BRI's Financial Conglomerate as of December 31, 2024, is as follows:



In detail, information related to the structure of the BRI Financial Conglomeration (KK) is as follows:

Entity Name		Field of Business	Investment Date (Majority) BRI	% Shares	Address
BRI	Primary Entity	Commercial Banks	-	Government: 53.19% Public: 46.81%	Jl. Jenderal Sudirman Kav.44-46 Jakarta
Bank Raya	Member of the BRI Financial Conglomeration	Commercial Banks	03/03/2011	BRI: 86.85% Public: 13.15%	Menara BRILian Lantai 18 dan 20 Jl. Gatot Subroto No.177 A Jakarta 12870
BRI Insurance		General Insurance Company	26/09/2019	BRI: 90% BRI YKP: 10%	Graha BRI Insurance Jl. Mampang Prapatan Raya No 18 Jakarta Selatan 12790
BRI Life		Perusahaan Asuransi Jiwa	29/12/2015	BRI : 51% FWD: 44% BRI YKP : 5%	Graha Irama Jl. H. R. Rasuna Said Blok X-1 Kav. 1-2, Kuningan Tim., Kecamatan Setiabudi, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12950
BRI Danareksa Sekuritas		Securities Companies and Underwriters and Securities Brokers	21/12/2018	BRI: 67% Danareksa (Persero): 33%	Gedung BRI II Lantai 23, Jl. Jenderal Sudirman Kav. 44-46, Jakarta 10210
BRI Finance		Financing Company	30/09/2016	BRI: 99.88% BRI YKP: 0.12%	Menara BRILian Lantai GF, 21, 22 Jl. Gatot Subroto No. 177A Kav. 64 Jakarta
BRI Ventures		Venture Capital Company	20/12/2018	BRI: 99.97% BRI YKP: 0.03%	District 8 Office, Prosperity Tower Lt 16 Unit F, SCBD Lot 28 Jl Jend Sudirman Kav 52-53 Senayan Kebayoran Baru Jakarta 12190
Pegadaian		Pawn Company	13/09/2021	BRI: 99.99% Government: 0.01%	Jl. Kramat Raya No.162, RT.2/RW.2, Kel. Kenari, Kec. Senen, Kota Jakarta Pusat, Daerah Khusus Ibukota Jakarta 10430
PNM		Financing Company	13/09/2021	BRI: 99.99% Government: 0.01%	Menara PNM Jl. Kuningan Mulia, Kuningan Center
BRI Manajemen Investasi		Securities Company Investment Manager field	30/11/2022	BRI: 65% Danareksa (Persero): 35%	Gedung BRI II Lantai 22, Jl. Jenderal Sudirman Kav. 44-46 Jakarta 10210

Management Structure of the Main Entity and Members of the BRI Financial Conglomeration Position December 31, 2024

The composition of the Board of Commissioners, Board of Directors, and Sharia Supervisory Board of BRI and BRI Financial Conglomeration Members can be found in the chapter on Company and Subsidiary Profiles.

Composition of Bri Integrated Governance Committee as of December 31, 2024

The Integrated Governance Committee within the BRI Financial Conglomeration is a supporting body for the Main Entity's Board of Commissioners in supervising the implementation of Integrated Governance within the BRI Financial Conglomeration. The composition of the Integrated Governance Committee consists of:

1. An Independent Commissioner who serves as the Chair of one of the Board of Commissioners' Committees of the Main Entity, as Chair.
2. An Independent Commissioner representing and appointed from each Member of the BRI Financial Conglomeration, as a Member.
3. An Independent Party, as a Member.
4. A member of the Sharia Supervisory Board from each member of the BRI Financial Conglomeration, as a Member if they have sharia business activities.

In accordance with Decision Letter No. 15-KOM/BRI/11/2024 dated November 11, 2024, concerning the Membership Composition of the Integrated Governance Committee of PT Bank Rakyat Indonesia (Persero) Tbk, the composition of the Integrated Governance Committee as of December 31, 2024, is as follows:

No.	Name	Position	Description
1	Paripurna P. Sugarda	Chairman	Independent Commissioner of BRI[1]
2	Kartika Wirjoatmodjo	Member	President Commissioner of BRI[1]
3	Rofikoh Rokhim	Member	Vice President Commissioner/Independent Commissioner of BRI[1]
4	Dwi Ria Latifa	Member	Independent Commissioner of BRI[1]
5	Heri Sunaryadi	Member	Independent Commissioner of BRI[1]
6	Haryo Baskoro Wicaksono	Member	Independent Commissioner of BRI[1]
7	Tedi Nurhikmat	Member	Independent Party of BRI[1]
8	Tjondro Prabowo	Member	Independent Party of BRI[1]
9	Maria Ulpah	Member	Independent Party of BRI[1]
10	Johanes Kuntjoro Adisardjono	Member	Independent Commissioner of Bank Raya Indonesia[2]
11	Ayahanita K.	Member	Independent Commissioner of BRI Asuransi Indonesia[2]
12	Abdul Ghoni	Member	Sharia Supervisory Board of BRI Asuransi Indonesia[2]
13	Eko Wahyudi	Member	Independent Commissioner of PT Asuransi BRI Life[2]
14	Mohammad Hidayat	Member	Supervisory Board of PT Asuransi BRI Life[2]
15	Donsuwan Simatupang	Member	Independent Commissioner of BRI Danareksa Sekuritas[2]
16	Diah Defawati Ade	Member	Independent Commissioner of BRI Multifinance Indonesia[2]
17	Agoosh Yoosran	Member	Independent Commissioner of BRI Ventura Investama[2]
18	Yudi Priambodo Purnomo Sidi	Member	Independent Commissioner of Pegadaian[2]
19	Nurhaida	Member	Independent Commissioner of Permodalan Nasional Madani
		Member	Member of the Sharia Supervisory Board of Permodalan Nasional Madani
20	Kahlil Rowter	Member	Independent Commissioner of BRI Investment Management
			Member of the Sharia Supervisory Board of BRI Investment Management

Description :
1) Members of the Integrated Governance Committee who are included in the Voting Members
2) Members of the Integrated Governance Committee who are included in the Non-Voting Members

Duties and Responsibilities of BRI's Integrated Governance Organs

Based on OJK Regulation No.18/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Governance for Financial Conglomerates and Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 of 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises and referring to the General Policy on Integrated Governance for BRI Financial Conglomerates, all Integrated Governance organs in the Main Entity and LJK Members of the Financial Conglomerate have duties and responsibilities related to the implementation of Integrated Governance, namely as follows:

Main Entity Board of Commissioners

In implementing Integrated Governance, BRI's Board of Commissioners has duties and responsibilities, including:

1. Oversee the implementation of Integrated Governance among Financial Services Institutions Members of the BRI Financial Conglomerate so that it is in line with the Main Entity Risk Management policy.
2. Supervise the implementation of Integrated Governance in all BRI financial conglomerate Financial Services Institutions in accordance with the General Policy on Integrated Governance and its derivative policies.
3. Supervise the implementation of the duties and responsibilities of the Main Entity Directors, as well as provide direction or advice to the Main Entity Directors regarding the implementation of Integrated Governance policies which include aspects including:
   a. Integrated Compliance;
   b. Integrated Risk Management;
   c. Integrated Internal Audit;

d. Strategic Planning and Performance Management;
e. Policy Formulation and Alignment; and
f. Relationships with Stakeholders.

Based on reporting by the Director and/or Head of the relevant Business Unit as well as the results of evaluations carried out by the Integrated Governance Committee every semester.

4. Evaluate the Integrated Governance Guidelines and provide direction and recommendations in order to improve the Integrated Governance Guidelines.
5. Oversee the implementation of Internal Audit for Financial Conglomeration Members so that it is in line with the Main Entity's Internal Audit policy.
6. Carry out supervision over the implementation of other Integrated Governance functions in accordance with the provisions of laws and regulations, the articles of association and/or decisions of the GMS/Capital Owners.
7. Conduct evaluations and provide recommendations to each Financial Services Institution of the BRI Financial Conglomerate based on reports and evaluations submitted by the Director and/or Head of Business Unit related to BRI and the results of evaluations carried out by the Integrated Governance Committee every semester.
8. Supervise, evaluate and ensure that the Integrated Governance Committee carries out its duties effectively.
9. Provide approval for actions within the scope of authority of the Board of Commissioners in accordance with BRI's Articles of Association relating to the management of BRI Financial Conglomeration Members.
10. Carry out other duties and responsibilities related to the management of BRI Financial Conglomerate Members in accordance with the provisions of the Articles of Association, GMS Resolutions, Board of Commissioners Work Procedure Guidelines, and applicable laws and regulations.

Main Entity Directors

In implementing Integrated Governance, the Directors of the Main Entity have duties and responsibilities, including:

1. Prepare and refine the Integrated Governance Guidelines based on the direction and/or recommendation of the Main Entity's Board of Commissioners.
2. Direct, monitor and evaluate the implementation of the Integrated Governance Guidelines.
3. Follow up on directions or advice from the Entity's Board of Commissioners in the context of evaluating the implementation of Integrated Governance.
4. Monitor and evaluate the implementation of integrated governance including integrated compliance, integrated internal audit, integrated risk management, performance of Subsidiary Companies, as well as other integrated aspects.
5. Provide direction and recommendations for the implementation of Integrated Governance including performance evaluation.
6. Ensure alignment of strategic plans between the Main Entity and BRI Financial Conglomerate Members.
7. Holding a GMS in the event that there is a corporate action or other matter related to the management of the Subsidiary Company which is required to obtain a GMS decision.
8. Prepare BRI's Long Term Plan and Company Work and Budget Plan, including those relating to the management of Financial Conglomeration Members.
9. Ensure the implementation of synergy within the BRI Financial Conglomeration environment between BRI and Financial Conglomeration Members and/or between Financial Conglomeration Members.
10. Ensure that audit findings and recommendations from the integrated internal audit business unit, external auditors, OJK supervision results and/or other authorities are followed up by the Main Entity and Members of the BRI Financial Conglomerate.
11. Carry out other duties and responsibilities related to the management of Financial Conglomeration Members in accordance with the provisions of the Articles of Association, GMS Resolutions, Board of Commissioners Work Procedure Guidelines, and applicable laws and regulations.

Integrated Governance Committee

In implementing Integrated Governance, the BRI Integrated Governance Committee has duties and responsibilities, including:

1. Evaluate the implementation of integrated governance through an assessment of the adequacy of internal control, implementation of compliance functions and implementation of integrated risk management, as well as the implementation of other relevant integrated aspects, including the fulfillment of sharia principles from Financial Conglomerate LJKs that have sharia businesses.
2. Provide recommendations to the Board of Commissioners of the Main Entity for improvements to the Integrated Governance Guidelines if necessary.
3. Provide strategic input to the Board of Commissioners of the Main Entity to be submitted to the Board of Directors of the Main Entity regarding the implementation of Integrated Governance.
4. Submit the evaluation results of the Self-Assessment Report on the Implementation of Integrated Governance (Self-Assessment) every semester to the Directors of the Main Entity.
5. Submit the evaluation results of the Annual Report on the Implementation of Integrated Governance to the Main Entity's Board of Directors.
6. Communicate with the Integrated Business Unit through the relevant Directors in charge of the function, to obtain the necessary information, clarification and reports.

Integrated Compliance Unit

In implementing Integrated Governance, the Integrated Compliance Unit has duties and responsibilities, including:

1. Monitor and evaluate the implementation of the compliance function at each Financial Service Institution in the Financial Conglomerate.
2. Provide input to the Main Entity Compliance Director in implementing the compliance function within the BRI Financial Conglomerate.
3. Submit recommendations for improving the implementation of the compliance function at the BRI Financial Conglomerate of Financial Service Institution based on the results of the evaluation report on the duties and responsibilities of the Compliance Unit in each member of the BRI Financial Conglomeration.

4. Carry out and coordinating the implementation of the Integrated Governance Self-Assessment every semester in the context of reporting to the OJK.
5. Submit the Annual Report on the Implementation of Integrated Governance to the regulator in a timely manner.
6. Periodically assess the level of maturity in implementing the compliance function at the BRI Financial Conglomerate of Financial Service Institution.
7. Conduct and coordinate the implementation of evaluations of the BRI Financial Conglomerate's Integrated Governance Policy.
8. Convey the latest relevant provisions/regulations to members of the BRI Financial Conglomerate for information and for follow-up.
9. Prepare and submit a report on the results of the evaluation of the implementation of the duties and responsibilities of the Integrated Compliance Function to the BRI Compliance Director or the Director appointed to carry out supervisory functions over members of the BRI Financial Conglomerate.
10. Communicate and coordinate with the Compliance Unit of members of the BRI Financial Conglomeration periodically, at least 2 (two) times a year in order to carry out their duties.
11. Coordinate with the Compliance Unit of members of the BRI Financial Conglomeration in the event that there is an escalation of problems related to compliance that require the support of the Main Entity in resolving them.

Integrated Risk Management Business Unit

In implementing Integrated Governance, the Integrated Risk Management Business Unit has duties and responsibilities, including:

1. Provide input to the Board of Directors in preparing policies, strategies and Risk Management frameworks.
2. Provide input to RMCT in the context of preparing and improving Integrated Risk Management policies.
3. Develop procedures and tools for risk identification, measurement, monitoring and control.
4. Design and implement the tools needed to implement Risk Management.
5. Monitor the implementation of policies, strategies and risk management frameworks recommended by RMCT and which have been approved by the Main Entity's Board of Directors.
6. Periodically review the integrated risk management process based on developments in applicable risk management practices.
7. Evaluate the proposed Risk Appetite Statement (RAS) of members of the BRI Financial Conglomerate who have an Active Management Parenting Style to be discussed in the RMCT.
8. Evaluate the risk profile report of the BRI Financial Conglomerate of Financial Service Institution for members of the BRI Financial Conglomerate who have Active Management Parenting Style periodically or at least semi-annually.
9. Monitoring the maximum limit for lending and providing funds for the BRI financial conglomerate.
10. Conduct integrated capital adequacy studies and analyzes in order to fulfill regulatory requirements and report them to RMCT.
11. Carry out integrated stress testing simulations to determine BRI Group's resilience in facing crisis conditions.
12. Prepare and submit integrated risk profile/composition reports to the President Director or Director of Risk Management for Financial Conglomeration of Financial Service Institution BRI and RMCT periodically or at least semi-annually.
13. Report integrated risk and capital profiles to regulators in a timely manner.
14. Conduct internal and external studies to provide an overview of the impact on business and operations in order to anticipate emerging risks.
15. Carry out an assessment maturation of the implementation of the risk management function at the BRI Financial Conglomerate of Financial Service Institution on a periodic basis.
16. Evaluate the implementation of the risk management function at the Financial Conglomerate of Financial Service Institution periodically as part of the implementation of Integrated Governance.
17. Support and assess Integrated Risk Management factors which are part of the Integrated Governance Self-Assessment which is coordinated by the Integrated Compliance Unit on a semi-annual basis.
18. Provide information to RMCT regarding matters that need to be followed up according to the results of the evaluation of the implementation of Integrated Risk Management.
19. Coordinate with the Risk Management Business Unit of members of the BRI Financial Conglomeration in the event that there is an escalation of problems related to risk management that require the support of the Main Entity in resolving them.
20. Review proposed new business lines that are strategic in nature and have a significant impact on Financial Conglomeration Risk exposure.

Integrated Internal Audit Business Unit

In implementing Integrated Governance, the Integrated Audit Business Unit has duties and responsibilities, including:

1. Assist the duties of the Director of the Main Entity, the Board of Commissioners of the Main Entity, and the Integrated Governance Committee in supervising the implementation of the internal audit function in the BRI Financial Conglomerate.
2. Supervise the implementation of the internal audit function in the BRI Financial Conglomerate, including at least:
   a. Audit Activity Reports and Principal Audit Results Reports for members of the BRI Financial Conglomerate;
   b. Areas that experience a significant increase in risk and significant fraud incidents that occur in members of the BRI Financial Conglomerate;
   c. Quality of Internal Audit Business Unit for BRI Financial Conglomerate Members which includes but is not limited to audit methods and procedures, Human Capital, and audit tools.

   d. Assessment of the level of maturity of the internal audit function of members of the BRI Financial Conglomerate.
   e. Implementation of Quality Assurance and Monitoring of follow-up improvements
3. Carry out audits or joint audits with Internal Audit Business Unit members of the BRI Financial Conglomeration BRI Financial Conglomeration or based on reports from internal audits of members of the BRI Financial Conglomeration BRI Financial Conglomeration independently, objectively and professionally while still paying attention to the size, characteristics and complexity of the businesses of members of the BRI Financial Conglomeration after obtaining approval from the Main Director of the Main Entity.
4. Develop standards for the implementation of the internal audit function which at least cover the matters regulated in the Internal Audit Professional Standards as guidelines for Internal Audit in carrying out their duties.
5. Integrated Internal Audit Business Unit communicates with Internal Audit Business Unit members of the BRI Financial Conglomeration regularly, at least 2 (two) times a year regarding the results of audits of Internal Audit Business Unit members of the BRI Financial Conglomeration, issues or problems that have a significant impact on the conditions of members of the BRI Financial Conglomeration and developments carried out by Internal Audit Business Unit members of the Financial Conglomeration in order to provide added value to the Company.
6. Integrated Internal Audit Business Unit can communicate with the Board of Commissioners and the Integrated Governance Committee in the context of implementing supervision of Integrated Governance.
7. Inform all current and significant audit findings to the President Director and President Commissioner of the Main Entity through the Main Entity Audit Committee at the first opportunity, with a copy to the Compliance Director, the Director who supervises members of the BRI Financial Conglomeration and the Main Director of members of the BRI Financial Conglomerate.
8. Integrated Internal Audit Business Unit can work together with business unit that carry out other control functions, including Integrated Risk Management and Integrated Compliance in the company by prioritizing the effectiveness of the control function.
9. Provide consulting services to internal parties of the Company, members of the Financial Conglomeration and Subsidiary Companies (if necessary) to provide added value and improvements to the quality of control, risk management and corporate governance as long as it does not affect independence and objectivity and adequate resources are available.
10. Coordinate with the Internal Audit Business Unit of members of the BRI Financial Conglomeration in the event that there is an escalation of problems related to internal audit that require support from the Main Entity in resolving them.
11. Integrated Internal Audit Business Unit plays an active role in improving the quality of audit implementation and maturity levels in Internal Audit Business Unit members of the BRI Financial Conglomerate.

Financial Service Institution's Board of Commissioners BRI Financial Conglomeration Member

The duties and authority of the Board of Commissioners of members of the BRI Financial Conglomeration in implementing Integrated Governance refer to the Articles of Association of members of the BRI Financial Conglomeration, Work Guidelines and Rules for members of the BRI Financial Conglomeration, internal regulations for other members of the BRI Financial Conglomeration, as well as the provisions of applicable laws and regulations.

In implementing Governance integration, the Board of Commissioners, members of the BRI Financial Conglomeration, have duties and responsibilities, including:

1. Supervise the implementation of governance, policies, duties and responsibilities of the Board of Directors of members of the BRI Financial Conglomerate as well as follow up on audit results from internal and external parties.
2. Provide advice to the Board of Directors of members of the BRI Financial Conglomerate regarding development plans for members of the BRI Financial Conglomerate, Company Long Term Plan, Company Work and Budget Plan, Policies, Articles of Association and GMS Decisions of members of the BRI Financial Conglomerate.
3. Form a committee and/or appoint parties to carry out functions that support the duties and responsibilities of the Board of Commissioners of members of the BRI Financial Conglomerate which include at least:
   a. Audit Monitoring;
   b. Compliance Monitoring; and
   c. Risk Management Monitoring
4. Hold meetings of the Board of Commissioners in accordance with the provisions of the Articles of Association of members of the BRI Financial Conglomeration and/or internal regulations of members of the BRI Financial Conglomeration which include frequency, presence of members of the Board of Commissioners, and procedures for decision making.
5. Form work guidelines for the Board of Commissioners for members of the BRI Financial Conglomerate.
6. Provide approval for actions within the scope of authority of the Board of Commissioners of members of the BRI Financial Conglomerate in accordance with the Articles of Association of members of the BRI Financial Conglomerate.
7. Carry out other tasks stipulated in the Articles of Association of members of the BRI Financial Conglomeration, the GMS Resolutions of members of the BRI Financial Conglomeration, and applicable laws and regulations.

Financial Service Institution's Board of Directors Member of BRI Financial Conglomeration

The duties and authority of the Board of Directors of members of the BRI Financial Conglomeration in implementing Integrated Governance refer to the Articles of Association of the members of the BRI Financial Conglomeration, the Work Guidelines and Regulations for members of the BRI Financial Conglomeration, internal regulations for members of the BRI Financial Conglomeration, as well as the provisions of applicable laws and regulations.

In implementing Integrated Governance, the Board of Directors, members of the BRI Financial Conglomeration, have duties and responsibilities, including:

1. Carry out all actions related to the management of members of the BRI Financial Conglomeration in accordance with the aims and objectives of the members of the BRI Financial Conglomeration.
2. Manage members of the BRI Financial Conglomeration in terms of operations, business, human capital, risk management, finance, information technology, internal control systems, and other management aspects related to the businesses of members of the BRI Financial Conglomeration.
3. Organize a GMS for members of the BRI Financial Conglomerate in accordance with the procedures stipulated in the Articles of Association and statutory regulations.
4. Prepare Company Long Term Plan and Company Work and Budget Plan for members of the BRI Financial Conglomerate.
5. Implementing governance principles including compliance with sharia principles of the BRI Financial Conglomerate Subsidiary Company which is a sharia entity.
6. Follow up on audit findings by internal and external parties.
7. Ensure the availability of work regulations for members of the BRI Financial Conglomeration;
8. Align the strategies of BRI Financial Conglomerate members with the strategies of PT Bank Rakyat Indonesia (Persero) Tbk.
9. Implement synergy policies within the members of the BRI Financial Conglomeration.
10. Implement BRI policies relating to members of the BRI Financial Conglomerate.
11. Form committees under the Board of Directors of members of the BRI Financial Conglomeration if necessary.
12. Organize Board of Directors meetings in accordance with the provisions of the Articles of Association of members of the BRI Financial Conglomeration and/or internal regulations of members of the BRI Financial Conglomeration which include frequency, attendance of members of the Board of Directors, and procedures for decision making.
13. Carry out other duties and responsibilities stipulated in the Articles of Association of members of the BRI Financial Conglomerate, the GMS Resolutions of members of the BRI Financial Conglomerate, or applicable laws and regulations.

Sharia Supervisory Board

The Sharia Supervisory Board has at least the following duties and responsibilities:

1. Provide advice and suggestions to the Board of Directors and supervise Financial Service Institutions activities so that they comply with sharia principles.
2. Develop work regulations for the Sharia Supervisory Board.

Intra Group Transaction Policy (Identifying, Managing and Mitigating Intra Group Transactions)

Intra-group Transaction Risk is the risk resulting from the dependence of an entity, either directly or indirectly, on another entity in a Financial Conglomerate in order to fulfill written or unwritten agreement obligations that are followed by the transfer of funds and/or are not followed by the transfer of funds.

Intra-group Risk Management

1. Intra-group Risk Identification
   a. The Main Entity periodically identifies all intra-group risks of the Financial Conglomerate using a method or system to identify risks in the Financial Conglomerate. Intra-group transaction risks may arise from, among others:
      - Cross-ownership between entities in BRI's KK.
      - Centralization of short-term liquidity management.
      - Guarantees, loans, and commitments provided or obtained by BRI from Subsidiaries.
      - Exposure to controlling shareholders, including loan and off-balance sheet exposures such as guarantees and commitments.
      - Purchase or sale of BRI assets to Subsidiaries.
      - Risk transfer through reinsurance.
      - Transactions to transfer third-party risk exposures between entities in BRI's KK
   b. Proses identifikasi risiko intra grup dilakukan dengan melakukan analisis terhadap setiap jenis transaksi intra grup dalam bisnis KK BRI, antara lain dapat didasarkan pada pengalaman kerugian yang pernah terjadi. xxx
2. Intra-group Risk Measurement
   a. In order to carry out Intra-group Risk measurement, the Main Entity carries out:
      - periodic evaluation of the suitability of assumptions, data sources, and procedures used to measure risk, in accordance with business developments and external conditions that affect the financial condition of the Financial Conglomerate; and
      - improvements to the risk measurement method if there are changes in factors that materially and significantly affect the risk, including if there is an addition of a new business line that can affect the financial condition of the Financial Conglomerate
   b. Risk measurement methods and systems can be carried out quantitatively and/or qualitatively which are used to measure BRI's KK risk exposure as a reference for carrying out control.
   c. The selection of measurement methods and systems is adjusted to the characteristics and complexity of the Financial Conglomerate's business activities.

d. Measurement methods and systems must at least be able to measure
   - sensitivity of the Financial Conglomerate to changes in influencing factors, both in normal and abnormal conditions;
   - tendencies of changes in the factors in question based on fluctuations that occurred in the past and their correlation;
   - individual risk levels;
   - overall risk exposure and per type of risk, taking into account the interrelationships between types of risk; and
   - all risks inherent in all BRI KK transactions that can be integrated into the Management Information System

e. The risk measurement process must clearly contain the validation process, validation frequency, data and information documentation requirements, evaluation requirements for the assumptions used, before a methodology is applied by KK BRI.

3. Intra-group Risk Monitoring
   a. The Main Entity monitors the magnitude of risk exposure, risk tolerance, limit compliance, and stress test results as well as consistency of implementation with established policies, procedures, and limits.
   b. The Main Entity prepares an effective back-up system and procedures to prevent disruptions in the risk monitoring process, and periodically checks and re-evaluates the back-up system.
   c. In order to carry out risk monitoring, the Main Entity carries out
      - evaluation of risk exposure through monitoring and reporting of risk exposures that are material or have an impact on the capital conditions of BRI's KK; and
      - improvement of the reporting process and scope, including if there are changes in business activities, products, transactions, risk factors, information technology and Integrated Risk Management Information Systems that are material

4. Intra-group Risk Control
   a. The Main Entity determines the Risk Appetite and Intragroup Risk limits in accordance with the risk philosophy and applicable provisions. The determination of risk limits is adjusted to the risk exposure and the level of risk to be taken and risk tolerance. xxx
   b. Other risk controls can be carried out, among others, by hedging, formulating intragroup transaction calculation methods, and adding capital to absorb potential losses.

In the second semester of 2023 and the first semester of 2024, BRI's intra-group risk is at a low to moderate risk rating.

Implementation of Integrated Governance In 2024

1. Strengthening the Implementation of Integrated Governance of Financial Conglomerates
   In 2024, enhancements and strengthening of the implementation of Integrated Governance within the BRI Financial Conglomeration were carried out, including:
   a. Updating and refining derivative policies from the General Policy on Integrated Governance, namely the Guidelines for Compliance Implementation and Integrated Governance for Financial Service Institutions within the BRI Financial Conglomeration.
   b. Measuring the maturity level of Integrated Governance within the BRI Financial Conglomerate.
   c. Conducting an In-House Training with the BRI Financial Conglomeration on the theme "Achieving Sustainability in Financial Conglomeration", featuring speakers from the Financial Services Authority on May 31, 2024.

2. Implementation of the Duties and Responsibilities of the Integrated Governance Committee
   In carrying out its duties throughout 2024, the Integrated Governance Committee held 21 (twenty-one) meetings to evaluate and ensure that governance implementation aligns with GCG principles within the BRI Financial Conglomeration. The details of these meetings are as follows:

No.	Meeting Date	Meeting Agenda
1	Tuesday, March 5, 2024	Integrated Risk Profile, Implementation of Integrated Compliance Function, and Assessment of the Adequacy of Integrated Internal Control for the Second Semester of 2023.
2	Wednesday, March 13, 2024	Update on Business Conditions for the Second Semester of 2023, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT Permodalan Nasional Madani (PNM)
3	Tuesday, March 26, 2024	Update on Business Conditions for the Second Semester of 2023, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT BRI Multifinance Indonesia (BRI Finance)

No.	Meeting Date	Meeting Agenda
4	Tuesday, April 02, 2024	Update on Business Conditions for the Second Semester of 2023, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT Pegadaian (Pegadaian).
5	Tuesday, April 30, 2024	Update on Business Conditions for the Second Semester of 2023, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT BRI Asuransi Indonesia (BRINS).
6	Tuesday, May 7, 2024	Update on Business Conditions for the Second Semester of 2023, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT BRI Danareksa Securities (BRIDS).
7	Tuesday, May 7, 2024	Update on Business Conditions for the Second Semester of 2023, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT BRI Manajemen (BRIMI).
8	Tuesday, May 7, 2024	Update on Business Conditions for the Second Semester of 2023, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT Asuransi BRI Life (BRI Life).
9	Tuesday, May 14, 2024	Update on Business Conditions for the Second Semester of 2023, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT Bank Raya Indonesia (Bank Raya).
10	Tuesday, May 14, 2024	Update on Business Conditions for the Second Semester of 2023, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT BRI Ventura Investama (BVI).
11	Tuesday, July 02, 2024	Update on BRI Group Maturity Level
12	b. Evaluation of BRI Group Capital Investment	Profil Risiko Terintegrasi, Pelaksanaan Fungsi Kepatuhan Terintegrasi, dan Penilaian Kecukupan Pengendalian Intern Terintegrasi Semester I Tahun 2024.
13	Tuesday, August 27, 2024	Integrated Risk Profile, Implementation of Integrated Compliance Function, and Assessment of the Adequacy of Integrated Internal Control for the First Semester of 2024.
14	Tuesday, September 03, 2024	Update on Business Conditions for the First Semester of 2024, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT BRI Multifinance Indonesia (BRI Finance).
15	Tuesday, September 03, 2024	Update on Business Conditions for the First Semester of 2024, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT BRI Asuransi Indonesia (BRINS).
16	Tuesday, September 17, 2024	Update on Business Conditions for the First Semester of 2024, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT BRI Danareksa Sekuritas (BRIDS).
17	Tuesday, September 17, 2024	Update on Business Conditions for the First Semester of 2024, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT BRI Manajemen Investasi (BRI MI)
18	Tuesday, October 1, 2024	Update on Business Conditions for the First Semester of 2024, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT BRI Ventura Investama (BRI Ventures).
19	Tuesday, October 15, 2024	Update on Business Conditions for the First Semester of 2024, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT Pegadaian (Pegadaian).
20	Tuesday, October 15, 2024	Update on Business Conditions for the First Semester of 2024, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT Asuransi BRI Life (BRI Life).
21	Tuesday, October 22, 2024	Update on Business Conditions for the First Semester of 2024, Future Strategic Plans, and Governance Implementation and Supervision by the Board of Commissioners of PT Bank Raya Indonesia (Bank Raya).

3. Implementation of Duties and Responsibilities of the Integrated Compliance Unit
   During 2024, details of the implementation of the tasks and responsibilities of the Integrated Compliance Unit were as follows:
   a. Implementation of BRI Group's Compliance Forum to enhance understanding and align strategies related to Compliance, Governance, and AML-CFT & PPPSPM., is held monthly, focusing on current issues and regulatory updates, including monitoring compliance with new regulations, reviewing standard agreements, and overseeing the implementation of the Personal Data Protection Law in Financial Service Institutions (FSIs) within the Financial Conglomerate.
   b. Implementation of Compliance Group Visit, conducted through onsite visits to the Compliance Units of FSIs within the BRI Financial Conglomeration to enhance understanding of business processes.
   c. Submission of the Annual Report on Integrated Governance Implementation of the BRI Financial Conglomeration to the Financial Services Authority.
   d. Monitoring the fulfillment of the Integrated Governance structure in accordance with regulatory requirements. including the Board of Commissioners, Board of Directors, Committees, Integrated Business Units, and Policies/Procedures.
   e. Self-Assessment of Integrated Governance within the BRI Financial Conglomeration, conducted semi-annually, with the report submitted to the Financial Services Authority.

f. Self-Assessment of GCG, conducted both individually and on a consolidated basis, on a semi-annual basis.
g. Distribution of the General Policy on Integrated Governance for the Financial Conglomeration to FSIs within the BRI Financial Conglomeration.
h. Evaluation of Compliance Function Implementation in FSIs within the BRI Financial Conglomeration, conducted quarterly, covering the following aspects:
   1) Implementation of Good Corporate Governance (GCG).
   2) Monitoring of prudential principles.
   3) Commitment management.
   4) Compliance risk management.
   5) Implementation of the Anti-Money Laundering (AML), Countering the Financing of Terrorism (CFT), & Prevention of the Financing of Proliferation of Weapons of Mass Destruction (PPPSPM) programs.
   6) Impact analysis of external regulations.
   7) Reporting of Transactions/Decisions involving conflicts of interest.
   8) Other relevant aspects.
i. Measurement of the Integrated Compliance Maturity Level within the BRI Financial Conglomeration.

4. Implementation of Duties and Responsibilities of the Integrated Internal Audit Business Unit
   In encouraging financial conglomeration, BRI has a reliable internal audit function so that it can become a strategic business partner. In carrying out its roles and functions, Integrated Internal Audit Business Unit is supported by an independent organizational structure and adequate Auditor competence, so that throughout 2024 Integrated Internal Audit Business Unit has implemented various work programs, including:
   a. Development of joint use of the Integrated BRISMA Audit Management System Application 2.1 (SKAI BRI Life & SKAI BRI Finance).
   b. The implementation of the thematic audit "Evaluation of Business Synergy of Subsidiaries as a Source of Consolidation Growth in 2024" carried out jointly between Integrated Internal Audit and Internal Audit of Financial Conglomeration Member Institutions.
   c. Development of an Integrated Internal Audit Business UnitDashboard for Monitoring the Integrated Internal Audit Business Unit program.
   d. Performing alignment and evaluation of the audit focus and strategy of Internal Audit of Financial Conglomeration Member Institutions according to the 2024 Annual Audit Planning (PAT) of Internal Audit of Financial Conglomeration Member Institutions.
   e. Monitoring the implementation of the internal audit function and the performance of Subsidiary Companies on a regular basis which is carried out every quarter with the scope of Monitoring including:
      — Monitoring the performance achievements of Financial Conglomeration Member Institutions and BRI Subsidiaries.
      — Monitoring the Audit Report of Internal Audit of Financial Conglomeration Member Institutions.
      — Monitoring the realization of the Annual Audit Planning of Internal Audit of Financial Conglomeration Member Institutions.
      — Monitoring the follow-up on corrective actions for significant findings and external/regulatory audit findings at Financial Conglomeration Member Institutions and BRI Subsidiaries.
      — Monitoring the follow-up on the corrective actions of internal audit maturity assessment results and the Quality Assurance & Improvement Program conducted by Integrated Internal Audit.
      — Monitoring the fulfillment and development of Human Resources for Internal Audit of Financial Conglomeration Member Institutions.
   f. Implementation of the Individual Head Office Audit of BRI for Pegadaian and BRI Manajemen Investasi.
   g. Implementing the Quality Assurance Review and Improvement Program (QAIP) at Internal Audit of Financial Conglomeration Member Institutions to develop and enhance the quality of audits covering all internal audit activities. Throughout 2024, Integrated Internal Audit has carried out the Quality Assurance Review and Improvement Program for Internal Audit of Financial Conglomeration Member Institutions (Bank Raya, BRI Life, BRI Danareksa Sekuritas, BRI Finance, BRI Insurance, PNM, Pegadaian, BRI Venture, and BRI Manajemen Investasi).
   h. Efforts to improve the quality and competence of Internal Audit Business Unit members of the Financial Conglomerate through the membership program as follow:
      — BSDP NWOL Auditor Modular Entry Level Education.
      — Internal Audit Training ISO 37001: 2016 dan ISO 27001:2022
      — Certified Anti Fraud Manager (CAFM)
      — Certified Qualified Internal Auditor (QIA)
      — Certified Ethical Hacker (CEH)
      — Certified Hacking Forensic Investigator (CHFI)
      — BSMR Certification
      — Certified in Risk Governance Professional (CRGP)
      — Adjunct Life Insurance Expert (AAAIJ)
      — Certified Forensic Auditor (CfrA)
      — Securities Broker Representative (WPPE), Investment Manager Representative (WMI), Securities Underwriting Representative (WPEE)
      — Secondment Data Analytic Program (SKAI BRI Life, SKAI BRI Insurance, SKAI BRI Investment Management, SPI Pegadaian, SPI PNM, SKAI BRI Finance, SKAI BRI Danareksa Sekuritas, and SKAI Bank Raya).
   i. Implementation of the workshop on the preparation of the Integrated Internal Audit Management Procedures for BRI Financial Conglomeration.
   j. Preparation of the Integrated Internal Audit Report conducted every semester.
   k. Benchmarking of SKAI Members of the Financial Conglomeration (SKAI BRINS, SPI PNM, SKAI Bank Raya, and SKAI BRI Life) to the Integrated SKAI (Main Entity).
   l. Assessment of the maturity level of the SKAI Members of BRI Financial Conglomerate for the first semester of 2024.
   m. Review of Policy: conducting a review of the internal audit policies and procedures of BRI Financial Conglomerate Members in accordance with the integrated internal audit charter and the latest regulations.

n. Implementation of the Integrated Governance Self-Assessment conducted every semester.
o. Development of the Integrated Governance Application in collaboration with the Integrated Risk Management Unit, Integrated Compliance Unit, and Subsidiary Management Division.
p. Assignment of 12 internal audit workers from BRI to SKAI Members of the Financial Conglomerate as part of the knowledge transfer acceleration process from the Integrated SKAI (Main Entity) to SKAI Members of the Financial Conglomerate, with the following details:
   — SKAI Bank Raya: Group Head (1 worker), Auditor (2 workers)
   — SKAI BRILife: Head of Section (1 worker), Team Leader (1 worker), Auditor (1 worker)
   — SKAI BRI Finance: Head of SKAI (1 worker), Group Head (1 worker)
   — SKAI BRI Insurance: Group Head (1 worker)
   — SKAI BRI Venture: Head of SKAI (1 worker)
   — SKAI BRI Investment Management: Auditor (1 worker)
   — SPI PNM: Head of Division (1 worker)

5. Implementation of the Duties and Responsibilities of the Integrated Risk Management Unit
   Throughout 2024, the detailed implementation of the duties and responsibilities of the Integrated Risk Management Unit is as follows:
   a. Implementation of the Integrated Risk Management Committee Forum (RMCT) held twice in 2024, on February 16, 2024, and August 15, 2024.
   b. Establishment of the Integrated Risk Appetite Statement (RAS) and that of the Subsidiaries, which have been adjusted according to the Risk Management Models of each Subsidiary Entity.
   c. Conducting a self-assessment of the Integrated Risk Maturity Index (RMI) and that of the Subsidiaries, which is then submitted for decision at the RMCT Forum.
   d. Submission of the Integrated Risk Profile Report (semi-annual) and Consolidated Report (quarterly) to the Financial Services Authority.
   e. Submission of the Consolidated Soundness Level Report (semi-annual) to the Financial Services Authority.
   f. Periodic monitoring of the Maximum Credit Limit and Fund Provisioning for the Financial Conglomeration.
   g. Periodic monitoring of the LCR and NSFR positions as well as the IRRBB for the Consolidated entity.
   h. Conducting analysis and preparing reports on Integrated Capital Adequacy (semi-annual), which are then presented at the RMCT Forum and reported to the Financial Services Authority.
   i. Conducting integrated stresstest simulations (semi-annual), which are then presented at the RMCT Forum.
   j. Conducting Self-Assessment on the Determination of Risk Categories and Classifications for BRI and its Subsidiaries in accordance with PER 02/MBU/03/2023 from the Ministry of SOEs.
   k. Coordinating with SKMRT regarding integrated risk management in the following matters:
      — Modeling credit scoring for Subsidiaries
      — Modelling CKPN
      — Project for preparing the Digital Risk Register for BRI's Applications and its Subsidiaries
   l. Implementation of BRI Group In House Training related to the implementation of risk management (Market ATMR, VaR and IRRBB Calculation, LPG Policy, Stress Test) which is directly coordinated with BRI Corporate University.

Bad Corporate Governance Practice

As a financial institution committed to Good Corporate Governance, PT Bank Rakyat Indonesia (Persero) Tbk recognizes the importance of identifying and preventing risks that may lead to Bad Corporate Governance practices. Therefore, throughout 2024, BRI remained committed to refraining from actions and policies associated with Bad Corporate Governance, as shown in the following table:

No	Description	Implementation
1.	Reporting on company activities that harm the environment.	Nil
2.	Failure to disclose important legal matters faced by the company, its subsidiaries, members of the Board of Directors, and/or members of the Board of Commissioners in office, in the Annual Report.	Nil
3.	Non-compliance with tax obligations.	Nil
4.	Discrepancies between the presentation of the annual report and financial statements with applicable regulations and Indonesian Financial Accounting Standards (SAK).	Nil
5.	Failure to disclose labor and employee-related cases.	Nil
6.	No disclosure of the company's operational segments.	Nil
7.	Discrepancy between the hardcopy and softcopy versions of the Annual Report.	Nil

Corporate Social Responsibility

SOCIAL PILLAR

Under the social pillar, BRI fulfills the Basic Human Rights for Quality Fairly and Equally. The Programs implemented under this social pillar are as follows:

a. **BRI Peduli "Ini Sekolahku" Program**
   In 2024, BRI carried out the BRI Peduli CSER "Ini Sekolahku" program. This program is BRI's commitment to creating shared value in education. Currently, many school buildings, especially in remote areas, are inadequate for conducive teaching and learning activities. However, a well-maintained school environment is one of the key factors in improving the quality of education. Through the "Ini Sekolahku" program, BRI assisted in the construction/renovation of school buildings and educational facilities in eight (8) underprivileged schools. This initiative aimed to enhance the learning environment, ensuring students receive a better-quality education.

b. **AURA Program (Aspire to Uplift, Revive, and Achieve)**
   BRI believes that women have great potential to contribute more to society. Through the AURA program, BRI strives to support women in enhancing their roles by empowering women's groups through business development. Implemented across 17 BRI Regional Offices, this program supported 17 Women's Business Groups that meet specific criteria. The businesses run by these women's groups vary, including food and beverage industries, plantation agriculture, horticulture farming, textile and garment industries, and other types of businesses. The support provided through the AURA program includes both training and business equipment to help sustain and grow these women-led enterprises. The program aimed to empower women and strengthen their role in community development.

c. **"Preventing Stunting is Important" in Commemoration of National Nutrition Day 2024**
   Stunting is a condition of impaired growth in toddlers caused by prolonged malnutrition, repeated infections, and lack of stimulation. It is influenced by factors such as adolescent health, maternal nutrition during pregnancy, infant feeding practices, and economic, cultural, and environmental aspects like sanitation and access to healthcare services. Stunting was one of the targets of the Sustainable Development Goals (SDGs), specifically Goal 2, which aimed to eliminate hunger and all forms of malnutrition by 2023 and achieve food security. In conjunction with National Nutrition Day, BRI launched the "Preventing Stunting is Important" program, providing nutritious food packages for toddlers and medical equipment at 24 community health centers (puskesmas/posyandu) across Denpasar, Manado, Jakarta, Makassar dan Jayapura. This initiative was part of BRI's contribution to realizing Indonesia Emas 2045 (Golden Indonesia 2045).

ECONOMIC PILLAR

BRI implemented several programs to create Job, Business, and Industry Opportunities Inclusively, including:

a. **Development of Culinary Tourism at Tomohon Market**
   Tomohon Market is one of the traditional markets in Tomohon City. Like most traditional markets, it provides daily necessities for the local community. However, what makes this market unique and widely known is the presence of stalls selling unconventional types of meat, which attract both local and international tourists. As part of its support, BRI assisted in the construction of culinary stalls within the market area, making the environment more comfortable and hygienic. These culinary stalls are located next to the Beriman Tomohon terminal, making culinary tourism more accessible. This initiative was expected to stimulate economic activity in the Tomohon Market area and contribute to improving the welfare of the local community.

b. **Business Equipment Assistance for Coffee Farmers Group in Jepara**
   Coffee is one of Indonesia's leading commodities, with various coffee types from different regions making it a key export product. Besides large-scale industries, many MSMEs (Micro, Small, and Medium Enterprises) are also involved in coffee processing, making it more accessible to the public. However, not all MSMEs have adequate facilities and infrastructure to expand their businesses. This is where BRI provided support through the BRI Peduli CSER program a coffee farmers group in Jepara, Kelompok Tani Kopi Tempur Roban Djoyo Jepara. BRI's assistance included a coffee roasting machine, which helped increase production capacity and meet market demands.

c. Homestay Development Assistance in Mandalika
   BRI is committed to supporting the growth of local tourism, particularly in Mandalika, one of Indonesia's priority destinations. Mandalika has been rapidly developing as a tourist hotspot, accompanied by the construction of various tourism-supporting facilities.

Through the BRI Peduli CSER program, BRI actively contributed to Mandalika's tourism development by assisting in the homestays construction for visitors. This support was given to the Kuta Mandalika Village government, which managed the homestays. By expanding accommodation options and improving tourism infrastructure, this initiative aimed to empower the local economy, promote sustainable tourism, and enhance the livelihoods of the surrounding community.

ENVIRONMENTAL PILLAR

Under the environmental pillar, BRI implemented sustainable ecosystem management, conservation, and restoration through the following programs:

a. **BRI Menanam Grow & Green – Mangrove Planting Program**
The BRI Menanam Grow & Green program is a long-term collaborative initiative involving environmental activist groups, foundations, and local communities. This program reflected BRI's commitment to mitigating global warming and climate change through tree-planting activities. BRI provided the seedlings, while foundations and farmer groups were responsible for land preparation, seed planting, monitoring, and tracking tree growth.

In 2024, BRI planted 10,000 mangrove trees in Muara Gembong, Bekasi, and 5,000 sea pine trees in Kradenan and Gesikharjo villages, Tuban. Tree management was carried out in collaboration with environmental organizations that conduct regular growth monitoring. This tree-planting initiative was expected to improve environmental conditions while also serving as an alternative eco-educational tourism site, helping to stimulate the local economy.

b. **BRI Peduli Yok Kita GAS (Waste Management Movement) Waste Management Journey**
Waste management remains a significant challenge in society. Through the Yok Kita GAS (Waste Management Movement) program, BRI contributed to addressing this issue by integrating a systematic, comprehensive, and sustainable waste management approach. The program prioritized community empowerment and financial literacy while aligning with BRI's business processes to create additional value for the company and society.

This initiative has been implemented in 41 Waste Banks and 5 markets in various regions. Participants received training in waste sorting, governance and institutional strengthening, financial literacy, and waste bank business management. Additionally, BRI provided organic waste shredders and communal maggot farming bins as part of its support.

Through this program, BRI aimed to contribute to environmental conservation and support the Indonesian government's target of achieving Net Zero Emissions by 2050.

c. **BRI Peduli - Productive Tree Planting Program**
In 2024, BRI launched a program boosting the local economy through productive tree planting. Various tree species have been planted, including durian, palm (aren), coffee, mango, nutmeg, and others. By the end of 2024, a total of 45,300 trees were planted. BRI collaborated with foundations, and local communities in designated planting areas. Beyond promoting reforestation, this initiative provided long-term economic benefits to the local population. With proper care and harvesting, these trees will serve as a sustainable source of income, strengthening community livelihoods while supporting environmental conservation.

OJK Index

Criteria	Explanation	Page	Regulations
UMUM			
Annual Report is well printed and bound.		√	POJK 29
Annual Report must be reproduced in the form of printed copies of documents and electronic copies of documents.		√	POJK 29
Annual Reports are presented in Indonesian and foreign languages		√	POJK 29
Annual Report must be published on the Issuer's or Public Company's Website on the same date as the submission of the Annual Report to the Financial Services Authority.		√	POJK 29
PERFORMANCE HIGHLIGHTS			
Summary of important financial data contains financial information presented in comparative form for 3 (three) financial years or since starting their business if the Issuer or Public Company has been running its business activities for less than 3 (three) years.	Information includes, among others:		
	1. Sales revenue.	21	SEOJK 16
	2. Gross profit.	22	
	3. Operational profit.	22	SEOJK 9
	4. Profit before tax.	22	
	5. Net profit.	22	
	6. Profit and loss.	22	SEOJK 16
	7. Total comprehensive profit (loss).	23	SEOJK 9
	8. Total profit (loss) attributable to owners of the parent entity and non-controlling interests.	23	SEOJK 16
	9. Total comprehensive profit (loss).	23	SEOJK 16
	10. Total comprehensive profit (loss) attributable to owners of the parent entity and non-controlling interests.	23	
	11. Earnings (loss) per share.	23	SEOJK 9 SEOJK 16
	12. Total assets.	20	
	13. Total liabilities.	20	
	14. Total equity.	21	
	15. Third-party funds.	20	SEOJK 9
	16. Loans received.	20	
	17. Ratio of profit (loss) to total assets.	26	SEOJK 16
	18. Profit (loss) to equity ratio.	26	
	19. Profit (loss) to revenue/sales ratio.	26	
	20. Current ratio.	26	
	21. Liability to equity ratio.	26	
	22. Ratio of liabilities to total assets.	26	

Criteria	Explanation	Page	Regulations
	23. CAR ratio.	26	SEOJK 9
	24. Productive assets.	26	
	25. Non-performing loans (NPL) ratio.	26	
	26. Ratio of Operating Expenses to Operating Income (BOPO).	26	
	27. *Cost to Income Ratio(CIR).*	26	
	28. Net Interest Margin (NIM) ratio.	26	
	29. Percentage of violations and exceedances of the Legal Lending Limit (BMPK).	26	
	30. Statutory Reserve Ratio (GWM).	26	
	31. Net Open Position (NOP) Ratio.	26	
	32. Information and other financial ratios that are relevant to the issuer or public company and the type of industry.	25-26	SEOJK 9 SEOJK 16
Stock Information	Information on shares for Public Companies at least contains:		SEOJK 16
	1. Shares that have been issued for each quarter presented in comparative form for the last 2 (two) financial years, at least contain:		
	a. Number of outstanding shares.	29	
	b. Market capitalization is based on the price on the stock exchange where the shares are listed.	29	
	c. The highest, lowest and closing share prices are based on the price on the stock exchange where the shares are listed.	29	
	d. Volumetrading on the stock exchange where the shares are listed.	29	
	Information in letter b), letter c) and letter d) is only disclosed if the shares are listed on the stock exchange. Information is presented in the form of graphs and tables.		
	2. such as a stock split, reverse stock, stock dividends, bonus shares, changes in the nominal value of shares, issuance of convertible securities, and additions and capital reduction, share information as referred to in number 1) is added with an explanation of at least:	30	SEOJK 16
	a. The date of implementation of the corporate action.		
	b. Stock split ratios, reverse stock ratios, stock dividends, bonus shares, number of convertible securities issued, and changes in share nominal value. c. bonus, number of convertible securities issued, and changes in the nominal value of shares.		
	d. The number of outstanding shares before and after the corporate action.		
	e. The number of effect conversions implemented (if any).		
	f. Stock prices before and after corporate actions.		
	3. In the event of a temporary suspension of share trading (suspension) and/or delisting of shares during the financial year, the reasons for the temporary suspension of share trading (suspension) and/or delisting of shares (delisting) shall be explained.	31	SEOJK 16

Criteria	Explanation	Page	Regulations
	4. In the event that the temporary suspension of share trading (suspension) as referred to in number 3) and/or the process of canceling the listing of shares (delisting) is still ongoing until the end of the Annual Report period, the actions taken to resolve the temporary suspension of share trading (suspension) and/or cancellation are explained. listing of shares (delisting).	31	SEOJK 16
REPORT OF DIRECTORS AND BOARD OF COMMISSIONERS			
Directors Report	The Board of Directors' report contains at least a brief description of:		
	1. Performance of Issuers or Public Companies, at least includes:		
	a. Issuer's or Public Company's strategy and strategic policies (including for UUS if the Bank owns UUS).	44	SEOJK 9 SEOJK 16
	b. The role of the Board of Directors in formulating the strategy and strategic policies of the Issuer or Public Company.		SEOJK 16
	c. The process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategy.		
	d. Comparison between the results achieved and those targeted by the Issuer or Public Company.	49	SEOJK 9 SEOJK 16
	e. Obstacles faced by Issuers or Public Companies.	49-50	
	f. Organizational structure.	44	SEOJK 9
	g. Main activity.	42	
	h. Information Technology.	44	
	i. Types of products and services offered, including lending to debtors of micro, small and medium enterprises.	42	
	j. Interest rates for raising and providing funds.	46-47	
	k. Economic development and target market.	44-45	
	l. Networks and business partners at home and/or abroad.	42-43	
	m. Number, type and location of offices.	42-43	
	n. Ownership of the Board of Directors, Board of Commissioners and shareholders in the Bank's business group.	52	
	o. Important changes that occurred in the Bank and the Bank's business group in the year concerned.	52	
	p. Important things that are expected to happen in the future.	50	
	q. Human resources include the number, level of education, training, and development of human resources.	44	
	2. An overview of the business prospects of the Issuer or Public Company.	50	SEOJK 9 SEOJK 16
	3. Implementation of Issuer or Public Company governance.	51-52	

Criteria	Explanation	Page	Regulations
Report of the Board of Commissioners	The Board of Commissioners' report contains at least a brief description of:		
	1. Assessment of the Board of Directors' performance regarding the management of Issuers or Public Companies, including oversight by the Board of Commissioners in the formulation and implementation of the Issuer's or Public Company's strategy carried out by the Board of Directors.	58-60	SEOJK 16 SEOJK 9
	2. Views on the business prospects of Issuers or Public Companies compiled by the Board of Directors.	60-61	
	3. Views on the implementation of governance of the Issuer or Public Company.	61-65	
	4. Changes in the composition of the Board of Commissioners (if any) and reasons for the changes.	67	SEOJK 9
	5. Frequency and method of providing advice to members of the Board of Directors.	58	
Statement Letter from Members of the Board of Directors and Members of the Board of Commissioners	Statement Letter from Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibility for the Annual Report. Statement letter from members of the Board of Directors and members of the Board of Commissioners regarding responsibility for the Annual Report is prepared in accordance with the format of Statement Letter from Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibility for the Annual Report.	70-71	SEOJK 16 POJK 29
COMPANY PROFILE			
Company name and full address	Access to Issuers or Public Companies including branch offices or representative offices that enable the public to obtain information about Issuers or Public Companies, including:	74	SEOJK 9 SEOJK 16
	1. Address		
	2. Phone number		
	3. Email address		
	4. Website address		
Name and address of subsidiary and/or branch office or representative office (if any)	Contains information including:		
	1. Name and address of the subsidiary, including: a. Address b. Phone number c. E-mail address d. Website address	75-76	SEOJK 9 SEOJK 16
	Notes: if the company does not have subsidiaries, branch offices, and representative offices, so that it is disclosed.		
Brief history of Issuer or Public Company	Include among others: date/year of establishment, name, change of company name (if any), and effective date of change of company name.	78-81	SEOJK 9 SEOJK 16
	Notes: if the company has never changed its name, please disclose it.		
Vision, Mission and Corporate Culture	Includes:		SEOJK 9 SEOJK 16
	1. Company Vision	82	
	2. Company Mission	83	
	3. Statement that the vision and mission have been reviewed and approved by the Board of Directors/Board of Commissioners in the financial year.	82-84	
Business activities	Description of, among others:		SEOJK 9 SEOJK 16
	1. The company's business activities according to the latest articles of association.	85	
	2. Business Activities Undertaken.	85	
	3. Products and/or services produced.	86-96	

Criteria	Explanation	Page	Regulations
Operational Area	Issuer's or Public Company's operational area. The operational area is the area or area where operational activities are carried out or the scope of the company's operational activities.	98-100	SEOJK 16
Organizational structure	The organizational structure of the Issuer or Public Company in the form of a chart, at least up to 1 (one) level below the Board of Directors including committees under the Board of Directors (if any) and committees under the Board of Commissioners, accompanied by names and positions.	102-103	SEOJK 9 SEOJK 16
Association Membership	List of industry association memberships both on a national and international scale related to the implementation of sustainable finance.	104-105	SEOJK 16
Board of Directors Profile	Profile of the Board of Directors, at least contains:		SEOJK 9 SEOJK 16
	1. Name and position in accordance with the duties and responsibilities.	106-118	
	2. Latest photos.		
	3. Age.		
	4. Citizenship.		
	5. Educational history and/or certification.		
	6. Position history, including information on:		
	a. The legal basis for appointment as a member of the Board of Directors of the Issuer or Public Company concerned		
	b. Concurrent positions, both as members of the Board of Directors, members of the Board of Commissioners, and/or committee members as well as other positions both inside and outside the Issuer or Public Company. In the event that members of the Board of Directors do not have concurrent positions, then this is disclosed.		
	c. Work experience and time period both inside and outside the Issuer or Public Company.		
	7. of the Board of Commissioners, major shareholders and controllers, either directly or indirectly to individual owners, including names of affiliated parties. In the event that members of the Board of Directors have no affiliation, the Issuer or Public Company shall disclose this. Financial relationships and family relationships of members of the Board of Directors and members of the Board of Commissioners with other members of the Board of Directors, other members of the Board of Commissioners, and/or controlling shareholders of the Bank.	119	SEOJK 9 SEOJK 16 POJK 13
	8. Changes in the composition of members of the Board of Directors and reasons for the changes. In the event that there is no change in the composition of the members of the Board of Directors, this will be disclosed.	119-120	SEOJK 16

Criteria	Explanation	Page	Regulations
Profile of the Board of Commissioners	Profile of the Board of Commissioners, at least contains:		SEOJK 9 SEOJK 16
	1. Name and position.	121-131	
	2. Latest photos.		
	3. Age.		
	4. Citizenship.		
	5. Educational history and/or certification.		
	6. Position history, including information on:		
	a. The legal basis for appointment as a member of the Board of Directors of the Issuer or Public Company concerned		
	b. Legal basis for the first appointment as a member of the Board of Commissioners who is an independent commissioner of the Issuer or Public Company concerned.		
	c. Concurrent positions, both as members of the Board of Directors, members of the Board of Commissioners, and/or committee members as well as other positions both inside and outside the Issuer or Public Company. In the event that members of the Board of Directors do not have concurrent positions, then this is disclosed.		
	d. Work experience and time period both inside and outside the Issuer or Public Company.		
	7. Affiliation with other members of the Board of Directors, members of the Board of Commissioners, major shareholders and controllers, either directly or indirectly to individual owners, including names of affiliated parties. In the event that members of the Board of Directors have no affiliation, the Issuer or Public Company shall disclose this. Financial relationships and family relationships of members of the Board of Directors and members of the Board of Commissioners with other members of the Board of Directors, other members of the Board of Commissioners, and/or controlling shareholders of the Bank.	132	SEOJK 9 SEOJK 13 SEOJK 16 POJK 17
	8. Statement of independence of the independent commissioner in the event that the independent commissioner has served more than 2 (two) terms.	N/A	SEOJK 16
	9. Changes in the composition of members of the Board of Directors and reasons for the changes. In the event that there is no change in the composition of the members of the Board of Directors, this will be disclosed.	132-133	
Executive officer brief profile	Including the composition of executive officers along with their positions and a summary of Curriculum Vitae.	134-138	SEOJK 9
Number of employees and employee competency development data.	Data on employee competency development that has been carried out in the financial year consisting of parties (position levels) who attended training, types of training, and training objectives as well as equal opportunities for all employees.	139-141	SEOJK 9 SEOJK 16
	Employee competency development costs that have been incurred in the financial year.		

Criteria	Explanation	Page	Regulations
Shareholder composition	Names of shareholders and percentage of ownership at the beginning and end of the financial year, which consists of information regarding:		SEOJK 9 SEOJK 16 POJK 17
	1. Shareholders who own 5% (five percent) or more shares of Issuers or Public Companies.	144-155	
	2. Members of the Board of Directors and members of the Board of Commissioners who own shares of Issuers or Public Companies. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, then this matter shall be disclosedthe.	146-147	
	3. shares by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the financial year, including information regarding shareholders who are registered in the register of shareholders for the benefit of indirect ownership by members of the Board of Directors and members of the Board of Commissioners. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not have indirect ownership of the shares of the Issuer or Public Company, then this matter must be disclosed. Directors and commissioners who own Shares (Directors and Board of Commissioners/Supervisory Board must report to the company regarding their and/or family's share ownership in the company concerned and other companies, including any changes thereto).	146-147	
	4. Group of public shareholders, namely groups of shareholders who each own less than 5% (five percent) of the shares of the Issuer or Public Company.	145-146	SEOJK 16
	1. Number of shareholders and percentage of ownership at the end of the financial year based on classification:	148	SEOJK 16
	a. Ownership of local institutions.		
	b. Ownership of foreign institutions.		
	c. Local individual ownership.		
	d. Foreign individual ownership.		
	The above information can be presented in tabular form.		
Major and controlling shareholder	Information regarding major shareholders and controllers of Issuers or Public Companies, either directly or indirectly, up to individual owners, presented in the form of a schematic or chart.	141	SEOJK 9 SEOJK 16
List of associate subsidiaries, venture companies	Names of subsidiaries, associated companies, joint venture companies where the Issuer or Public Company has joint control of the entity (if any), along with the percentage of share ownership, line of business, total assets, and operating status of subsidiaries, associated companies, joint venture companies. For subsidiaries, information regarding the address of the subsidiary is added.	149-156	SEOJK 9 SEOJK 16
Information related to the Bank Business Group	Banks that are part of a business group and/or have Subsidiaries, must add:	158	SEOJK 9
	The structure of the Bank's business group which includes:		
	a. The structure of the Bank's business group consists of the Bank, Subsidiaries, sister companies, Parent Entity up to the ultimate shareholder.		
	b. Management linkage structure within the Bank's business group.		
	c. Shareholders acting on behalf of other shareholders. The definition of a shareholder acting on behalf of another shareholder is an individual shareholder or an entity that has the common goal of controlling the Bank, based on or not based on an agreement.		

Criteria	Explanation	Page	Regulations
Share listing chronology	Chronology of share listing, number of shares, number of listed shares after each corporate action, nominal value, and offering price from the beginning of listing to the end of the financial year as well as the name of the stock exchange where the Issuer's or Public Company's shares are listed, including stock splits (stock split), merger of shares (reverse stock), stock dividends, bonus shares, and changes in the nominal value of shares, implementation of conversion effects, implementation of capital additions and reductions (if any).	156-161	SEOJK 16
Information on the listing of other securities	Information on the listing of other securities that are not yet due in the financial year at least contains the names of the securities, the type of corporate action that causes a change in the number of other securities, year of issue, interest rate/yield, maturity date, offering value, name of stock exchange where other securities are listed, and securities rating (if any).	162-167	SEOJK 16
Information on the use of public accounting services (AP) and public accounting firms (KAP)	Information on the use of public accounting services (AP) and public accounting firms (KAP) and their networks/associations/alliance includes:	167	SEOJK 16
	1. Name and address.		
	2. Assignment period.		
	3. Information on audit and/or non-audit services provided.		
	4. Audit and/or non-audit service fees for each assignment given during the financial year.		
	5. In the event that the designated AP and KAP and their network/ association/alliance do not provide non-audit services, then the information shall be disclosed.		
	Disclosure of information on the use of AP and KAP services and their networks/associations/alliances can be presented in tabular form.		
Name and address of supporting institution and/or profession.	Names and addresses of capital market supporting institutions and/or professions other than AP and KAP.	168-169	SEOJK 16
Awards and Certifications.	Information includes, among others:	170-187	SEOJK 9
	1. Name of award and/or certification (national and international scale).		
	2. Year of award and/or certification.		
	3. Awarding and/or certification bodies.		
	4. Validity period (for certification).		
MANAGEMENT DISCUSSION AND ANALYSIS OF THE COMPANY'S PERFORMANCE			
Bank Strategic Plan	1. Long term plan (corporate plan). 2. Medium and short term plans (business plan).	198-200	SEOJK 13 POJK 17
Operational review per business segment	Operational review per business segment according to the type of industry of the Issuer or Public Company, at least concerning:		SEOJK 9 SEOJK 16
	1. Explanation of each business segment.	206-271	
	2. Performance per business segment, among others:		
	a. Production, which includes process, capacity, and development.		
	b. Increase/decrease in production capacity.		
	c. Sales/business income.		
	d. Profitability.		

Criteria	Explanation	Page	Regulations
Description of the company's financial performance	Comprehensive financial performance which includes a comparison of financial performance in the last 2 (two) financial years (in the form of narratives and tables), an explanation of the causes of the changes and the impact of these changes, at least concerning:		SEOJK 9 SEOJK 16
	1. Current assets, non-current assets, and total assets.	274-275, 277-282	
	2. Short term liabilities, long term liabilities and total liabilities.	275, 282-285	
	3. Funding (investment and giving loan/financing).	277-278, 281-282	
	4. Third party funds and other funding sources.	282-285	
	5. Equity.	276, 285-286	
	6. Income/sales, expenses, profit (loss), other comprehensive income, and total comprehensive profit (loss).	287-295	
	7. Cash flow.	295-298	
	8. Basic loan interest rate.	298	SEOJK 9
Analysis of the quality of earning assets and relevant financial ratios.		304-309	SEOJK 9
Discussion and analysis of the ability to pay debts and the collectability of the company's receivables, by presenting the calculation of the relevant ratio according to the type of company's industry.	Explanation of:		SEOJK 16
	1. Ability to pay debts, both short term (liquidity) and long term (solvability).	299-301	
	2. Receivables collectibility level.	301-302	
Discussion on capital structure and management policies on capital structure (capital structure policy).	Top explanation:		SEOJK 16
	1. Details of the capital structure (capital structure), which consists of interest-based debt/sukuk and equity.	310-311	
	2. Management policies on capital structure (capital structure policies).	310	
	3. Basis for selection of management policies.	310	
Discussion on material commitments for capital goods investment (not funding commitments) in the last financial year.	Explanation of:		SEOJK 16
	1. The purpose of the bond.	390-391	
	2. Source of funds expected to fulfill these ties.		
	3. The currency to be denominated.		
	4. The steps the company plans to take to protect against risks from related foreign currency positions.		
	Notes: if the company has no ties related to investment in capital goods in the last financial year to be disclosed.		
Discussion on investment in capital goods realized in the last financial year.	Explanation of:		SEOJK 9 SEOJK 16
	1. Types of investment in capital goods.	391	
	2. The purpose of investing in capital goods.		
	3. Investment value of capital goods issued in the last financial year.		
	Notes: if there is no realization of investment in capital goods, so that it is disclosed.		
Description of the company's business prospects.	The business prospects of Issuers or Public Companies are linked to industry conditions, the general economy and international markets accompanied by quantitative supporting data from reliable data sources.	392-393	SEOJK 16

Criteria	Explanation	Page	Regulations
Comparative information between targets at the beginning of the financial year with the results achieved (realization), and targets or projections to be achieved for the next year.	Comparison between targets/projections at the beginning of the financial year with the results achieved (realization), regarding:		SEOJK 16
	1. Sales revenue.	393-395	
	2. Profit and loss.		
	3. Capital structure.		
	4. Marketing.		
	5. HR Development.		
	6. Other matters deemed important by the Issuer or Public Company.		
	Targets/projections to be achieved by Issuers or Public Companies for the next 1 (one) year, regarding:		
	1. Sales revenue.	396-398	
	2. Profit and loss.		
	3. Capital structure.		
	4. Dividend policy.		
	5. Marketing.		
	6. HR Development.		
	7. Other matters deemed important by the Issuer or Public Company.		
Description of the marketing aspect.	Marketing aspects of the Issuer's or Public Company's goods and/or services, at least regarding marketing strategy and market share.	200-203	SEOJK 9 SEOJK 16
Description of dividends for the last 2 (two) financial years.	Description of dividends for the last 2 (two) financial years, at least:		SEOJK 16
	1. The dividend policy, among other things, contains information on the percentage of the amount of dividends distributed to net income.	399-401	
	2. Cash dividend payment date and/or non-cash dividend distribution date.		
	3. Amount of dividends per share (cash and/or non-cash).		
	4. The amount of dividends per year paid.		
	Notes: if there is no distribution of dividends, please state the reasons.		
Realization of the use of proceeds from the public offering (in the event that the company is still required to submit a report on the realization of the use of funds)	Realization of the use of proceeds from the public offering, under the condition:	400-403	SEOJK 16
	a. a. In the event that during the financial year, the Issuer has an obligation to submit a report on the realization of the use of funds, the cumulative realization of the use of proceeds from public offerings until the end of the financial year is disclosed. b. In the event that there is a change in the use of funds as stipulated in the Financial Services Authority Regulation regarding the report on the realization of the use of funds from a public offering, the Issuer shall explain the change.		
	Note: if you do not have information on the realization of the use of proceeds from a public offering, please disclose it.		

Criteria	Explanation	Page	Regulations
Material information (if any), including investment, expansion, divestment, business merger/ consolidation, acquisition, debt/ capital restructuring, material transactions, affiliated transactions, and conflict of interest transactions.	Contains descriptions of:		SEOJK 16
	a. Date, value, and transaction object.	402-411	
	b. The name of the party conducting the transaction.		
	c. Nature of the affiliation relationship (if any).		
	d. Explanation of the fairness of the transaction.		
	e. Fulfillment of related provisions.		
	f. In the event that there is an affiliation relationship, apart from disclosing the information referred to in number a) through number f), the Issuer or Public Company also discloses information:		
	1) The Board of Directors' statement that affiliated transactions have gone through adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, among others, carried out by fulfilling the arm's length principle.	406	
	2) The role of the Board of Commissioners and the audit committee in carrying out adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, among others, is carried out by fulfilling the arm's length principle.	406	
	g. For affiliate transactions or material transactions which are business activities carried out in order to generate business income and are carried out routinely, repeatedly and/or continuously, an explanation is added that the affiliated transactions or material transactions are business activities carried out in order to generate business income and are carried out routinely, repeatedly, and/or continuously. In the case of affiliated transactions or material transactions referred to have been disclosed in the annual financial statements, information is added regarding references to disclosure in the said annual financial statements.	405, 410	
	h. For disclosure of affiliated transactions and/or conflict of interest transactions which are the result of the implementation of affiliated transactions and/or conflict of interest transactions that have been approved by independent shareholders, information is added regarding the date of the GMS that approves the affiliated transactions and/or conflict of interest transactions.	406, 411	SEOJK 16 SEOJK 13
	i. In the event that there are no affiliated transactions and/or conflict of interest transactions, then this is disclosed.	403-411	
Description of changes to laws and regulations on companies in the last financial year.	The description contains, among others:		SEOJK 16
	1. The names of the laws and regulations that have changed.	411-413	
	2. The impact (quantitative and/or qualitative) on the company (if significant) or the statement that the impact is not significant.		
	Notes: if there is no change in laws and regulations in the last financial year, so that it is disclosed.		
Description of changes in accounting policies implemented by the company in the last financial year.	The description contains, among others:		SEOJK 16
	1. Changes in accounting policies.	414-415	
	2. Reasons for changes in accounting policies.		
	3. Quantitative impact on financial statements.		
	Notes: If there is no change in accounting policy in the last financial		
Information on Risk Exposure and Capital.	Risk exposure and capital includes annual period risk and capital exposure reports as stipulated in part II of the Publication Report on risk and capital exposure.	311-390	SEOJK 9

Criteria	Explanation	Page	Regulations
GOOD CORPORATE GOVERNANCE			
GMS.	Information regarding GMS resolutions in the financial year and 1 (one) year before the financial year includes:	483-494	SEOJK 16
	a. a. GMS resolutions in the financial year and 1 (one) year prior to the financial year realized in the financial year.		
	b. GMS decisions in the financial year and 1 (one) year prior to the financial year that have not been realized along with the reasons for not being realized.		
	In the event that an Issuer or Public Company uses an independent party in the implementation of the GMS to carry out the vote count, it shall be disclosed regarding this matter.		
Directors.	1. Duties and responsibilities of each member of the Board of Directors. Information regarding the duties and responsibilities of each member of the Board of Directors is described and can be presented in tabular form.	497-499	SEOJK 13 SEOJK 16 POJK 17
	2. Statement that the Board of Directors has a guideline or charter (charter) of the Board of Directors.	496-497	SEOJK 16
	3. Policy and implementation of the frequency of meetings of the Board of Directors, meetings of the Board of Directors with the of Commissioners, and the level of attendance of members of the Board of Directors at these meetings including attendance at the GMS. Information on the level of attendance of members of the Board of Directors at meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners or GMS can be presented in tabular form.	500-512	SEOJK 16
	4. Training and/or competency improvement for members of the Board of Directors:	513-514	SEOJK 16
	a. Policy on training and/or competency improvement for members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any).		
	b. Training and/or competency improvement attended by members of the Board of Directors in the financial year (if any).		
	5. The Board of Directors' assessment of the performance of the committees that support the implementation of the duties of the Board of Directors in the financial year contains at least:	515-516	SEOJK 16
	a. Performance appraisal procedures.		
	b. The criteria used include performance achievements during the financial year, competence and attendance at meetings.		
	In the event that the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, this will be disclosed.		
	6. members of the Board of Commissioners who reach 5% (five percent) or more of paid-up capital, which includes the type and number of shares in: a. The bank in question. b. other banks. c. Non-bank financial institutions. d. Other companies domiciled both inside and outside the country.	569-570	SEOJK 13 POJK 17
Board of Commissioners.	1. Duties and responsibilities of the Board of Commissioners.	516-518	SEOJK 13 SEOJK 16 POJK 17
	2. Statement that the Board of Commissioners has guidelines or charter of the Board of Commissioners.	521	SEOJK 16
	3. Policy and implementation of the frequency of meetings of the Board of Commissioners, meetings of the Board of Commissioners with the Board of Directors and the level of attendance of members of the Board of Commissioners at these meetings including attendance at the GMS. Information on the level of attendance of members of the Board of Commissioners at meetings of the Board of Commissioners, meetings between the Board of Commissioners and the Board of Directors, or GMS can be presented in tabular form.	526-539	SEOJK 13 SEOJK 16

Criteria	Explanation	Page	Regulations
	4. Training and/or competency improvement for members of the Board of Commissioners:	538-541	SEOJK 16
	a. Policy on training and/or competency improvement for members of the Board of Commissioners, including an orientation program for newly appointed members of the Board of Commissioners (if any).		
	b. Training and/or competency improvement attended by members of the Board of Commissioners in the financial year (if any).		
	5. Assessment of the performance of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and members of the Board of Commissioners, contains at least:	543-555	SEOJK 16
	a. Procedure for implementing performance appraisal.		
	b. The criteria used include performance achievements during the financial year, competence and attendance at meetings.		
	a. The party making the assessment.		
	6. The Board of Commissioners' assessment of the performance of the Committees that support the implementation of the duties of the Board of Commissioners in the financial year includes:	554-561	SEOJK 16
	a. Performance appraisal procedures.		
	b. The criteria used include performance achievements during the financial year, competence and attendance at meetings.		
Nomination and remuneration of the Board of Directors and Board of Commissioners.	Least load:		
	1. Nomination procedures, including a brief description of the policies and nomination process for members of the Board of Directors and/or members of the Board of Commissioners.	561-563	SEOJK 16
	2. Procedures and implementation of remuneration for the Board of Directors and Board of Commissioners, including:		SEOJK 16
	a. Procedure for determining remuneration for the Board of Directors and Board of Commissioners.	566	
	b. Disclosure of indicators for determining the remuneration of the Board of Directors.	566	
	c. The remuneration structure for the Board of Directors and the Board of Commissioners such as salaries, allowances, bonuses/ bonuses and others; And **Notes:** if there are no performance bonuses, non performance bonuses and stock options received by each member of the Board of Commissioners and Board of Directors, to be disclosed.	567	
	d. The amount of remuneration for each member of the Board of Directors and members of the Board of Commissioners; Disclosure of information can be presented in tabular form.	568-569	
Sharia supervisory board, for Issuers or Public Companies that carry out business activities based on sharia principles as stated in the articles of association.	Least load:	N/A	SEOJK 16
	a. Name.		
	b. The legal basis for the appointment of the Sharia Supervisory Board.		
	c. The assignment period of the Sharia Supervisory Board.		
	d. Duties and responsibilities of the Sharia Supervisory Board.		
	e. Frequency and method of providing advice and suggestions as well as monitoring compliance with sharia principles in the capital market to Issuers or Public Companies.		

Criteria	Explanation	Page	Regulations
Audit Committee.	1. Name and title in the membership of the committee.	584-587	SEOJK 16 POJK 17
	2. Age.		
	3. Citizenship.		
	4. Educational background.		
	5. Position history, including information on:		
	a. Legal basis for appointment as committee member.		
	b. Concurrent positions, both as members of the Board of Commissioners, members of the board of directors, and/or committee members and other positions (if any).		
	c. Work experience and time period both inside and outside the issuer or public company.		
	6. Period and tenure of audit committee members.		
	7. Description of duties and responsibilities.	579-582	
	8. Audit committee independence statement.	590-591	
	9. Training and/or competency improvement that has been attended in the financial year (if any).	597	
	10. Policy and implementation of the frequency of audit committee meetings and the level of attendance of audit committee members at these meetings.	592-596	SEOJK 13 SEOJK 16 POJK 17
	11. Implementation of audit committee activities in the financial year according to what is stated in the audit committee guidelines or charter.	598-599	
Issuer or Public Company nomination and remuneration committee or function.	Least load:		
	1. Name and title in the membership of the committee.	603-604	SEOJK 16 POJK 17
	2. Age.		
	3. Citizenship.		
	4. Educational background.		
	5. Position history, including information on:		
	a. Legal basis for appointment as committee member.		
	b. Concurrent positions, both as members of the Board of Commissioners, members of the board of directors, and/or committee members and other positions (if any).		
	c. Work experience and time period both inside and outside the issuer or public company.		
	6. Period and tenure of committee members.		
	7. Committee independence statement.	605	
	8. Training and/or competency improvement that has been attended in the financial year (if any).	612-613	
	9. Description of duties and responsibilities.	600-602	
	10. Statement that already has a guideline or charter.	600	
	11. Policy and implementation of the frequency of meetings and the level of attendance of members at these meetings.	606-612	
	12. A brief description of the implementation of activities in the financial year.	613-614	

Criteria	Explanation	Page	Regulations
	In the event that a nomination and remuneration committee is not formed, it is sufficient for the Issuer or Public Company to disclose the information referred to in letter i) to letter l) and disclose:		
	1. The reasons for not forming the committee	N/A	
	2. Parties carrying out nomination and remuneration functions.		
Other committees owned by Issuers or Public Companies in order to support the functions and duties of the Board of Directors (if any) and/or committees that support the functions and duties of the Board of Commissioners.	Least load:	618-620, 638-647	SEOJK 16 POJK 17
	1. Name and title in the membership of the committee.		
	2. Age.		
	3. Citizenship.		
	4. Educational background.		
	5. Position history, including information on:		
	a. Legal basis for appointment as committee member.		
	b. Concurrent positions, both as members of the Board of Commissioners, members of the board of directors, and/or committee members and other positions (if any).		
	c. Work experience and time period both inside and outside the issuer or public company.		
	6. Period and tenure of committee members.		
	7. Committee independence statement.	621, 649	
	8. Training and/or competency improvement that has been attended in the financial year (if any).	629-630, 656-659	
	9. Description of duties and responsibilities.	615-616, 634	
	10. Statement that already has a guideline or charter.	615, 633	
	11. Policy and implementation of the frequency of meetings and the level of attendance of members at these meetings.	622-629, 650-656	
	12. A brief description of the implementation of activities in the financial year.	630-632, 659-661	
Company secretary.	1. Name.	666	SEOJK 16
	2. domicile.		
	3. Position history, including:		
	a. Legal basis for appointment as company secretary.		
	b. Work experience and time period both inside and outside the issuer or public company.		
	4. Educational background.		
	5. Training and/or competency improvement attended in the financial year.	666	
	6. Brief description of the implementation of the duties of the corporate secretary in the financial year.	666-667	
Internal Audit Unit.	1. Name of the head of the internal audit unit.	671-672	SEOJK 16 POJK 17
	2. Position history, including:		
	a. Legal basis for appointment as company secretary.		

Criteria	Explanation	Page	Regulations
	b. Work experience and time period both inside and outside the issuer or public company.		
	3. Qualification or certification as internal audit profession (if any).		
	4. Number of employees (internal auditors) in the internal audit unit.	674	
	5. Training and/or competency improvement attended in the financial year.	676	
	6. The structure and position of the internal audit unit.	670-671	
	7. Description of duties and responsibilities.	673-674	
	8. A statement that the internal audit unit has guidelines or charters.	673	
	9. A brief description of the implementation of the duties of the internal audit unit in the financial year including the policy and implementation of the frequency of meetings with the directors, board of commissioners and/or the audit committee.	678-679	
Public Accountant.	1. The name and year of the public accountant who audited the annual financial statements for the last 5 years.	728	POJK 17
	2. The name and year of the public accountant who audited the annual financial statements for the last 5 years.		
	3. The amount of the fee for each type of service provided by the Public Accounting Firm in the last financial year.		
	4. Other services provided by the Public Accounting Firm and public accountants in addition to auditing the annual financial statements for the last financial year.		
	Notes: if there is no other service in question, so that it is disclosed.		
Description of the internal control system implemented by the issuer or public company.	1. Financial and operational control, as well as compliance with other laws and regulations.	729-791	SEOJK 13 SEOJK 16
	2. Review of the effectiveness of the internal control system.	734	
	3. Statement of the Board of Directors and/or Board of Commissioners regarding the adequacy of the internal control system.	734	SEOJK 16
Risk management system implemented by Issuers or Public Companies.	1. General description of the Issuer's or Public Company's risk management system.	736-745	SEOJK 16 SEOJK 13
	2. Types of risk and how to manage them.	745-749	
	3. Review of the effectiveness of the Issuer's or Public Company's risk management system.	752	
	4. Statement of the Board of Directors and/or Board of Commissioners or the audit committee on the adequacy of the risk management system.	752	SEOJK 16
Compliance function.	The level of the Bank's compliance with all provisions and laws and regulations as well as fulfillment of commitments with the competent authorities.	753-763	SEOJK 13 POJK 17
Legal cases with a material impact faced by issuers or public companies, subsidiaries, members of the board of directors and members of the board of commissioners (if any).	1. Main case/lawsuit.	766-769	SEOJK 16
	2. Case/lawsuit settlement status.		
	3. The impact on the condition of issuers or public companies. The risks faced by the company and the nominal value of claims/lawsuits.		
	4. Disclosure regarding legal issues at least includes: a. the number of civil and criminal cases faced and decisions that have permanent legal force. b. the number of civil and criminal matters faced and still in the process of being resolved. **Notes:** in the event that the company, subsidiaries, members of the Board of Commissioners and members of the Board of Directors do not have important matters, this must be disclosed.		SEOJK 13

Criteria	Explanation	Page	Regulations
Information on administrative sanctions/sanctions imposed on issuers or public companies, board members commissioners and members of the board of directors, by the Financial Services Authority and other authorities in the financial year (if any).		769	SEOJK 16
Information regarding the code of ethics of Issuers or Public Companies	1. Principles of the code of ethics.	775	SEOJK 16
	2. Forms of dissemination of the code of ethics and enforcement efforts	775-776	
	3. Statement that the code of ethics applies to members of the Board of Directors, members of the Board of Commissioners, and employees of the Issuer or Public Company	775	
Implementation of Governance in Providing Remuneration for Banks.	1. Remuneration Committee a. Name of members, composition, duties and responsibilities. b. Number of meetings held. c. Remuneration that has been paid to members of the Remuneration Committee for 1 (one) year.	720	POJK 45
	2. Remuneration policy formulation process which includes: a. Review of the background and objectives of the Remuneration policy. b. Implementation of a review of the Remuneration policy in the previous year, along with its improvements. c. Mechanism to ensure that Remuneration for Employees in the control unit is independent from the business unit they supervise.	721	
	3. Remuneration policy coverage and its implementation per business unit, per region and in subsidiaries or branch offices located overseas	721	
	4. Remuneration is associated with risks that include: a. The main type of risk (key risk) used in implementing Remuneration. b. Criteria for determining the main types of risk, including for risks that are difficult to measure. c. The impact of determining the main risk on the Variable Remuneration policy. d. Changes in the determination of the main types of risk compared to last year and the reasons, if any.	721	
	5. Performance measurement is associated with Remuneration which includes: a. Review of Remuneration policies linked to performance appraisal. b. The method of linking individual Remuneration with Bank performance, business unit performance and individual performance. c. A description of the method used by the Bank to state that the agreed performance cannot be achieved, so it is necessary to make adjustments to remuneration and the amount of remuneration adjustments if this condition occurs.	721	
	6. Remuneration Adjustment is related to Performance and Risk which includes: a. Policy regarding Variable Remuneration that is deferred, the amount, and the criteria for determining the amount. b. The Bank's policy regarding Variable Deferred Remuneration which is postponed for payment (malus), or withdrawn when it has been paid (clawback).	722	
	7. The name of the external consultant and the duties of the consultant related to the Remuneration policy, if the Bank uses the services of an external consultant	722	
	8. The Remuneration Package and facilities received by the Board of Directors and Board of Commissioners include the Remuneration structure and details of the nominal amount.	722	

Criteria	Explanation	Page	Regulations
	9. Variable Remuneration includes: a. Forms of Variable Remuneration along with the reasons for choosing this form. And b. An explanation if there are differences in the provision of Variable Remuneration among the Directors, Board of Commissioners and/or Employees.	722-723	
	10. the number of Directors, Board of Commissioners and Employees who receive Variable Remuneration for 1 (one) year, and the total amount.	723	
	11. Position and number of parties who are material risk takers.	723-724	
	12. Shares optionowned by the Board of Directors, Board of Commissioners and Executive Officers.	724	
	13. The ratio of the highest and lowest salaries	725	
	14. The number of beneficiaries and the total amount of Variable Remuneration guaranteed unconditionally will be given by the Bank to candidates for the Board of Directors, candidates for the Board of Commissioners, and/or prospective Employees during the first 1 (one) year of work	725	
	15. The number of employees affected by termination of employment and the total amount of severance paid	725	
	16. The total amount of deferred Variable Remuneration, which consists of cash and/or shares or share-based instruments issued by the Bank.	725	
	17. The total amount of deferred Variable Remuneration paid for 1 (one) year.	725	
	18. Details of the amount of Remuneration given in one year include: a. Fixed or variable remuneration. b. Deferred and non-deferred remuneration. c. Forms of Remuneration provided in cash and/or shares or share-based instruments issued by the Bank.	725	
	19. Quantitative information about: a. The total remaining Remuneration that is still suspended, both exposed to implicit and explicit adjustments. a. Total reduction in Remuneration caused by explicit adjustments during the reporting period. b. Total reduction in Remuneration caused by implicit adjustments during the reporting period.	726	
A brief description of the policy of providing performance-based longterm compensation to management and/or employees owned by issuers or public companies (if any), including but not limited to management stock ownership programs *program ownership*/MSOP) and/or employee stock ownership program (ESOP).	In terms of compensation in the form of management stock ownership program (MSOP) and/or employee stock ownership program (ESOP). The information disclosed shall contain at least:		SEOJK 16
	1. Number of shares and/or options.	726	
	2. Implementation period.	726-727	
	3. Eligible employee and/or management requirements.	727	
	4. The exercise price or the determination of the exercise price.	727	
A brief description of the Information disclosure policy regarding	1. Share ownership of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) working days after the ownership or any change in ownership of the shares of the Public Company.	571-573	SEOJK 16
	2. Implementation of the intended policy.		

Criteria	Explanation	Page	Regulations
Description of the whistleblowing system at the Issuer or Public Company.	1. How to submit a violation report.	778	SEOJK 16
	2. Protection for reporters.	779	
	3. The handling of complaints.	780	
	4. The party managing the complaint.	781	
	5. The results of handling complaints, at least:	782	
	a. Number of complaints received and processed in the financial year.		
	b. Complaint follow-up.		
	In the event that an issuer or a public company does not have a whistleblowing system, this will be disclosed.		
Description of the Issuer's or Public Company's anti-corruption policy.	1. Programs and procedures carried out in Overcoming corrupt practices, kickbacks, fraud, bribery and/or gratuities in Issuers or Public Companies.	782-786	SEOJK 16 POJK 17
	2. Anti-corruption training/socialization for employees of Issuers or Public Companies.	786	
	In the event that the Issuer or Public Company does not have an anticorruption policy, the reasons for not having the said policy will be explained.		
Handling conflicts of interest		788	SEOJK 13 POJK 17
Provision of funds to related parties and provision of large funds (large exposure).	Information that needs to be disclosed is the total amount of debit balances for provision of funds to related parties and to core debtors (individuals or groups) per report position	788	SEOJK 13
Transparency of the Bank's financial and non-financial conditions that have not been disclosed in other reports.		789	SEOJK 13 POJK 17
Other information related to Bank Governance, including owner intervention, internal disputes or problems that arise as a result of remuneration policies at the Bank.		787	SEOJK 13
Number of Deviations (Internal Fraud).	Disclosure of irregularities (internal fraud) at least includes: 1. Number of deviations (internal fraud) that have been resolved. 2. The number of irregularities (internal fraud) that are in the process of being resolved internally at the bank. 3. Number of irregularities (internal fraud) that have not been resolved internally at the bank. 4. The number of irregularities (internal fraud) that have been followed up through the legal process.	778	SEOJK 13
Buy Back of Shares and/or Bank Bonds.	1. Policy in buying back shares or bonds of the Bank. 2. Number of shares and/or bonds bought back. 3. Repurchase price per share and/or bond. 4. Increase in earnings per share and/or bonds.	787	SEOJK 13
Provision of Funds for Social Activities and/or Political Activities During the Reporting Period.	Disclosure regarding the provision of funds for social activities and/or political activities at least includes the recipient of the funds and the amount of funds provided.	786	SEOJK 13
Implementation of sustainable finance, including implementation of social and environmental responsibility		791	POJK 17

Criteria	Explanation	Page	Regulations
Implementation of Public Company governance guidelines for Issuers that issue equity securities or Public Companies.	1. Statement regarding recommendations that have been implemented and/or	470-475	SEOJK 16
	2. Explanation of recommendations that have not been implemented, accompanied by reasons and alternatives for implementation (if any).		
	Disclosure of information can be presented in tabular form.		
SOCIAL AND ENVIRONMENTAL RESPONSIBILITY OF THE ISSUER OR PUBLIC COMPANY			
Corporate Social Responsibility	1. The information disclosed in the social and environmental responsibility section is a Sustainability Report as intended in Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies, containing at least :	808-810	SEOJK 16
	a) Explanation of sustainability strategy.		
	b) Overview of sustainability aspects (economic, social and environmental).		
	c) Brief profile of the Issuer or Public Company.		
	d) Directors' Explanation.		
	e) Sustainability governance.		
	f) Sustainability performance.		
	g) Written verification from an independent party, if any.		
	h) Feedback sheet for readers, if any.		
	i) The Issuer's or Public Company's response to feedback from the previous year's report.		
	2. Sustainability Report as referred to in number 1), must be prepared in accordance with the Technical Guidelines for Preparing Sustainability Reports for Issuers and Public Companies as stated in Appendix II which is an inseparable part of this Financial Services Authority Circular Letter.		
	3. Sustainability Report information in number 1) can:		
	a) Disclosed in other relevant sections outside the social and environmental responsibility section, such as the Directors' explanation regarding the Sustainability Report disclosed in the relevant section of the Directors' Report; and/or		
	b) Refer to other sections outside the social and environmental responsibility section while still referring to the Technical Guidelines for Preparing Sustainability Reports for Issuers and Public Companies as listed in Appendix II which is an inseparable part of this Financial Services Authority Circular Letter, such as the profile Issuer or Public Company.		
	4. The Sustainability Report as referred to in number 1) is an inseparable part of the Annual Report but can be presented separately from the Annual Report.		
	5. In the event that the Sustainability Report is presented separately from the Annual Report, the information disclosed in the Sustainability Report must:		
	a) Contains all information as intended in number 1); And		

Criteria	Explanation	Page	Regulations
	b) Prepared in accordance with the Technical Guidelines for Preparing Sustainability Reports for Issuers and Public Companies as stated in Appendix II which is an inseparable part of this Financial Services Authority Circular Letter.		
	6. If the Sustainability Report is presented separately from the Annual Report, then the social and environmental responsibility section contains information that information regarding social and environmental responsibility has been disclosed in the Sustainability Report which is presented separately from the Annual Report.		
	7. Submission of a Sustainability Report which is presented separately with the Annual Report must be submitted simultaneously with the submission of the Annual Report.		

Note

SEOJK 16	:	Financial Services Authority Circular No. 16/SEOJK.04/2021 concerning Form and Content of Annual Reports of Issuers or Public Companies.
SEOJK 9	:	Financial Services Authority Circular No. 9/SEOJK.03/2020 concerning Transparency and Publication of Conventional Commercial Bank Reports.
SEOJK 13	:	Financial Services Authority Circular No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.
POJK 45	:	Financial Services Authority Regulation No. 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks.
POJK 17	:	Financial Services Authority Regulation 17 of 2023 concerning the Implementation of Governance for Commercial Banks

PT Bank Rakyat Indonesia (Persero) Tbk
dan entitas anaknya/*and its subsidiaries*

Laporan keuangan konsolidasian tanggal 31 Desember 2024
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen/
Consolidated financial statements as of December 31, 2024
and for the year then ended with independent auditor's report

PT BANK RAKYAT INDONESIA (PERSERO) Tbk.

KANTOR PUSAT

Jalan Jenderal Sudirman No. 44 - 46 Tromol Pos 1009/JKT 10010 Jakarta 10210
Telepon 021 251 0244, 2510251, 2510264, 2510269, 2510279
Faksimil 021 2500077 Kawat: KANPUSBRI
Telex 62293, 65456, 65459, 65461

SURAT PERNYATAAN DIREKSI
TENTANG
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN TANGGAL 31 DESEMBER 2024 DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT
PT BANK RAKYAT INDONESIA (PERSERO) Tbk DAN ENTITAS ANAK

BOARD OF DIRECTORS' STATEMENT
REGARDING
THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS AS OF DECEMBER 31, 2024 AND FOR THE YEAR THEN ENDED
PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND SUBSIDIARIES

Kami yang bertanda tangan di bawah ini:

We, the undersigned:

1.	Nama	Suharso	*Name*
	Alamat Kantor	Jl. Jenderal Sudirman No. 44-46 Jakarta 10210	*Office Address*
	Alamat Domisili	Jl. Al Taqwa II No. 4 Jati Pulo, Pamulang, Jakarta Barat	*Residential Address*
	Nomor Telepon	021 - 575 1705	*Telephone*
	Jabatan	Direktur Utama/*President Director*	*Title*
2.	Nama	Viviana Dyah Ayu R.K.	*Name*
	Alamat Kantor	Jl. Jenderal Sudirman No. 44-46 Jakarta 10210	*Office Address*
	Alamat Domisili	Jl. Bumi Serpong Damai Blok L. 10/3 Serpong, Tangerang Selatan	*Residential Address*
	Nomor Telepon	021 - 575 1751	*Telephone*
	Jabatan	Direktur Keuangan/*Finance Director*	*Title*

Menyatakan bahwa:

Declare that:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Bank Rakyat Indonesia (Persero) Tbk dan Entitas Anak;

   We are responsible for the preparation and the presentation of the consolidated financial statements of PT Bank Rakyat Indonesia (Persero) Tbk and Subsidiaries;

2. Laporan keuangan konsolidasian PT Bank Rakyat Indonesia (Persero) Tbk dan Entitas Anak telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia.

   PT Bank Rakyat Indonesia (Persero) Tbk and Subsidiaries' consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards.

3. a. Semua informasi dalam laporan keuangan konsolidasian PT Bank Rakyat Indonesia (Persero) Tbk dan Entitas Anak telah dimuat secara lengkap dan benar;

      All information in the consolidated financial statements of PT Bank Rakyat Indonesia (Persero) Tbk and Subsidiaries has been disclosed in a complete and truthful manner;

   b. Laporan keuangan konsolidasian PT Bank Rakyat Indonesia (Persero) Tbk dan Entitas Anak tidak mengandung informasi atau fakta material yang tidak benar dan tidak menghilangkan informasi atau fakta material.

      PT Bank Rakyat Indonesia (Persero) Tbk and Subsidiaries' consolidated financial statements do not contain any incorrect material information or facts, nor do they omit material information or facts.

4. Kami bertanggung jawab atas sistem pengendalian internal PT Bank Rakyat Indonesia (Persero) Tbk dan Entitas Anak.

   We are responsible for PT Bank Rakyat Indonesia (Persero) Tbk and Subsidiaries' internal control system.

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement has been made truthfully.

Jakarta, 12 Februari/*February* 2025
Atas nama dan mewakili Direksi/*For and on behalf of the Board of Directors*

Suharso
Direktur Utama/*President Director*

Viviana Dyah Ayu R.K.
Direktur Keuangan/*Finance Director*

The original consolidated financial statements included herein are in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAKNYA
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2024
DAN UNTUK TAHUN YANG BERAKHIR
PADA TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2024
AND FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITOR'S REPORT

Daftar Isi | ***Table of Contents***

Halaman/*Page*

Laporan Auditor Independen		*Independent Auditor's Report*
Laporan Posisi Keuangan Konsolidasian	1-4	*Consolidated Statement of Financial Position*
Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian	5-7	*Consolidated Statement of Profit or Loss and Other Comprehensive Income*
Laporan Perubahan Ekuitas Konsolidasian	8-9	*Consolidated Statement of Changes in Equity*
Laporan Arus Kas Konsolidasian	10-12	*Consolidated Statement of Cash Flows*
Catatan atas Laporan Keuangan Konsolidasian	13-409	*Notes to the Consolidated Financial Statements*

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Purwantono, Sungkoro & Surja

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Jakarta 12190, Indonesia

Tel : +62 21 5289 5000
Fax: +62 21 5289 4100
ey.com/id

The original report included herein is in the Indonesian language.

Laporan Auditor Independen

Laporan No. 00045/2.1032/AU.1/07/1681-5/1/II/2025

Pemegang Saham, Dewan Komisaris, dan Direksi
PT Bank Rakyat Indonesia (Persero) Tbk.

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Bank Rakyat Indonesia (Persero) Tbk. ("Bank") dan entitas anaknya (secara kolektif disebut sebagai "Grup") terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2024, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2024, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia ("IAPI"). Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini kami.

Independent Auditor's Report

Report No. 00045/2.1032/AU.1/07/1681-5/1/II/2025

The Shareholders and the Boards of Commissioners and Directors
PT Bank Rakyat Indonesia (Persero) Tbk.

Opinion

We have audited the accompanying consolidated financial statements of PT Bank Rakyat Indonesia (Persero) Tbk. (the "Bank") and its subsidiaries (collectively referred to as the "Group"), which comprise the consolidated statement of financial position as of December 31, 2024, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2024, and its consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants ("IICPA"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with such requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Purwantono, Sungkoro & Surja
Registered Public Accountants No. 623/KM.1/2015
A member firm of Ernst & Young Global Limited

Laporan Auditor Independen (lanjutan)

Laporan No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (lanjutan)

Independent Auditor's Report (continued)

Report No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (continued)

Hal audit utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal audit utama tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, dan kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut. Untuk hal audit utama di bawah ini, penjelasan kami tentang bagaimana audit kami merespons hal tersebut disampaikan dalam konteks tersebut.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. Such key audit matters were addressed in the context of our audit of the consolidated financial statements taken as a whole, and in forming our audit opinion thereon, and we do not provide a separate audit opinion on such key audit matters. For the key audit matter below, our description of how our audit addressed such key audit matter is provided in such context

Kami telah memenuhi tanggung jawab yang diuraikan dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami, termasuk sehubungan dengan hal audit utama yang dikomunikasikan di bawah ini. Oleh karena itu, audit kami mencakup pelaksanaan prosedur yang didesain untuk merespons penilaian kami atas risiko kesalahan penyajian material dalam laporan keuangan konsolidasian terlampir. Hasil prosedur audit kami, termasuk prosedur yang dilakukan untuk merespons hal audit utama di bawah ini, menyediakan basis bagi opini kami atas laporan keuangan konsolidasian terlampir.

We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report, including in relation to the key audit matter communicated below. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the accompanying consolidated financial statements. The results of our audit procedures, including the procedures performed to address the key audit matter below, provide the basis for our opinion on the accompanying consolidated financial statements.

Cadangan kerugian penurunan nilai atas kredit

Penjelasan atas hal audit utama:

Seperti yang dijelaskan dalam Catatan 11 atas laporan keuangan konsolidasian terlampir, pada tanggal 31 Desember 2024, saldo cadangan kerugian penurunan nilai atas kredit yang diberikan adalah sebesar Rp76.902.889 juta. Lihat informasi kebijakan akuntansi material untuk cadangan kerugian penurunan nilai atas aset keuangan yang diungkapkan dalam Catatan 2e, penggunaan pertimbangan, estimasi dan asumsi akuntansi yang signifikan dalam Catatan 2ao, dan pengungkapan cadangan kerugian penurunan nilai atas kredit yang diberikan dalam Catatan 11 atas laporan keuangan konsolidasian terlampir.

Allowance for impairment losses of loan

Description of the key audit matter:

As described in Note 11 to the accompanying consolidated financial statements, as of December 31, 2024, the balance of allowance for impairment losses of loans amounted to Rp76,902,889 million. Refer to material accounting policy information for allowance for impairment losses on financial assets disclosed in Note 2e, use of significant accounting judgments, estimates and assumptions in Note 2ao, and the disclosures of allowances for impairment losses of loans in Note 11 to the accompanying consolidated financial statements.

Laporan Auditor Independen (lanjutan)

Laporan No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (lanjutan)

Independent Auditor's Report (continued)

Report No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (continued)

Hal audit utama (lanjutan)

Key audit matters (continued)

Penjelasan atas hal audit utama: (lanjutan)

Description of the key audit matter: (continued)

Kami berfokus pada area ini karena saldo kredit yang diberikan dan cadangan kerugian penurunan nilai atas kredit yang diberikan adalah signifikan terhadap laporan keuangan konsolidasian terlampir. Selain itu, penentuan cadangan kerugian penurunan nilai memerlukan pertimbangan dan memiliki ketidakpastian estimasi termasuk dalam penentuan model untuk menghitung cadangan kerugian penurunan nilai, identifikasi eksposur kredit yang mengalami penurunan kualitas kredit yang signifikan, dan penentuan asumsi yang digunakan dalam model perhitungan cadangan kerugian penurunan nilai (untuk eksposur yang dinilai secara individu atau kolektif), termasuk faktor-faktor ekonomi makro berorientasi masa depan.

We focused on this area because the balances of loans and allowance for impairment losses of loans are significant to the accompanying consolidated financial statements. In addition, the determination of allowance for impairment losses requires judgment and is subject to estimation uncertainty which includes determining the model to calculate allowance for impairment losses, identification of credit exposures with significant deterioration in credit quality, and determining assumptions used in the allowance for impairment losses calculation models (for exposures assessed on an individual or collective basis), which incorporates forward-looking macroeconomic factors.

Respons audit:

Audit response:

Kami melakukan pengujian pengendalian utama atas pemberian kredit, penilaian kualitas kredit internal secara regular, serta pencatatan dan pengawasan kredit yang diberikan. Kami memeroleh pemahaman dan menilai metodologi pengukuran penurunan nilai, serta melakukan validasi atas model pencadangan kerugian penurunan nilai, data masukan, dasar, dan asumsi yang digunakan oleh Grup dalam menghitung cadangan kerugian penurunan nilai, serta menguji tiga tahapan kualitas kredit portofolio sesuai dengan kriteria tingkatan (*staging*) yang disusun oleh Grup untuk kredit yang diberikan. Kami menguji apakah pengalaman historis mewakili keadaan saat ini dan kerugian terkini yang terjadi dalam portofolio, serta menilai kewajaran atas penyesuaian berorientasi masa depan, analisis faktor ekonomi makro, dan beberapa skenario probabilitas tertimbang untuk kredit yang diberikan.

We tested the key controls over the loan origination, regular internal credit quality assessments, and recording and monitoring of the loans. We obtained understanding and assessed impairment measurement methodologies and performed validation of allowance for impairment losses models, inputs, basis, and assumptions used by the Group in calculating the allowance for impairment losses, and tested the classification into the three-stage credit quality of loan portfolios in accordance with staging criteria developed by the Group for loans. We tested whether historical experience is representative of current circumstances and of the recent losses incurred in the portfolios, and assessed the reasonableness of forward-looking adjustments, macroeconomic factor analysis, and probability-weighted multiple scenarios for loans.

The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (lanjutan)

Independent Auditor's Report (continued)

Report No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (continued)

Hal audit utama (lanjutan)

Key audit matters (continued)

Respons audit: (lanjutan)

Audit response: (continued)

Untuk cadangan kerugian penurunan nilai yang dinilai secara individual, kami menguji sampel kredit yang diberikan untuk mengevaluasi identifikasi secara tepat waktu oleh Grup atas eksposur yang mengalami penurunan kualitas kredit yang signifikan atau yang telah mengalami penurunan nilai; untuk kasus-kasus dimana penurunan nilai telah diidentifikasi, kami menilai asumsi Grup atas arus kas masa depan ekspektasian, termasuk nilai agunan yang dapat direalisasikan berdasarkan informasi pasar yang tersedia atau penilaian yang dilakukan oleh penilai independen dan internal.

With respect to individually assessed allowance for impairment losses, we tested the samples of loans to evaluate the timely identification by the Group of exposures with significant deterioration in credit quality or which have been impaired; for cases where impairment has been identified, we assessed the Group's assumptions on the expected future cash flows, including the value of realizable collateral based on available market information or valuation prepared by independent valuer or internal valuer.

Kami memeriksa keakurasian perhitungan jumlah cadangan kerugian penurunan nilai dengan melakukan perhitungan ulang atas keseluruhan portofolio yang penurunan nilainya dinilai secara kolektif dan melakukan perhitungan ulang atas penurunan nilai yang dinilai secara individual berdasarkan sampel. Kami melakukan penilaian atas asumsi utama yang digunakan dalam penyesuaian pasca model/*management overlay* yang diterapkan untuk mengantisipasi risiko yang tidak dapat ditangkap sepenuhnya oleh model. Kami menilai apakah pengungkapan dalam laporan keuangan konsolidasian cukup dan secara memadai mencerminkan eksposur Grup terhadap risiko kredit. Kami melibatkan pakar auditor internal kami untuk membantu kami dalam melakukan prosedur-prosedur di atas ketika keahlian spesifik mereka diperlukan.

We checked the accuracy of the calculation of allowance for impairment losses amount by recalculating the collective impairment for the entire portfolio and recalculating the individual impairment on a sample basis. We assessed the key assumptions used in the post model adjustments/ management overlays which were applied to respond to risks not fully captured by the models. We assessed whether the consolidated financial statements disclosures are adequately and appropriately reflecting the Group's exposures to credit risk. We involved our auditor's internal expert in the performance of the above procedures where their specific expertise was required.

The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (lanjutan)

Independent Auditor's Report (continued)

Report No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (continued)

Informasi lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan 2024 selain laporan keuangan konsolidasian terlampir dan laporan auditor independen kami ("Laporan Tahunan"). Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor independen ini.

Opini kami atas laporan keuangan konsolidasian terlampir tidak mencakup Laporan Tahunan, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas Laporan Tahunan tersebut.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian terlampir, tanggung jawab kami adalah untuk membaca Laporan Tahunan ketika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah Laporan Tahunan mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian terlampir atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan melakukan tindakan yang tepat berdasarkan peraturan perundang-undangan yang berlaku.

Other information

Management is responsible for the other information. Other information comprises the information included in the 2024 Annual Report other than the accompanying consolidated financial statements and our independent auditor's report thereon (the "Annual Report"). The Annual Report is expected to be made available to us after the date of this independent auditor's report.

Our opinion on the accompanying consolidated financial statements does not cover the Annual Report, and accordingly, we do not express any form of assurance on the Annual Report.

In connection with our audit of the accompanying consolidated financial statements, our responsibility is to read the Annual Report when it becomes available and, in doing so, consider whether the Annual Report is materially inconsistent with the accompanying consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions based on the applicable laws and regulations.

The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (lanjutan)

Independent Auditor's Report (continued)

Report No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (continued)

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan konsolidasian

Responsibilities of management and those charged with governance for the consolidated financial statements

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless management either intends to liquidate the Group or to cease its operations, or has no realistic alternative but to do so.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Laporan Auditor Independen (lanjutan)

Laporan No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (lanjutan)

Independent Auditor's Report (continued)

Report No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (continued)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian

Tujuan kami adalah untuk memeroleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor independen yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing established by the IICPA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memeroleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya suatu kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi daripada yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian atas pengendalian internal.

- *Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to such risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or override of internal control.*

The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (lanjutan)

Independent Auditor's Report (continued)

Report No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (continued)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan suatu opini atas keefektivitasan pengendalian internal Grup.

- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.*

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor independen kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our independent auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.*

Laporan Auditor Independen (lanjutan)

Laporan No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (lanjutan)

Independent Auditor's Report (continued)

Report No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (continued)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

- *Evaluate the overall presentation, structure, and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*

- Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

- *Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit opinion.*

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan kepada pihak tersebut seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, pengamanan terkait.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Laporan Auditor Independen (lanjutan)

Laporan No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama tersebut dalam laporan auditor independen kami kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal audit utama tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal audit utama tidak boleh dikomunikasikan dalam laporan auditor independen kami karena konsekuensi yang merugikan dari mengomunikasikan hal tersebut akan diharapkan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

Independent Auditor's Report (continued)

Report No. 00045/2.1032/AU.1/07/1681-5/1/II/2025 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe such key audit matters in our independent auditor's report unless law or regulations preclude public disclosure about such key audit matters or when, in extremely rare circumstances, we determine that a key audit matter should not be communicated in our independent auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

KAP Purwantono, Sungkoro & Surja

Christophorus Alvin Kosasih
Registrasi Akuntan Publik No. AP.1681/*Public Accountant Registration No. AP.1681*

12 Februari 2025/*February 12, 2025*

**PT BANK RAKYAT INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAKNYA
LAPORAN POSISI
KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2024
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

***PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF
FINANCIAL POSITION
As of December 31, 2024
(Expressed in millions of Rupiah,
unless otherwise stated)***

	Catatan/ *Notes*	31 Desember/ *December 31,* 2024	2023*)	2022*)	
ASET					***ASSETS***
Kas	3	29.783.642	31.603.784	27.407.478	*Cash*
Giro pada Bank Indonesia	4	88.878.969	101.909.121	150.935.150	*Current accounts with Bank Indonesia*
Giro pada Bank Lain	5,44	25.582.825	22.331.919	21.488.434	*Current accounts with Other Banks*
Cadangan kerugian penurunan nilai		(8.378)	(9.984)	(18.577)	*Allowance for impairment losses*
		25.574.447	22.321.935	21.469.857	
Penempatan pada Bank Indonesia dan Lembaga Keuangan Lain	6,44	57.874.335	65.225.260	70.401.901	*Placement with Bank Indonesia and Other Financial Institutions*
Cadangan kerugian penurunan nilai		(767)	(1.860)	(1.981)	*Allowance for impairment losses*
		57.873.568	65.223.400	70.399.920	
Efek-efek	7,44	326.535.700	331.091.304	330.324.818	*Securities*
Cadangan kerugian penurunan nilai		(58.823)	(81.510)	(82.835)	*Allowance for impairment losses*
		326.476.877	331.009.794	330.241.983	
Wesel Ekspor dan Tagihan Lainnya	8,44	40.656.822	54.130.097	39.114.415	*Export Bills and Other Receivables*
Cadangan kerugian penurunan nilai		(1.075.559)	(2.323.916)	(1.638.929)	*Allowance for impairment losses*
		39.581.263	51.806.181	37.475.486	
Efek-efek yang Dibeli dengan Janji Dijual Kembali	9,44	16.845.690	33.595.231	51.014.678	*Securities Purchased Under Agreement to Resell*
Tagihan Derivatif	10	1.087.048	911.683	911.405	*Derivative Receivables*
Kredit yang Diberikan	11,44	1.298.318.089	1.212.578.086	1.094.277.547	*Loans*
Cadangan kerugian penurunan nilai		(76.902.889)	(81.924.402)	(90.711.448)	*Allowance for impairment losses*
		1.221.415.200	1.130.653.684	1.003.566.099	

*) Setelah Reklasifikasi (Catatan 52)

**) After Reclassification (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT BANK RAKYAT INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAKNYA
LAPORAN POSISI
KEUANGAN KONSOLIDASIAN (lanjutan)
Tanggal 31 Desember 2024
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

***PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF
FINANCIAL POSITION (continued)
As of December 31, 2024
(Expressed in millions of Rupiah,
unless otherwise stated)***

	Catatan/ *Notes*	31 Desember/ *December 31,* 2024	2023*)	2022*)	
ASET (lanjutan)					***ASSETS (continued)***
Pinjaman Syariah	12	49.889.082	45.937.696	38.099.994	*Sharia Loans*
Cadangan kerugian penurunan nilai		(3.995.032)	(3.362.178)	(2.139.659)	*Allowance for impairment losses*
		45.894.050	42.575.518	35.960.335	
Piutang Sewa Pembiayaan	13,44	6.433.608	7.913.465	6.699.524	*Finance Lease Receivables*
Cadangan kerugian penurunan nilai		(165.590)	(215.308)	(236.874)	*Allowance for impairment losses*
		6.268.018	7.698.157	6.462.650	
Tagihan Akseptasi	14,44	10.105.373	10.217.408	7.167.600	*Acceptance Receivables*
Cadangan kerugian penurunan nilai		(321.683)	(249.698)	(136.536)	*Allowance for impairment losses*
		9.783.690	9.967.710	7.031.064	
Penyertaan Saham	15,44	8.076.567	7.305.491	6.506.903	*Investment in Shares*
Aset Tetap	16				*Premises and Equipment*
Biaya perolehan		88.479.818	81.463.777	73.951.201	*Cost*
Akumulasi penyusutan		(26.001.853)	(21.785.658)	(18.735.154)	*Accumulated Depreciation*
Nilai buku - neto		62.477.965	59.678.119	55.216.047	*Book value - net*
Aset Pajak Tangguhan - neto	38c	12.867.477	15.605.462	18.712.994	*Deferred Tax Assets - net*
Aset Lain-lain - neto	17	40.098.976	53.141.760	42.326.961	*Other Assets - net*
TOTAL ASET		**1.992.983.447**	**1.965.007.030**	**1.865.639.010**	***TOTAL ASSETS***

*) Setelah Reklasifikasi (Catatan 52)

**) After Reclassification (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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**PT BANK RAKYAT INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAKNYA
LAPORAN POSISI
KEUANGAN KONSOLIDASIAN (lanjutan)
Tanggal 31 Desember 2024
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

***PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF
FINANCIAL POSITION (continued)
As of December 31, 2024
(Expressed in millions of Rupiah,
unless otherwise stated)***

	Catatan/ *Notes*	31 Desember/ *December 31,* 2024	2023*)	2022*)	
LIABILITAS DAN EKUITAS					***LIABILITIES AND EQUITY***
LIABILITAS					***LIABILITIES***
Liabilitas Segera	18	36.821.661	30.651.807	24.910.579	*Liabilities Due Immediately*
Simpanan Nasabah	44				*Deposits from Customers*
Giro	19	374.554.340	346.124.372	349.755.590	*Demand Deposits*
Tabungan	20	544.426.947	527.945.550	522.647.920	*Saving Deposits*
Deposito Berjangka	21	446.468.817	484.258.839	435.480.503	*Time Deposits*
Total Simpanan Nasabah		1.365.450.104	1.358.328.761	1.307.884.013	*Total Deposits from Customers*
Simpanan dari Bank Lain dan Lembaga Keuangan Lain	22,44	14.679.482	11.958.319	9.334.547	*Deposits from Other Banks and Other Financial Institutions*
Efek-efek yang Dijual dengan Janji Dibeli Kembali	23,44	25.043.717	19.079.458	9.997.592	*Securities Sold Under Agreement to Repurchase*
Liabilitas Derivatif	10	1.585.120	925.210	783.921	*Derivative Payables*
Liabilitas Akseptasi	14,44	10.105.373	10.217.408	7.167.600	*Acceptance Payables*
Utang Pajak	38a	2.150.487	2.546.839	3.053.782	*Taxes Payable*
Surat Berharga yang Diterbitkan	24,44	32.502.499	49.637.581	63.611.761	*Marketable Securities Issued*
Pinjaman yang Diterima	25,44	127.879.804	98.850.813	79.371.200	*Fund Borrowings*
Estimasi Kerugian Komitmen dan Kontinjensi	26,44	2.551.050	6.117.768	6.458.343	*Estimated Losses on Commitments and Contingencies*
Liabilitas Imbalan Kerja	27,42,44	20.936.335	23.059.624	21.296.487	*Liabilities for Employee Benefits*
Liabilitas Lain-lain	28,45b	29.596.987	36.664.617	27.871.880	*Other Liabilities*
Pinjaman dan Surat Berharga Subordinasi	29	491.781	496.683	501.988	*Subordinated Loans and Marketable Securities*
TOTAL LIABILITAS		**1.669.794.400**	**1.648.534.888**	**1.562.243.693**	***TOTAL LIABILITIES***

*) Setelah Reklasifikasi (Catatan 52)

**) After Reclassification (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk DAN ENTITAS ANAKNYA LAPORAN POSISI KEUANGAN KONSOLIDASIAN (lanjutan) Tanggal 31 Desember 2024 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued) As of December 31, 2024 (Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	31 Desember/ *December 31,* 2024	2023*)	2022*)	
LIABILITAS DAN EKUITAS (lanjutan)					***LIABILITIES AND EQUITY (continued)***
EKUITAS					***EQUITY***
Modal saham - nilai nominal Rp50 (nilai penuh) per lembar saham					*Capital stock - par value Rp50 (full amount) per share*
Modal dasar - 300.000.000.000 Lembar saham (terdiri dari 1 lembar saham Seri A Dwiwarna dan 299.999.999.999 lembar saham Seri B)					*Authorized capital - 300,000,000,000 shares (consisting of 1 Series A Dwiwarna Share and 299,999,999,999 Series B shares)*
Modal ditempatkan dan disetor penuh - 151.559.001.604 lembar saham (terdiri dari 1 lembar saham Seri A Dwiwarna dan 151.559.001.603 lembar saham Seri B)	31a	7.577.950	7.577.950	7.577.950	*Issued and fully paid capital - 151,559,001,604 shares (consisting of 1 Series A Dwiwarna share and 151,559,001,603 Series B shares)*
Tambahan modal disetor	31b	75.880.223	75.853.127	75.637.083	*Additional paid-in-capital*
Surplus revaluasi aset tetap - neto	16	20.222.379	20.216.505	20.267.952	*Revaluation surplus arising from premises and equipment - net of tax*
Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing	31c	(204.632)	(253.744)	(127.954)	*Differences arising from the translation of foreign currency financial statements*
Kerugian yang belum direalisasi atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain - bersih		(2.196.060)	(2.221.745)	(4.464.483)	*Unrealized loss on fair value through other comprehensive income securities - net of deferred tax*
Cadangan kerugian penurunan nilai atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain	7	51.931	128.230	139.978	*Allowance for impairment losses on fair value through other comprehensive income securities*
Kerugian pengukuran kembali program imbalan pasti - neto		(505.787)	(2.134.699)	(689.473)	*Loss on remeasurement of defined benefit plan - net of deferred tax*
Modal saham diperoleh kembali (saham treasuri)		(4.349.007)	(3.614.321)	(2.202.178)	*Treasury stock*
Opsi saham	30	313.404	54.769	16.356	*Stock option*
Cadangan kompensasi atas saham bonus	31f	452.031	287.482	210.266	*Provision for bonus shares compensation*
Dampak transaksi pengendalian non pengendali	31g	1.758.580	1.758.580	1.758.580	*Impact of transaction with non-controlling interest*
Saldo laba					*Retained earnings*
Telah ditentukan penggunaannya		3.022.685	3.022.685	3.022.685	*Appropriated*
Belum ditentukan penggunaannya		215.070.141	210.688.737	198.147.249	*Unappropriated*
Total Saldo Laba		218.092.826	213.711.422	201.169.934	*Total Retained Earning*
Total ekuitas yang dapat diatribusikan kepada entitas induk		317.093.838	311.363.556	299.294.011	*Total Equity Attributable to Equity Holders of the Parent Entity*
Kepentingan non-pengendali	31h	6.095.209	5.108.586	4.101.306	*Non-controlling Interest*
TOTAL EKUITAS		**323.189.047**	**316.472.142**	**303.395.317**	***TOTAL EQUITY***
TOTAL LIABILITAS DAN EKUITAS		**1.992.983.447**	**1.965.007.030**	**1.865.639.010**	***TOTAL LIABILITIES AND EQUITY***

*) Setelah Reklasifikasi (Catatan 52)

**) After Reclassification (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Ended December 31, 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2024	**Catatan/ *Notes***	**2023*)**	
PENDAPATAN DAN BEBAN OPERASIONAL				***INCOME AND EXPENSES FROM OPERATIONS***
Pendapatan Bunga dan Syariah		32		*Interest and Sharia Income*
Pendapatan bunga	185.272.091		168.270.921	*Interest income*
Pendapatan syariah	13.994.161		12.943.607	*Sharia income*
Total Pendapatan Bunga dan Syariah	199.266.252		181.214.528	*Total Interest and Sharia Income*
Beban Bunga dan Syariah		33		*Interest and Sharia Expenses*
Beban bunga	(56.202.797)		(42.658.864)	*Interest expenses*
Beban syariah	(1.006.265)		(1.153.643)	*Sharia expenses*
Total Beban Bunga dan Syariah	(57.209.062)		(43.812.507)	*Total Interest and Sharia Expenses*
Pendapatan Bunga dan Syariah - neto	142.057.190		137.402.021	*Interest and Sharia income - net*
Pendapatan premi	8.760.610		9.078.853	*Premium income*
Beban klaim	(5.510.130)		(6.917.461)	*Claim expense*
Pendapatan premi - neto	3.250.480		2.161.392	*Premium income - net*
Pendapatan penjualan emas	18.192.082		7.982.888	*Revenue from gold sold*
Beban harga pokok penjualan emas	(17.488.885)		(7.663.244)	*Cost of revenue from gold sold*
Pendapatan penjualan emas - neto	703.197		319.644	*Revenue from gold sold - net*
Pendapatan Operasional lainnya				*Other Operating Income*
Provisi dan komisi lainnya	20.475.078		18.519.379	*Other fees and commissions*
Penerimaan kembali aset yang telah dihapusbukukan dan klaim asuransi	25.363.951		16.833.578	*Recovery of written-off assets and insurance claim*
Keuntungan dari penjualan efek-efek - neto	2.209.474	7	1.898.653	*Gain on sale of securities - net*
Keuntungan transaksi mata uang asing - neto	1.187.862		402.526	*Gain on foreign exchange - net*
Keuntungan yang belum direalisasi dari perubahan nilai wajar efek-efek	-	7	214.435	*Unrealized gain on changes in fair value of securities*
Lain-lain	4.621.375		5.538.680	*Others*
Total Pendapatan Operasional Lainnya	53.857.740		43.407.251	*Total Other Operating Income*

*) Setelah Reklasifikasi (Catatan 52)

**) After Reclassification (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk DAN ENTITAS ANAKNYA LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN (lanjutan) Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2024 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued) For the Year Ended December 31, 2024 (Expressed in millions of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2024	**Catatan/ *Notes***	**2023*)**	
PENDAPATAN DAN BEBAN OPERASIONAL (lanjutan)				***INCOME AND EXPENSES FROM OPERATIONS (continued)***
Beban penyisihan kerugian penurunan nilai atas aset keuangan - neto	(41.757.637)	34	(29.523.426)	*Provision for allowance for impairment losses on financial assets - net*
Pembalikan penyisihan estimasi kerugian komitmen dan kontinjensi - neto	3.596.482	26c	341.994	*Reversal of allowance for estimated losses on commitments and contingencies - net*
Beban penyisihan kerugian penurunan nilai atas aset non-keuangan - neto	(13.008)		(497.848)	*Provision for allowance for impairment losses non financial assets - net*
Beban Operasional lainnya				*Other Operating Expenses*
Tenaga kerja dan tunjangan	(39.183.567)	35,42,44	(37.850.275)	*Salaries and employee benefits*
Umum dan administrasi	(29.652.420)	36,16	(28.484.209)	*General and administrative*
Kerugian yang belum direalisasi atas perubahan nilai wajar efek-efek	(202.928)		-	*Unrealized loss on on changes in fair value of securities*
Lain-lain	(14.077.511)		(10.447.807)	*Others*
Total Beban Operasional Lainnya	(83.116.426)		(76.782.291)	*Total Other Operating Expenses*
LABA OPERASIONAL	**78.578.018**		**76.828.737**	***OPERATING INCOME***
BEBAN NON-OPERASIONAL - NETO	(978.908)	37	(399.025)	*NON-OPERATING EXPENSES - NET*
LABA SEBELUM BEBAN PAJAK	**77.599.110**		**76.429.712**	***INCOME BEFORE TAX EXPENSE***
BEBAN PAJAK	**(16.955.302)**	38b	**(16.004.664)**	***TAX EXPENSE***
LABA BERSIH	**60.643.808**		**60.425.048**	***NET INCOME***
Akun-akun yang tidak akan direklasifikasi ke laba rugi				*Items not to be reclassified to profit or loss*
Pengukuran kembali atas program imbalan pasti	2.001.031		(1.787.840)	*Remeasurement of liabilities for employee benefits*
Pajak penghasilan terkait akun-akun yang tidak akan direklasifikasi ke laba rugi	(376.095)		348.975	*Income taxes related to items not to be reclassified to profit or loss*
Surplus revaluasi aset tetap	9.670	16	(82.365)	*Revaluation surplus arising from premises and equipment*

*) Setelah Reklasifikasi (Catatan 52)

**) After Reclassification (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk DAN ENTITAS ANAKNYA LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN (lanjutan) Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2024 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued) For the Year Ended December 31, 2024 (Expressed in millions of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2024	**Catatan/ *Notes***	**2023*)**	
PENDAPATAN DAN BEBAN OPERASIONAL (lanjutan)				***INCOME AND EXPENSES FROM OPERATIONS (continued)***
Akun-akun yang akan direklasifikasi ke laba rugi				*Items to be reclassified to profit or loss*
Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing	49.112		(125.790)	*Differences arising from the translation of foreign currency financial statements*
(Kerugian) keuntungan yang belum direalisasi atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain	(145.799)		1.782.067	*Unrealized (loss) gain on fair value through other comprehensive income securities*
Cadangan kerugian penurunan nilai atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain	(86.410)		(9.105)	*Allowance for impairment losses on fair value through other comprehensive income securities*
Pajak penghasilan terkait akun-akun yang akan direklasifikasi ke laba rugi	36.285		502.669	*Income taxes related to items to be reclassified to profit or loss*
Penghasilan Komprehensif Lain Tahun Berjalan - Setelah Pajak	**1.487.794**		**628.611**	***Other Comprehensive Income for the Year - After Tax***
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	**62.131.602**		**61.053.659**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
LABA TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				***INCOME FOR THE YEAR ATTRIBUTABLE TO:***
Pemilik entitas induk	60.154.887		60.099.863	*Equity holders of the parent entity*
Kepentingan non-pengendali	488.921		325.185	*Non-controlling interest*
TOTAL	**60.643.808**		**60.425.048**	***TOTAL***
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				***TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:***
Pemilik entitas induk	61.788.171		60.708.390	*Equity holders of the parent entity*
Kepentingan non-pengendali	343.431		345.269	*Non-controlling interest*
TOTAL	**62.131.602**		**61.053.659**	***TOTAL***
LABA TAHUN BERJALAN PER SAHAM DASAR YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK (dalam Rupiah penuh)		**50**		***EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY (full Rupiah)***
Dasar	399		398	*Basic*
Dilusian	399		398	*Diluted*

*) Setelah Reklasifikasi (Catatan 52)

**) After Reclassification (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the Year Ended December 31, 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	Modal ditempatkan dan disetor penuh/ *Issued and fully paid capital*	Tambahan modal disetor/ *Additional paid in capital*	Cadangan kerugian penurunan nilai atas efek-efek nilai wajar melalui penghasilan komprehensif lain/ *Allowance for Impairment losses on fair value through other comprehensive income securities*	Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing/ *Differences arising from the translation of foreign currency financial statements*	Keuntungan (kerugian) yang belum direalisasi atas efek-efek yang diukur melalui nilai wajar melalui penghasilan komprehensif lain setelah pajak tangguhan/ *Unrealized gain (loss) on fair value through other comprehensive income securities net of deferred tax*	Keuntungan (kerugian) pengukuran kembali program imbalan pasti - setelah pajak tangguhan/ *Gain (loss) on remeasurement of defined benefit plan - net of deferred tax*	Saham Treasuri/ *Treasury stock*	Opsi saham dan cadangan kompensasi atas saham bonus/ *Share option and provision for bonus shares compensation*	Surplus revaluasi aset tetap - setelah pajak/ *Revaluation surplus arising from premises and equipment - net of tax*	Dampak transaksi dengan kepentingan non-pengendali/ *Impact of transaction with non-controlling interest*	Saldo Laba/*Retained earning*		Total ekuitas pemilik entitas induk/ *Total equity attributable to equity holders of the parent entity*	Kepentingan non pengendali/ *Non-controlling interest*	Total ekuitas/ *Total Equity*	
												Telah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaannya/ *Unappropriated*				
Saldo pada tanggal 31 Desember 2022		**7.577.950**	**75.637.083**	**139.978**	**(127.954)**	**(4.464.483)**	**(689.473)**	**(2.202.178)**	**226.622**	**20.267.952**	**1.758.580**	**3.022.685**	**198.147.249**	**299.294.011**	**4.101.306**	**303.395.317**	***Balance as of December 31, 2022***
Laba tahun berjalan		-	-	-	-	-	-	-	-	-	-	-	60.099.863	60.099.863	325.185	60.425.048	*Income for the year*
Penghasilan komprehensif lainnya		-	-	(11.748)	(125.790)	2.242.738	(1.445.226)	-	-	(51.447)	-	-	-	608.527	20.084	628.611	*Other comprehensive income*
Total penghasilan komprehensif untuk tahun berjalan		-	-	(11.748)	(125.790)	2.242.738	(1. 445.226)	-	-	(51.447)	-	-	60.099.863	60.708.390	345.269	61.053.659	*Total other comprehensive income for the year*
Pembagian laba																	*Distribution of income*
- Dividen atas laba bersih tahun 2022	31d	-	-	-	-	-	-	-	-	-	-	-	(34.891.943)	(34.891.943)	(25.861)	(34.917.804)	*- Dividend on net income for the year 2022*
- Dividen interim atas laba bersih tahun 2023	31d	-	-	-	-	-	-	-	-	-	-	-	(12.666.432)	(12.666.432)	-	(12.666.432)	*- Interim dividend on net income for the year 2023*
Saham bonus	31f	-	216.044	-	-	-	-	31.305	77.216	-	-	-	-	324.565	-	324.565	*Bonus shares*
Opsi saham	30	-	-	-	-	-	-	-	38.413	-	-	-	-	38.413	(9)	38.404	*Stock option*
Perubahan kepentingan non-pengendali pada entitas anak	1f	-	-	-	-	-	-	-	-	-	-	-	-	-	133.910	133.910	*Change of non-controlling interest*
Saham treasuri	1d	-	-	-	-	-	-	(1.443.448)	-	-	-	-	-	(1.443.448)	-	(1.443.448)	*Treasury stock*
Tambahan modal disetor	1f	-	-	-	-	-	-	-	-	-	-	-	-	-	553.971	553.971	*Additional paid-in capital*
Saldo pada tanggal 31 Desember 2023		**7.577.950**	**75.853.127**	**128.230**	**(253.744)**	**(2.221.745)**	**(2.134.699)**	**(3.614.321)**	**342.251**	**20.216.505**	**1.758.580**	**3.022.685**	**210.688.737**	**311.363.556**	**5.108.586**	**316.472.142**	***Balance as of December 31, 2023***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN (lanjutan)
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (continued)
For the Year Ended December 31, 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	Modal ditempatkan dan disetor penuh/ *Issued and fully paid capital*	Tambahan modal disetor/ *Additional paid in capital*	Cadangan kerugian penurunan nilai atas efek-efek nilai wajar melalui penghasilan komprehensif lain/ *Allowance for Impairment losses on fair value through other comprehensive income securities*	Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing/ *Differences arising from the translation of foreign currency financial statements*	Keuntungan (kerugian) yang belum direalisasi atas efek-efek yang diukur melalui nilai wajar melalui penghasilan komprehensif lain setelah pajak tangguhan/ *Unrealized gain (loss) on fair value through other comprehensive income securities net of deferred tax*	Keuntungan (kerugian) pengukuran kembali program imbalan pasti - setelah pajak tangguhan/ *Gain (loss) on remeasurement of defined benefit plan - net of deferred tax*	Saham Treasuri/ *Treasury stock*	Opsi saham dan cadangan kompensasi atas saham bonus/ *Share option and provision for bonus shares compensation*	Surplus revaluasi aset tetap - setelah pajak / *Revaluation surplus arising from premises and equipment - net of tax*	Dampak transaksi dengan kepentingan non-pengendali/ *Impact of transaction with non-controlling interest*	Saldo Laba/*Retained earning*		Total ekuitas pemilik entitas induk/ *Total equity attributable to equity holders of the parent entity*	Kepentingan non pengendali/ *Non-controlling interest*	Total ekuitas/ *Total Equity*	
												Telah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaannya/ *Unappropriated*				
Saldo pada tanggal 31 Desember 2023		**7.577.950**	**75.853.127**	**128.230**	**(253.744)**	**(2.221.745)**	**(2.134.699)**	**(3.614.321)**	**342.251**	**20.216.505**	**1.758.580**	**3.022.685**	**210.688.737**	**311.363.556**	**5.108.586**	**316.472.142**	***Balance as of December 31, 2023***
Laba tahun berjalan		-	-	-	-	-	-	-	-	-	-	-	60.154.887	60.154.887	488.921	60.643.808	*Income for the year*
Penghasilan komprehensif lainnya		-	-	(76.299)	49.112	25.685	1.628.912	-	-	5.874	-	-	-	1.633.284	(145.490)	1.487.794	*Other comprehensive income*
Total penghasilan komprehensif untuk tahun berjalan		-	-	(76.299)	49.112	25.685	1.628.912	-	-	5.874	-	-	60.154.887	61.788.171	343.431	62.131.602	*Total other comprehensive income for the year*
Pembagian laba																	*Distribution of income*
- Dividen atas laba bersih tahun 2023	31d	-	-	-	-	-	-	-	-	-	-	-	(35.435.851)	(35.435.851)	(68.294)	(35.504.145)	*- Dividend on net income for the year 2023*
- Dividen interim atas laba bersih tahun 2024	31d	-	-	-	-	-	-	-	-	-	-	-	(20.337.632)	(20.337.632)	-	(20.337.632)	*- Interim dividend on net income in 2024*
Saham bonus	31f	-	27.096	-	-	-	-	141.072	382.507	-	-	-	-	550.675	-	550.675	*Bonus shares*
Opsi saham	30	-	-	-	-	-	-	-	40.677	-	-	-	-	40.677	-	40.677	*Stock option*
Perubahan kepentingan non-pengendali pada entitas anak	1f	-	-	-	-	-	-	-	-	-	-	-	-	-	(58.514)	(58.514)	*Change of non-controlling interest*
Saham treasuri	1d	-	-	-	-	-	-	(875.758)	-	-	-	-	-	(875.758)	-	(875.758)	*Treasury stock*
Tambahan modal disetor	1f	-	-	-	-	-	-	-	-	-	-	-	-	-	770.000	770.000	*Additional paid-in capital*
Saldo pada tanggal 31 Desember 2024		**7.577.950**	**75.880.223**	**51.931**	**(204.632)**	**(2.196.060)**	**(505.787)**	**(4.349.007)**	**765.435**	**20.222.379**	**1.758.580**	**3.022.685**	**215.070.141**	**317.093.838**	**6.095.209**	**323.189.047**	***Balance as of December 31, 2024***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2024
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT
OF CASH FLOWS
For the Year Ended December 31, 2024
(Expressed in millions of Rupiah,
unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2024	**Catatan/ *Notes***	**2023*)**	
ARUS KAS DARI KEGIATAN OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Pendapatan yang diterima				*Income received*
Penerimaan bunga dan investasi	191.363.148		171.287.312	*Interest and investment income*
Pendapatan syariah	13.891.084		12.922.019	*Sharia income*
Pendapatan premi	8.760.610		8.996.516	*Premium income*
Pendapatan penjualan emas	18.192.082		7.982.888	*Revenue from gold sold*
Beban yang dibayar				*Expense paid*
Beban bunga	(56.282.443)		(42.461.798)	*Interest expense*
Beban syariah	(993.686)		(1.161.971)	*Sharia expense*
Beban klaim	(5.547.858)		(6.549.595)	*Claim expense*
Beban harga pokok penjualan emas	(17.488.885)		(7.663.244)	*Cost of revenue from gold sold*
Penerimaan kembali aset yang telah dihapusbukukan	25.363.951		16.833.578	*Recovery of written-off assets*
Pendapatan operasional lainnya	27.775.215		27.049.409	*Other operating income*
Beban operasional lainnya	(84.973.178)		(75.776.851)	*Other operating expenses*
Beban non-operasional - neto	(1.108.735)		(568.000)	*Non-operating expense - net*
Pembayaran atas pajak penghasilan badan	(13.742.335)		(14.279.292)	*Payment of corporate income tax*
Arus kas sebelum perubahan dalam aset dan liabilitas operasi	**105.208.970**		**96.610.971**	***Cash flows before changes in operating assets and liabilities***
Perubahan dalam aset dan liabilitas operasi:				*Changes in operating assets and liabilities:*
(Kenaikan) penurunan aset operasi:				*(Increase) decrease in operating assets:*
Penempatan pada Bank Indonesia dan Lembaga Keuangan Lain	1.273.810		(505.646)	*Placement with Bank Indonesia and Other Financial Institutions*
Efek-efek yang diukur pada nilai wajar melalui laporan laba rugi	(976.011)		(1.277.298)	*Securities measured at fair value through profit or loss*
Wesel ekspor dan tagihan lainnya	13.473.275		(15.015.682)	*Export bills and other receivables*
Efek-efek yang dibeli dengan janji dijual kembali	16.749.541		17.419.447	*Securities purchased under agreement to resell*
Kredit yang diberikan	(127.686.861)		(151.950.901)	*Loans*
Pinjaman syariah	(4.133.183)		(8.019.499)	*Sharia loans*
Piutang pembiayaan	1.479.857		(1.213.941)	*Finance receivables*
Aset lain-lain	1.562.240		(15.982.596)	*Other assets*
Kenaikan (penurunan) liabilitas operasi:				*Increase (decrease) in operating liabilities:*
Liabilitas segera	6.169.854		5.741.228	*Liabilities due immediately*
Simpanan:				*Deposits:*
Giro	28.429.968		(3.631.218)	*Demand deposits*
Tabungan	16.481.397		5.297.630	*Saving deposits*
Deposito berjangka	(37.790.022)		48.778.336	*Time deposits*
Simpanan dari bank lain dan lembaga keuangan lain	2.721.163		2.623.772	*Deposits from other banks and other financial institutions*
Efek-efek yang dijual dengan janji dibeli kembali	5.964.259		9.081.866	*Securities sold under agreement to repurchase*
Liabilitas lain-lain	(4.645.149)		7.072.077	*Others liabilities*
Kas neto yang diperoleh dari (digunakan untuk) kegiatan operasi	**24.283.108**		**(4.971.454)**	***Net cash provided by (used in) operating activities***

*) Setelah Reklasifikasi (Catatan 52)

**) After Reclassification (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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31 Desember 2024
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kecuali dinyatakan lain)

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT
OF CASH FLOWS (continued)
For the Year Ended December 31, 2024
(Expressed in millions of Rupiah,
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	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2024	**Catatan/ *Notes***	**2023*)**	
ARUS KAS DARI KEGIATAN INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Hasil penjualan aset tetap	129.827		168.975	*Proceeds from sales of premises and equipment*
Penjualan (penambahan) penyertaan saham	(4.912)		36.137	Sale (purchase) *Investment in shares*
Penerimaan dividen	137.035	15	75.572	*Dividend Income*
Perolehan aset tetap	(10.334.588)		(8.177.296)	*Acquisition of premises and equipments*
Penurunan efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan diamortisasi	9.884.449		2.907.520	*Decrease in securities measured at fair value through other comprehensive income and amortized cost*
Kas neto yang digunakan untuk kegiatan investasi	**(188.189)**		**(4.989.092)**	***Net cash used in investing activities***
ARUS KAS DARI KEGIATAN PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan pinjaman yang diterima	42.489.276	51	31.573.410	*Proceeds from fund borrowing*
Pembayaran pinjaman yang diterima	(13.300.712)	51	(12.212.871)	*Payments of fund borrowing*
Saham yang dibeli kembali	(875.758)		(1.382.284)	*Treasury stock*
Pembagian laba untuk dividen	(48.102.283)	31	(43.494.766)	*Distribution of income for dividend*
Penerimaan pinjaman subordinasi	-	51	494.142	*Proceeds of subordinated loans*
Pembayaran pinjaman subordinasi	-	51	(500.000)	*Payments of subordinated loans*
Penerimaan dari surat berharga yang diterbitkan	10.905.923	24,51	14.112.994	*Proceeds from marketable securities issued*
Pembayaran atas surat berharga yang jatuh tempo	(28.578.477)	24,51	(28.141.850)	*Payments of matured marketable securities issued*
Kas neto yang digunakan untuk kegiatan pendanaan	**(37.462.031)**		**(39.551.225)**	***Net cash used in financing activities***
PENURUNAN NETO KAS DAN SETARA KAS	**(13.367.112)**		**(49.511.771)**	***DECREASE IN CASH AND CASH EQUIVALENTS***
PENGARUH PERUBAHAN KURS MATA UANG ASING	**17.758**		**(2.663)**	***EFFECT OF EXCHANGE RATE CHANGES ON FOREIGN CURRENCIES***
KAS DAN SETARA KAS AWAL TAHUN	**218.677.734**		**268.192.168**	***CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR***
KAS DAN SETARA KAS AKHIR TAHUN	**205.328.380**		**218.677.734**	***CASH AND CASH EQUIVALENTS AT END OF THE YEAR***

*) Setelah Reklasifikasi (Catatan 52)

**) After Reclassification (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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LAPORAN ARUS KAS KONSOLIDASIAN (lanjutan)
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2024
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

***PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT
OF CASH FLOWS (continued)
For the Year Ended December 31, 2024
(Expressed in millions of Rupiah,
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	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2024	**Catatan/ *Notes***	**2023*)**	
Kas dan Setara Kas akhir tahun terdiri dari:				*Cash and cash equivalents at the end of the year consist of:*
Kas	29.783.642	3	31.603.784	*Cash*
Giro pada Bank Indonesia	88.878.969	4	101.909.121	*Current accounts with Bank Indonesia*
Giro pada bank lain	25.582.825	5	22.331.919	*Current accounts with other Banks*
Penempatan pada Bank Indonesia dan lembaga keuangan lain - jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan	56.601.825	6	62.678.940	*Placement with Bank Indonesia and other financial institutions - maturing within three months or less since the acquisition date*
Sertifikat Bank Indonesia - jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan	4.481.119		153.970	*Bank Indonesia Certificates - maturing within three months or less since the acquisition date*
Total Kas dan Setara Kas	**205.328.380**		**218.677.734**	***Total Cash and Cash Equivalent***

*) Setelah Reklasifikasi (Catatan 52)

**) After Reclassification (Note 52)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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1. UMUM

a. Pendirian

PT Bank Rakyat Indonesia (Persero) Tbk (selanjutnya disebut "BRI" atau "Bank") didirikan dan mulai beroperasi secara komersial pada tanggal 18 Desember 1968 berdasarkan Undang-Undang No. 21 Tahun 1968. Pada tanggal 29 April 1992, berdasarkan Peraturan Pemerintah Republik Indonesia ("Pemerintah") No. 21 Tahun 1992, bentuk badan hukum BRI diubah menjadi Perusahaan Perseroan (Persero). Pengalihan BRI menjadi Persero didokumentasikan dengan Akta No. 133 tanggal 31 Juli 1992 Notaris Muhani Salim, S.H. dan telah disahkan oleh Menteri Kehakiman Republik Indonesia dengan Surat Keputusan No. C2 6584.HT.01.01.TH.92 tanggal 12 Agustus 1992, serta diumumkan dalam Berita Negara Republik Indonesia No. 73, Tambahan No. 3A tanggal 11 September 1992. Anggaran Dasar BRI kemudian diubah dengan Akta No. 7 tanggal 4 September 1998 Notaris Imas Fatimah, S.H., pasal 2 tentang "Jangka Waktu Berdirinya Perseroan" dan pasal 3 tentang "Maksud dan Tujuan serta Kegiatan Usaha" untuk menyesuaikan dengan ketentuan Undang-Undang Republik Indonesia No. 1 Tahun 1995 tentang "Perseroan Terbatas" dan telah disahkan oleh Menteri Kehakiman Republik Indonesia dengan Surat Keputusan No. C2-24930.HT.01.04.TH.98 tanggal 13 November 1998 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 86, Tambahan No. 7216 tanggal 26 Oktober 1999 dan Akta No. 7 tanggal 3 Oktober 2003 Notaris Imas Fatimah, S.H., antara lain tentang status perusahaan dan penyesuaian dengan Undang-Undang Pasar Modal dan telah disahkan oleh Menteri Kehakiman dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. C-23726 HT.01.04.TH.2003 tanggal 6 Oktober 2003 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 88, Tambahan No. 11053 tanggal 4 November 2003.

Berdasarkan Surat Keputusan Bank Indonesia No. 5/117/DPwB2/PWPwB24 tanggal 15 Oktober 2003, tentang "SK Penunjukan BRI sebagai Bank Umum Devisa", BRI telah ditetapkan sebagai bank devisa melalui Surat Dewan Moneter No. SEKR/BRI/328 tanggal 25 September 1956.

1. GENERAL

a. Establishment

PT Bank Rakyat Indonesia (Persero) Tbk (hereinafter referred to as "BRI" or "Bank") was established on and started its commercial operations on December 18, 1968 based on Law No. 21 Year 1968. On April 29, 1992, based on Government of the Republic of Indonesia (the "Government") Regulation No. 21 Year 1992, the legal status of BRI was changed to a limited liability company (Persero). The change into a limited liability corporation was documented by Notarial Deed No. 133 dated July 31, 1992 of Notary Muhani Salim, S.H., approved by the Minister of Justice of the Republic of Indonesia in its Decision Letter No. C2-6584.HT.01.01.TH.92 dated August 12, 1992 and published in Supplement No. 3A of the Republic of Indonesia State Gazette No. 73 dated September 11, 1992. BRI's Articles of Association was then amended by Notarial Deed No. 7 dated September 4, 1998 of Notary Imas Fatimah, S.H., pertaining to Article 2 on "Term of Corporate Establishment" and Article 3 on "Purpose, Objectives and Business Activities" to comply with the provisions of Law No. 1 Year 1995 on "Limited Liability Company", approved by the Minister of Justice of the Republic of Indonesia in its Decision Letter No. C2- 24930.HT.01.04.TH.98 dated November 13, 1998 and published in Supplement No. 7216 of the Republic of Indonesia State Gazette No. 86 dated October 26, 1999 and notarial deed No. 7 dated October 3, 2003 of Notary Imas Fatimah, S.H., among others, regarding BRI's status and compliance with the Capital Market Laws approved by the Minister of Justice and Human Rights of the Republic of Indonesia in its Decision Letter No. C-23726 HT.01.04.TH.2003 dated October 6, 2003 and published in Supplement No. 11053 of the Republic of Indonesia State Gazette No. 88 dated November 4, 2003.

Based on Bank Indonesia's Decision Letter No. 5/117/DPwB2/PWPwB24 dated October 15, 2003, regarding "SK appointment of BRI as a foreign exchange commercial bank", BRI has been designated as a foreign exchange bank through Letter of Monetary Board No. SEKR/BRI/328 dated September 25, 1956.

1. UMUM (lanjutan)

a. Pendirian (lanjutan)

Berdasarkan Akta No. 51 tanggal 26 Mei 2008 Notaris Fathiah Helmi, S.H., telah dilakukan perubahan terhadap Anggaran Dasar BRI, antara lain untuk penyesuaian dengan ketentuan Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang "Perseroan Terbatas" dan Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan ("Bapepam-LK") (fungsinya sejak 1 Januari 2013 dialihkan kepada Otoritas Jasa Keuangan ("OJK")), No. IX.J.I tentang "Pokok-pokok Anggaran Dasar Perseroan yang Melakukan Penawaran Umum Efek Bersifat Ekuitas dan Perusahaan Publik", yang telah mendapatkan persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-48353.AH.01.02.Tahun 2008 tanggal 6 Agustus 2008 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 68, Tambahan No. 23079 tanggal 25 Agustus 2009.

Selanjutnya, Anggaran Dasar BRI dimuat dalam Akta No. 32 tanggal 22 April 2024 yang dibuat di hadapan Notaris Fathiah Helmi, S.H., di Jakarta yang telah mendapat Penerimaan Perubahan Anggaran Dasar dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0092097 tanggal 23 April 2024. Perubahan dilakukan dalam rangka penyesuaian dengan Peraturan OJK ("POJK") No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham ("RUPS") Perusahaan Terbuka dan POJK No. 16/POJK.04/2020 tentang Pelaksanaan RUPS Perusahaan Terbuka Secara Elektronik, serta modal disetor.

Berdasarkan pasal 3 Anggaran Dasar BRI, ruang lingkup kegiatan BRI adalah melakukan usaha di bidang perbankan serta optimalisasi pemanfaatan sumber daya yang dimiliki BRI untuk menghasilkan jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapat keuntungan guna meningkatkan nilai perusahaan dengan menerapkan prinsip-prinsip Perseroan Terbatas.

BRI dimiliki oleh Pemerintah Republik Indonesia selaku pemegang saham mayoritas.

1. GENERAL (continued)

a. Establishment (continued)

Based on Notarial Deed No. 51 dated May 26, 2008 of Notary Fathiah Helmi, S.H., BRI amended its Articles of Association, among others, to comply with the provisions of Law No. 40 Year 2007 on "Limited Liability Company" and Capital Market and Financial Institution Supervisory Agency's ("Bapepam-LK") Regulation, whose function has been transferred to the Financial Services Authority ("OJK") since January 1, 2013, No. IX.J.I on "The Main Principles of the Articles of Association of a Company that Conduct Public Offering of Shares and Public Company", which was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-48353.AH.01.02 Year 2008, dated August 6, 2008 and was published in Supplement No. 23079 of the Republic of Indonesia State Gazette No. 68 dated August 25, 2009.

Furthermore, BRI's Articles of Association are documented in Notarial Deed No. 32 dated April 22, 2024, of Notary Fathiah Helmi, S.H., in Jakarta regarding amendments to the Articles of Association from the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0092097 dated April 23, 2024. The changes were made in the context of compliance to the OJK Regulation ("POJK") No. 15/POJK.04/2020 regarding the Plan and Organizing of Public Companies' General Meeting of Shareholders ("GMS") and POJK No. 16/POJK.04/2020 regarding the Electronic Holding of Public Company GMS, as well as paid-in capital.

According to Article 3 of the BRI's Articles of Association, BRI's scope of business is to conduct business in the banking sector and optimize the utilization of BRI's resources to produce high quality and highly competitive services to gain benefits in order to increase company value by implementing the principles of limited liability company.

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

1. UMUM (lanjutan)

b. Program Rekapitalisasi

Sebagai realisasi dari Program Rekapitalisasi Bank Umum sesuai Peraturan Pemerintah No. 52 Tahun 1999 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Bank Pemerintah, BRI telah menerima seluruh jumlah rekapitalisasi sebesar nominal Rp29.149.000 dalam bentuk Obligasi Rekapitalisasi Pemerintah yang diterbitkan dalam 2 (dua) tahap yaitu sebesar nominal Rp20.404.300 pada tanggal 25 Juli 2000 dan Rp8.744.700 pada tanggal 31 Oktober 2000.

Lebih lanjut, seperti yang disebutkan dalam Kontrak Manajemen tanggal 28 Februari 2001 antara Negara Republik Indonesia c.q. Pemerintah melalui Menteri Keuangan dan BRI, Pemerintah telah menetapkan bahwa total kebutuhan rekapitalisasi BRI untuk mencapai Liabilitas Penyediaan Modal Minimum 4% adalah sebesar Rp29.063.531. Oleh karena itu, BRI telah mengembalikan kelebihan total rekapitalisasi sebesar Rp85.469 dalam bentuk Obligasi Rekapitalisasi Pemerintah kepada Negara Republik Indonesia pada tanggal 5 November 2001.

Pada tanggal 30 September 2003, Menteri Keuangan mengeluarkan Surat Keputusan No. 427/KMK.02/2003 tanggal 30 September 2003 tentang besarnya nilai akhir dan pelaksanaan hak-hak Pemerintah yang timbul sebagai akibat penambahan penyertaan modal Negara Republik Indonesia ke dalam modal BRI dalam rangka program rekapitalisasi bank umum. Berdasarkan Surat Keputusan tersebut, Menteri Keuangan menetapkan bahwa nilai akhir kebutuhan rekapitalisasi BRI adalah sebesar Rp29.063.531.

c. Penawaran Umum Saham Perdana, Pemecahan Saham dan Penawaran Umum Terbatas Saham

Dalam rangka penawaran umum saham perdana BRI, berdasarkan pernyataan pendaftaran tanggal 31 Oktober 2003, Pemerintah, melalui Menteri Badan Usaha Milik Negara (BUMN), menyetujui untuk melakukan penawaran umum saham perdana (*Initial Public Offering* (IPO)) sebesar 3.811.765.000 lembar saham biasa BRI atas nama seri B, yang terdiri dari 2.047.060.000 lembar milik Negara Republik Indonesia (divestasi) dan 1.764.705.000 lembar atas nama Seri B baru, serta bersamaan dengan opsi pemesanan lebih dan opsi penjatahan lebih.

1. GENERAL (continued)

b. Recapitalization Program

As a realization of the Recapitalization Program for Commercial Banks, set forth in Government Regulation No. 52 Year 1999, regarding the Addition of Capital Investment by the Republic of Indonesia in State-Owned Banks, BRI has received in full the recapitalization with a nominal amount of Rp29,149,000 in the form of Government Recapitalization Bonds issued in 2 (two) phases, that is at the nominal amounts of Rp20,404,300 on July 25, 2000 and Rp8,744,700 on October 31, 2000.

Furthermore, as stated in the Management Contract dated February 28, 2001 between the Republic of Indonesia represented by the Government through the Minister of Finance and BRI, the Government determined that in order to achieve a Minimum Capital Adequacy Liability of 4%, BRI's recapitalization requirement is Rp29,063,531. Therefore, BRI has returned the excess recapitalization of Rp85,469 in the form of Government Recapitalization Bonds to the Republic of Indonesia on November 5, 2001.

On September 30, 2003, the Minister of Finance issued Decision Letter No. 427/KMK.02/2003 dated September 30, 2003 regarding the final amount and implementation of Government's rights, which arose as a result of the addition in capital investment by Republic of Indonesia during the Recapitalization Program for Commercial Banks. Based on the Decision Letter, the Minister of Finance determined that the final amount of BRI's recapitalization requirement is Rp29,063,531.

b. Initial Public Offering of Shares, Stock Split and Limited Public Offering

In relation to BRI's Initial Public Offering (IPO), based on the registration statement dated October 31, 2003, the Government, through the Minister of State-Owned Enterprises agreed to conduct an IPO of 3,811,765,000 Series B common shares of BRI, consisting of 2,047,060,000 Series B common shares owned by the Republic of Indonesia (divestment) and 1,764,705,000 new Series B common shares, alongside over-subscription option and over-allotment option.

1. UMUM (lanjutan)

c. Penawaran Umum Saham Perdana, Pemecahan Saham dan Penawaran Umum Terbatas Saham (lanjutan)

Penawaran umum saham perdana meliputi penawaran kepada masyarakat internasional (Peraturan 144A dari Perundang-undangan Sekuritas dan peraturan "S") dan penawaran kepada masyarakat Indonesia. BRI menyerahkan pendaftarannya kepada Bapepam-LK dan pernyataan pendaftaran tersebut telah menjadi efektif berdasarkan Surat Ketua Bapepam-LK No. S-2646/PM/2003 tanggal 31 Oktober 2003.

Penawaran umum saham perdana BRI meliputi 3.811.765.000 lembar saham dengan nilai nominal Rp500 (nilai penuh) per lembar saham dengan harga jual Rp875 (nilai penuh) per lembar saham. Selanjutnya, opsi pemesanan lebih sejumlah 381.176.000 lembar saham dan opsi penjatahan lebih sejumlah 571.764.000 lembar saham masing-masing dengan harga Rp875 (nilai penuh) setiap lembar saham telah dilaksanakan masing-masing pada tanggal 10 November 2003 dan 3 Desember 2003. Setelah IPO BRI dan opsi pemesanan lebih dan opsi penjatahan lebih dilaksanakan oleh Penjamin Pelaksana Emisi, Negara Republik Indonesia memiliki 59,50% saham di BRI. Saham yang ditawarkan tersebut mulai diperdagangkan di Bursa Efek Jakarta dan Bursa Efek Surabaya (sekarang Bursa Efek Indonesia) pada tanggal 10 November 2003 dan pada saat yang bersamaan seluruh saham BRI juga telah dicatatkan (Catatan 31b).

Berdasarkan Akta No. 38 tanggal 24 November 2010, Notaris Fathiah Helmi, S.H. dilakukan pemecahan nilai nominal saham dari Rp500 (nilai penuh) per lembar saham menjadi Rp250 (nilai penuh) per saham. Akta tersebut telah diterima dan dicatat dalam *database* Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam suratnya No. AHU.AH.01.10-33481 tanggal 29 Desember 2010. Pemecahan saham dilakukan pada tahun 2011 dan BRI menjadwalkan bahwa akhir perdagangan saham dengan nilai nominal lama atau Rp500 (nilai penuh) per lembar saham di Pasar Reguler dan Pasar Negosiasi adalah tanggal 10 Januari 2011 dan tanggal dimulainya perdagangan sah dengan nilai nominal baru atau Rp250 (nilai penuh) per lembar saham adalah tanggal 11 Januari 2011.

1. GENERAL (continued)

c. Initial Public Offering of Shares, Stock Split and Limited Public Offering (continued)

The IPO consists of the international public offering (under Rule 144A of the Securities Act and "S" Regulation) and the Indonesian public offering. BRI submitted its registration to Bapepam-LK and the registration statement became effective based on the Chairman of Bapepam-LK Letter No. S-2646/PM/2003 dated October 31, 2003.

BRI's IPO consists of 3,811,765,000 shares with a nominal value of Rp500 (full amount) per share and a sale price of Rp875 (full amount) per share. Subsequently, over-subscription option of 381,176,000 shares and over-allotment option of 571,764,000 shares were exercised at Rp875 (full amount) per share on November 10, 2003 and December 3, 2003, respectively. After BRI's IPO and the underwriters' exercise of the over-subscription option and the over-allotment option, the Republic of Indonesia owns 59.50% of BRI shares. On November 10, 2003, the offered shares started to be traded on Jakarta and Surabaya Stock Exchanges (currently the Indonesia Stock Exchange). At the same time, all BRI shares were also listed (Note 31b).

Based on Notarial Deed No. 38 dated November 24, 2010 of Notary Fathiah Helmi, S.H., stock split was performed from a nominal value of Rp500 (full amount) per share to Rp250 (full amount) per share. The deed had been received and recorded in the Legal Entity Administration System database in accordance with the Ministry of Law and Human Rights of the Republic of Indonesia Letter No. AHU.AH.01.10-33481 dated December 29, 2010. The stock split was performed in 2011 and BRI scheduled the last day on which shares with a nominal value of Rp500 (full amount) would be traded in Regular Market and Negotiated Market was January 10, 2011 and the date of commencement of legitimate trade for shares with new nominal value of Rp250 (full amount) was January 11, 2011.

1. UMUM (lanjutan)

c. Penawaran Umum Saham Perdana, Pemecahan Saham dan Penawaran Umum Terbatas Saham (lanjutan)

Berdasarkan Akta No. 54 tanggal 27 Oktober 2017, Notaris Fathiah Helmi, S.H. dilakukan pemecahan nilai nominal saham dari Rp250 (nilai penuh) per saham menjadi Rp50 (nilai penuh) per saham. Akta tersebut telah diterima dan dicatat dalam database Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam suratnya No. AHU.AH.01.03-0187521 tanggal 3 November 2017. Pemecahan saham dilakukan pada tahun 2017 dan BRI menjadwalkan bahwa akhir perdagangan saham dengan nilai nominal lama atau Rp250 (nilai penuh) per lembar saham di Pasar Reguler dan Pasar Negosiasi adalah tanggal 9 November 2017 dan tanggal dimulainya perdagangan sah dengan nilai nominal baru atau Rp50 (nilai penuh) per lembar saham adalah tanggal 10 November 2017.

Dalam rangka pembentukan *Holding* Ultra Mikro, BRI meningkatkan modal ditempatkan dan disetor melalui Penambahan Modal dengan Hak Memesan Efek Terlebih Dahulu I (PMHMETD I), sesuai hasil keputusan RUPSLB tanggal 22 Juli 2021 sebagaimana tercantum dalam Akta No. 61 tanggal 22 Juli 2021, Notaris Fathiah Helmi S.H., serta telah mendapat pernyataan efektif dari Otoritas Jasa Keuangan (OJK) pada tanggal 30 Agustus 2021 sesuai dengan Surat OJK No. S-152/D.04/2021 tanggal 30 Agustus 2021.

Dalam PMHMETD I tersebut, BRI menawarkan sebanyak-banyaknya 28.213.191.604 saham baru Seri B dengan nilai nominal per lembar saham Rp50 (nilai penuh) dalam bentuk Hak Memesan Efek Terlebih Dahulu (HMETD) dengan harga pelaksanaan per lembar saham Rp3.400 (nilai penuh). Tanggal perdagangan dan eksekusi HMETD tersebut mulai dari 13 September 2021 sampai dengan 22 September 2021.

Dari penawaran umum terbatas ini, BRI telah meningkatkan jumlah modal sahamnya sebanyak 28.213.191.604 lembar saham sehingga mengakibatkan komposisi kepemilikan saham BRI adalah 56,82% dimiliki oleh Pemerintah Republik Indonesia dan 43,18% dimiliki oleh publik.

1. GENERAL (continued)

c. Initial Public Offering of Shares, Stock Split and Limited Public Offering (continued)

Based on Notarial Deed No. 54 dated October 27, 2017 of Notary Fathiah Helmi, S.H., stock split was performed from a nominal value of Rp250 (full amount) per share to Rp50 (full amount) per share. The deed had been received and recorded in the Legal Entity Administration System database in accordance with the Ministry of Law and Human Rights of the Republic of Indonesia Letter No. AHU.AH.01.03-0187521 dated November 3, 2017. The stock split was performed in 2017 and BRI scheduled the last day on which shares with a nominal value of Rp250 (full amount) would be traded in Regular Market and Negotiated Market was November 9, 2017 and the date of commencement of legitimate trade for shares with new nominal value of Rp50 (full amount) was November 10, 2017.

Due to the establishment of Ultra Micro Holding, BRI increased additional paid-in capital through Right Issue with Pre-Emptive Rights ("PMHMETD") I. Related to PMHMETD I, BRI had obtained shareholder approval in accordance with the results of the Extraordinary General Meeting of Shareholder dated July 22, 2021 was documented in Notarial Deed No. 61 dated July 22, 2021 of Notary Fathiah Helmi, S.H. in Jakarta and had received an effective statement from the Financial Services Authority (OJK) on August 30, 2021 through its letter No. S-152/D.04/2021 dated August 30, 2021.

In PMHMETD I, BRI offered for as many as 28,213,191,604 new Series B shares with a nominal value of Rp50 (full amount) per share in the form of Pre-Emptive Rights ("HMETD") with exercised price of Rp3,400 (full amount). HMETD would be traded and exercised was from September 13 to September 22, 2021.

From this limited public offering, BRI has increased its share capital by 28,213,191,604 shares, resulting the composition of BRI's share ownership become 56.82% owned by the Government of the Republic of Indonesia and 43.18% owned by the public.

1. UMUM (lanjutan)

d. Modal Saham Diperoleh Kembali (Saham Treasuri)

Pada tanggal 5 Februari 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 31f) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 84.600 lembar saham dengan harga perolehan per lembar saham Rp2.182 (nilai penuh) atau setara total Rp184.597.481 (nilai penuh), harga wajar program diskresi saham bonus sebesar Rp3.240 (nilai penuh) atau setara Rp274.104.000 (nilai penuh), selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp89.506.518 (nilai penuh).

Pada tanggal 31 Maret 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 31f) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebesar 2.096.400 lembar saham dengan harga perolehan Rp2.182 (nilai penuh) per lembar saham atau setara total Rp4.574.351.773 (nilai penuh), dimana implementasi ini terdiri dari ESA 1 sebanyak 831.000 lembar saham dengan harga wajar Rp3.630 (nilai penuh) per lembar saham atau setara Rp3.016.530.000 (nilai penuh) dan ESA 2 sebanyak 1.265.400 lembar saham dengan harga wajar Rp4.410 (nilai penuh) per lembar saham atau setara Rp5.580.414.000 (nilai penuh).

Selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp4.022.592.226 (nilai penuh).

Pada tanggal 7 Oktober 2021 sampai dengan 17 Desember 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 30) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 11.613.900 lembar saham dengan harga perolehan per lembar saham Rp2.182 (nilai penuh) atau setara Rp25.341.568.431 (nilai penuh), harga pelaksanaan program ESOP 1 dan 2 sebesar Rp2.240 (nilai penuh) atau setara Rp26.015.136.000 (nilai penuh). Selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp4.680.363.069 (nilai penuh).

1. GENERAL (continued)

d. Treasury Stock

On February 5, 2021, there was implementation of a bonus share program for BRI employees sourced from treasury stock. This resulted to a reduction in treasury stocks of 84,600 shares with an acquisition price per share of Rp2,182 (full amount) or equivalent to a total of Rp184,597,481 (full amount), bonus share discretion program fair price of Rp3,240 (full amount) or equivalent to Rp274,104,000 (full amount), the difference between the value of treasury stocks and the total of implementation cost based on the fair price is recorded in additional paid-in capital amounting to Rp89,506,518 (full amount).

On March 31, 2021, there was implementation of a bonus share program for BRI employees (Note 31f) sourced from treasury stock. This resulted to a reduction in treasury stock of 2,096,400 shares at an acquisition price of Rp2,182 (full amount) per share or equivalent to a total of Rp4,574,351,773 (full amount), where this implementation consisted of ESA 1 of 831,000 shares with fair price of Rp3,630 (full amount) per share or equivalent to Rp3,016,530,000 (full amount) and ESA 2 of 1,265,400 shares with a fair price of Rp4,410 (full amount) per share or equivalent to Rp5,580,414,000 (full amount).

The difference between the value of the treasury stock and the total of implementation costs based on the fair price is recorded in additional paid-in capital amounting to Rp4,022,592,226 (full amount).

On October 7, 2021 up to December 17, 2021, there was implementation of the stock option program for BRI employees (Note 30) sourced from treasury stock. This has resulted in a reduction in treasury stock of 11,613,900 shares with an acquisition price of Rp2,182 (full amount) per share or equivalent to Rp25,341,568,431 (full amount), the ESOP 1 and 2 programs grant price of Rp2,240 (full amount) or equivalent to Rp26,015,136,000 (full amount). The difference between the value of treasury stock and the total implementation costs based on the fair price was recorded in additional paid-in capital amounting to Rp4,680,363,069 (full amount).

1. UMUM (lanjutan)

d. Modal Saham Diperoleh Kembali (Saham Treasuri) (lanjutan)

Pada tanggal 25 Oktober 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 31f) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 590.000 lembar saham dengan harga perolehan Rp2.182 (nilai penuh) per lembar saham atau setara total Rp1.287.381.963 (nilai penuh), harga wajar *Discretionary Pool* sebesar Rp3.750 (nilai penuh) per lembar saham atau setara Rp2.212.500.000 (nilai penuh). Selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp925.118.037 (nilai penuh).

Pada tanggal 27 Oktober 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 30) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 263.904.800 lembar saham dengan harga perolehan per lembar saham Rp2.182 (nilai penuh) atau setara total Rp575.841.151.426 (nilai penuh), harga wajar ESA 3 sebesar Rp4.020 (nilai penuh) atau setara Rp1.060.897.296.000 (nilai penuh), selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp485.056.144.574 (nilai penuh).

Pada tanggal 5 November 2021 sampai dengan 6 Desember 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 30) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 124.565.200 lembar saham dengan harga perolehan per lembar saham Rp2.182 (nilai penuh) atau setara Rp271.801.680.741 (nilai penuh), harga pelaksanaan program ESOP 1 dan 2 sebesar Rp2.240 (nilai penuh) atau setara Rp279.026.048.000 (nilai penuh). Selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp7.224.367.259 (nilai penuh).

1. GENERAL (continued)

d. Treasury Stock (continued)

On October 25, 2021, there was the implementation of a bonus share program for BRI employees (Note 31f) sourced from treasury stock. This has resulted in a reduction in treasury stock of 590,000 shares at an acquisition price of Rp2,182 (full amount) per share or equivalent to Rp1,287,381,963 (full amount), the fair price of the Discretionary Pool of Rp3,750 (full amount) per share or equivalent to Rp2,212,500,000 (full amount). The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp925,118,037 (full amount).

On October 27, 2021, there was implementation of a bonus share program for BRI employees (Note 30) sourced from treasury stock. This has resulted in a reduction in treasury stock of 263,904,800 shares at an acquisition price of Rp2,182 (full amount) per share or equivalent to Rp575,841,151,426 (full amount), the grant price of ESA 3 of Rp4,020 (full amount) or equivalent to Rp1,060,897,296,000 (full amount), the difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp485,056,144,574 (full amount).

On November 5, 2021 up to December 6, 2021, the stock option program was implemented on BRI employees (Note 30) sourced from treasury stock. This resulted in a reduction in treasury stock of 124,565,200 shares at an acquisition price of Rp2,182 (full amount) per share or equivalent to Rp271,801,680,741 (full amount), the ESOP 1 and 2 programs grant price of Rp2,240 (full amount) or equivalent to Rp279,026,048,000 (full amount). The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp7,224,367,259 (full amount).

1. UMUM (lanjutan)

d. Modal Saham Diperoleh Kembali (Saham Treasuri) (lanjutan)

Pada tanggal 17 Desember 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 31f) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 282.159.300 lembar saham dengan harga perolehan per lembar saham Rp2.182 (nilai penuh) atau setara total Rp615.672.531.146 (nilai penuh), harga wajar ESA 4 sebesar Rp3.926 (nilai penuh) atau setara Rp1.107.757.411.800 (nilai penuh), selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp492.084.880.654 (nilai penuh).

Pada tanggal 17 Desember 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 30) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 11.004.400 lembar saham dengan harga perolehan per lembar saham Rp2.182 (nilai penuh) atau setara Rp24.011.637.404 (nilai penuh), harga pelaksanaan program ESOP 1 dan 2 sebesar Rp2.240 (nilai penuh) atau setara Rp24.649.856.000 (nilai penuh). Selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp4.660.603.096 (nilai penuh).

Pada tanggal 27 Desember 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 31f) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 6.049.800 lembar saham terdiri dari ESA 1 sebanyak 16.000 lembar saham dengan harga wajar Rp3.630 (nilai penuh) per lembar saham atau setara Rp58.080.000 (nilai penuh), ESA 2 sebanyak 266.400 lembar saham dengan harga wajar Rp4.410 (nilai penuh) per lembar saham atau setara Rp1.174.824.000 (nilai penuh), ESA 3 sebanyak 4.813.700 lembar saham dengan harga wajar Rp4.020 (nilai penuh) per lembar saham atau setara Rp19.351.074.000 (nilai penuh), dan ESA 4 sebanyak 953.700 lembar saham dengan harga wajar Rp3.926 (nilai penuh) per lembar saham atau setara Rp3.744.226.200 (nilai penuh). Selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp11.127.520.477 (nilai penuh).

1. GENERAL (continued)

d. Treasury Stock (continued)

On December 17, 2021, there was implementation of a bonus share program for BRI employees (Note 31f) sourced from treasury stock. This has resulted in a reduction in treasury stock of 282,159,300 shares at an acquisition price of Rp2,182 (full amount) per share or equivalent to Rp615,672,531,146 (full amount), the fair price of ESA 4 of Rp3,926 (full amount) or equivalent to Rp1,107,757,411,800 (full amount), the difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp492,084,880,654 (full amount).

On December 17, 2021, there was implementation of the stock option program for BRI employees (Note 30) sourced from treasury stock. This has resulted in a reduction in treasury stock of 11,004,400 shares at an acquisition price of of Rp2,182 (full amount) at an acquisition price of or equivalent to Rp24,011,637,404 (full amount), ESOP 1 and 2 fair price of Rp2,240 (full amount) or the equivalent of Rp24,649,856,000 (full amount). The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp4,660,603,096 (full amount).

On December 27, 2021, there was implementation of a bonus share program for BRI employees (Note 31f) sourced from treasury stock. This has resulted in a reduction in treasury stock of 6,049,800 shares consisting of 16,000 ESA 1 shares fair price of Rp3,630 (full amount) per share or equivalent to Rp58,080,000 (full amount), ESA 2 of 266,400 shares fair price of Rp4,410 (full amount) per share or equivalent to Rp1,174,824,000 (full amount), ESA 3 of 4,813,700 shares at fair price of Rp4,020 (full amount) per share or equivalent to Rp19,351,074,000 (full amount), and ESA 4 of 953,700 shares at fair price of Rp3,926 (full amount) per share or equivalent to Rp3,744,226,200 (full amount). The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp11,127,520,477 (full amount).

1. UMUM (lanjutan)

d. Modal Saham Diperoleh Kembali (Saham Treasuri) (lanjutan)

Pada tanggal 28 Desember 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 30) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 1.742.600 lembar saham dengan harga perolehan per lembar saham Rp2.182 (nilai penuh) atau setara Rp3.802.358.996 (nilai penuh), harga pelaksanaan program ESOP 1 dan 2 sebesar Rp2.240 (nilai penuh) atau setara Rp3.903.424.000 (nilai penuh). Selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp732.402.204 (nilai penuh).

Pada tanggal 30 Desember 2021, terdapat implementasi program kepemilikan saham kepada pekerja BRI (Catatan 31f) yang bersumber dari saham treasuri. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 30.720.900 lembar saham dengan rincian sebanyak 30.252.500 lembar dengan harga perolehan per lembar saham Rp2.182 (nilai penuh) atau setara Rp66.011.055.629 (nilai penuh) dan sebanyak 468.400 lembar dengan harga perolehan per lembar saham Rp2.881 (nilai penuh) atau setara Rp1.349.460.400 (nilai penuh), harga wajar ESA Khusus sebesar Rp4.080 (nilai penuh) atau setara Rp125.341.272.000 (nilai penuh). Selisih antara nilai saham treasuri dan total biaya implementasi berdasarkan harga wajar dicatat dalam agio sebesar Rp57.980.755.971 (nilai penuh). Atas transaksi yang terjadi pada tahun 2021, total saham treasuri yang dimiliki oleh BRI adalah sebanyak 15.931.900 lembar saham.

BRI melalui surat No. R.0034-DIR/ALM/ 01/2022 tanggal 24 Januari 2022 mengajukan permohonan persetujuan pembelian kembali saham BRI kepada OJK sebanyak-banyaknya Rp3.000.000. Pembelian kembali saham BRI tersebut telah disetujui oleh OJK melalui Surat No. S-29/PB.31/2022 tanggal 21 Februari 2022 dan telah mendapatkan persetujuan pada Rapat Umum Pemegang Saham Tahunan 2022 yang diselenggarakan pada tanggal 1 Maret 2022.

1. GENERAL (continued)

d. Treasury Stock (continued)

On December 28, 2021, the stock option program was implemented for BRI employees (Note 30) sourced from treasury stock. This has resulted in a reduction in treasury stock of 1,742,600 shares with an acquisition price of Rp2,182 (full amount) per share or equivalent to Rp3,802,358,996 (full amount), the implementation price of the ESOP 1 and 2 programs of Rp2,240 (full amount) or equivalent to Rp3,903,424,000 (full amount). The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp732,402,204 (full amount).

As of December 30, 2021, there was the implementation of a bonus share program for BRI employees (Note 31f) sourced from treasury stock. This has resulted in a reduction in treasury stock of 30,720,900 shares with details of 30,252,500 shares with an acquisition price per share of Rp2,182 (full amount) per share or equivalent to Rp66,011,055,629 (full amount) and 468,400 shares with an acquisition price per share of Rp2,881 (full amount) per share or equivalent to Rp1,349,460,400 (full amount), the fair price of Special ESA is Rp4,080 (full amount) or equivalent to Rp125,341,272,000 (full amount). The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp57,980,755,971 (full amount). For transactions that occurred in 2021, the total treasury stock owned by BRI were 15,931,900 shares.

BRI, through its letter No. R. 0034-DIR/ALM/ 01/2022 dated January 24, 2022, submitted a request for OJK's approval on BRI's shares buyback for at most Rp3,000,000, and it was approved by OJK through its letter No. S-29/PB.31/2022 dated February 21, 2022 and approved by Annual General Meeting of Shareholders held on March 1, 2022.

1. UMUM (lanjutan)

d. Modal Saham Diperoleh Kembali (Saham Treasuri) (lanjutan)

BRI juga telah menyampaikan keterbukaan informasi kepada Otoritas Jasa Keuangan (OJK) sehubungan dengan rencana pembelian kembali saham yang telah dikeluarkan dan tercatat di BEI sebanyak-banyaknya sebesar Rp3.000.000 melalui surat No. B.7-CSC/CSM/CGC/01/2022 tanggal 21 Januari 2022. Pembelian kembali tersebut secara bertahap dalam periode 1 Maret 2022 sampai dengan 31 Agustus 2023.

Pada bulan April hingga Juli 2022, BRI telah melakukan pembelian saham sebanyak 184.245.400 lembar saham (nilai nominal Rp50 (nilai penuh) per lembar saham) dengan harga perolehan sebesar Rp818.380 dengan rata-rata harga pembelian Rp4.442 (nilai penuh) per lembar saham.

Pada tanggal 12 Agustus 2022 terdapat implementasi program kepemilikan saham BRI yang bersumber dari saham treasuri hasil pembelian kembali tahun 2022. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 7.064.100 lembar saham dengan harga perolehan per lembar saham Rp4.440 (nilai penuh) atau setara Rp31.363 per lembar saham. Harga pelaksanaan program sebesar Rp4.250 (nilai penuh) atau setara Rp30.022. Selisih antara nilai perolehan saham treasuri dan biaya program berdasarkan harga wajar dicatat dalam agio sebesar Rp1.341 (Catatan 31b).

Pada bulan Agustus hingga Desember 2022, BRI telah melakukan pembelian saham sebanyak 295.208.700 lembar saham (nilai nominal Rp50 (nilai penuh) per lembar saham) dengan harga perolehan sebesar Rp1.365.888 dan rata-rata harga pembelian sebesar Rp4.627 (nilai penuh) per lembar saham.

Pada bulan Januari 2023, BRI melanjutkan pembelian saham sebanyak 167.931.800 lembar saham (nilai nominal Rp50 (nilai penuh) per lembar saham) dengan harga perolehan sebesar Rp815.732 dan rata-rata harga pembelian sebesar Rp4.858 (nilai penuh) per lembar saham.

1. GENERAL (continued)

d. Treasury Stock (continued)

BRI conveyed its information disclosure to the Financial Services Authority (OJK) in regards to the buyback plan for shares previously issued and listed on the Stock Exchange for as many as Rp3,000,000 through its letter No. B. 7-CSC/CSM/CGC/01/2022 dated January 21, 2022. The buyback is carried out within a period between March 1, 2022 until August 31, 2023.

In April to July 2022, BRI has repurchased 184,245,400 shares (par value of Rp50 (full amount) per share) at an acquisition price of Rp818,380 with an average purchase price of Rp4,442 (full amount) per share.

On August 12, 2022, there was implementation of BRI's bonus share program originating from the treasury stocks repurchased in 2022. This has resulted in a reduction of treasury stock by 7,064,100 shares with an acquisition price per share of Rp4,440 (full amount), or equivalent to Rp31,363. The program implementation price is Rp4,250 (full amount) per share, or the equivalent of Rp30,022. The difference between the acquisition value of treasury stock and the program costs based on fair prices recorded in additional paid-in capital amounting to Rp1,341 (Notes 31b).

In August to December 2022, BRI has repurchased 295,208,700 shares (par value of Rp50 (full amount) per share) at an acquisition price of Rp1,365,888 with an average purchase price of Rp4,627 (full amount) per share.

In January 2023, BRI continued to repurchase 167,931,800 shares (par value Rp50 (full amount) per share) at an acquisition price of Rp815,732 with an average purchase price of Rp4,858 (full amount) per share.

1. UMUM (lanjutan)

d. Modal Saham Diperoleh Kembali (Saham Treasuri) (lanjutan)

Pada tanggal 14 Juli 2023 terdapat implementasi program kepemilikan saham kepada pekerja BRI yang bersumber dari saham treasuri hasil pembelian kembali tahun 2020. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 501.600 lembar saham dengan harga perolehan per lembar saham Rp2.881 (nilai penuh) atau setara Rp1.445. Pelaksanaan program ini terdiri dari ESA 1 sebanyak 21.100 lembar saham dengan nilai wajar Rp3.630 (nilai penuh), ESA 2 sebanyak 32.300 lembar saham dengan nilai wajar Rp4.410 (nilai penuh), ESA 3 sebanyak 33.900 lembar saham dengan nilai wajar Rp4.020 (nilai penuh), dan ESA 4 sebanyak 414.300 lembar saham dengan nilai wajar Rp3.926 (nilai penuh), dimana secara total harga pelaksanaan program setara dengan Rp1.982. Selisih antara nilai perolehan saham treasuri dan biaya program berdasarkan harga wajar dicatat dalam agio sebesar Rp537 (Catatan 31b).

Pada tanggal 18 Agustus 2023 terdapat implementasi program kepemilikan saham BRI yang bersumber dari saham treasuri hasil pembelian kembali tahun 2022. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 6.440.500 lembar saham dengan harga perolehan per lembar saham Rp4.636 (nilai penuh) atau setara Rp29.860. Harga pelaksanaan program sebesar Rp5.450 (nilai penuh) atau setara Rp35.101. Selisih antara nilai perolehan saham treasuri dan biaya program berdasarkan harga wajar dicatat dalam agio sebesar Rp5.241 (Catatan 31b).

Pada bulan September sampai dengan Desember 2023, BRI telah melakukan pembelian saham sebanyak 118.833.600 lembar saham (nilai nominal Rp50 (nilai penuh) per lembar saham) dengan harga perolehan sebesar Rp625.555 dan rata-rata harga pembelian sebesar Rp5.264 (nilai penuh) per lembar saham.

1. GENERAL (continued)

d. Treasury Stock (continued)

On July 14, 2023, there was implementation of a bonus share program for BRI employees sourced from treasury stock repurchased in 2020. This has resulted in a reduction in treasury stock of 501,600 shares with an acquisition price per share of Rp2,881 (full amount) per share or equivalent to Rp1,445. The implementation of this program consists of ESA 1 of 21,100 shares with fair price of Rp3,630 (full amount), ESA 2 of 32,300 shares with a grant price of Rp4,410 (full amount), ESA 3 of 33,900 shares with a grant price of Rp4,020 (full amount), and ESA 4 of 414,300 shares with fair price of Rp3,926 (full amount), where the total program implementation price is equivalent to Rp1,982. The difference between the acquisition value of treasury stock and the program costs based on fair prices recorded in additional paid-in capital amounting to Rp537 (Notes 31b).

On August 18, 2023, there was implementation of a bonus share program for BRI employees sourced from treasury stock repurchased in 2022. This has resulted in a reduction in treasury stock of 6,440,500 shares at an acquisition price of of Rp4,636 (full amount) at an acquisition price of or equivalent to Rp29,860. The program implementation price of Rp5,450 (full amount) or equivalent to Rp35,101. The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp5,241 (Notes 31b).

In September to December 2023, BRI has repurchased 118,833,600 shares (par value of Rp50 (full amount) per share) at an acquisition price of Rp625,555 with an average purchase price of Rp5,264 (full amount) per share.

1. UMUM (lanjutan)

d. Modal Saham Diperoleh Kembali (Saham Treasuri) (lanjutan)

Pada tanggal 3 April 2024 terdapat implementasi program kepemilikan saham BRI yang bersumber dari saham treasuri hasil pembelian kembali tahun 2020. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 7.346.500 lembar saham dengan harga perolehan per lembar saham Rp2.881 (nilai penuh) atau setara Rp21.168. Harga pelaksanaan program sebesar Rp6.375 (nilai penuh) atau setara Rp46.835. Selisih antara nilai perolehan saham treasuri dan biaya program berdasarkan harga wajar dicatat dalam agio sebesar Rp25.667 (Catatan 31b).

Pada bulan April 2024, BRI telah melakukan pembelian saham sebanyak 28.900.000 lembar saham (nilai nominal Rp50 (nilai penuh) per lembar saham) dengan harga perolehan sebesar Rp154.514 dengan rata-rata harga pembelian Rp5.346 (nilai penuh) per lembar saham.

Pada tanggal 28 Mei 2024 terdapat implementasi program kepemilikan saham BRI yang bersumber dari saham treasuri hasil pembelian kembali tahun 2022. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 25.606.600 lembar saham dengan harga perolehan per lembar saham Rp4.636 (nilai penuh) atau setara Rp118.716.

Pada bulan Mei 2024 BRI telah melakukan pembelian saham sebanyak 20.900.000 lembar saham (nilai nominal Rp50 (nilai penuh) per lembar saham) dengan harga perolehan sebesar Rp98.133 dan rata-rata harga pembelian sebesar Rp4.695 (nilai penuh) per lembar saham.

Pada tanggal 9 Juli 2024 terdapat implementasi program kepemilikan saham BRI yang bersumber dari saham treasuri hasil pembelian kembali tahun 2022. Hal ini mengakibatkan pengurangan saham treasuri sebanyak 412.200 lembar saham dengan harga perolehan per lembar saham Rp2.881 (nilai penuh) atau setara Rp1.188. Harga pelaksanaan program sebesar Rp6.350 (nilai penuh) atau setara Rp2.617. Selisih antara nilai perolehan saham treasuri dan biaya program berdasarkan harga wajar dicatat dalam agio sebesar Rp1.429 (Catatan 31b).

1. GENERAL (continued)

d. Treasury Stock (continued)

On April 3, 2024, there was implementation of a bonus share program for BRI employees sourced from treasury stock repurchased in 2020. This has resulted in a reduction in treasury stock of 7,346,500 shares at an acquisition price of of Rp2,881 (full amount) at an acquisition price of or equivalent to Rp21,168. The program implementation price of Rp6,375 (full amount) or equivalent to Rp46,835. The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp25,667 (Notes 31b).

In April 2024, BRI has repurchased 28,900,000 shares (par value of Rp50 (full amount) per share) at an acquisition price of Rp154,514 with an average purchase price of Rp5,346 (full amount) per share.

On May 28, 2024, there was implementation of a bonus share program for BRI employees sourced from treasury stock repurchased in 2022. This has resulted in a reduction in treasury stock of 25,606,600 shares at an acquisition price of of Rp4,636 (full amount) at an acquisition price of or equivalent to Rp118,716.

In May 2024, BRI has repurchased 20,900,000 shares (par value of Rp50 (full amount) per share) at an acquisition price of Rp98,133 with an average purchase price of Rp4,695 (full amount) per share.

On July 9, 2024, there was implementation of a bonus share program for BRI employees sourced from treasury stock repurchased in 2022. This has resulted in a reduction in treasury stock of 412,200 shares at an acquisition price of of Rp2,881 (full amount) at an acquisition price of or equivalent to Rp1,188. The program implementation price of Rp6,350 (full amount) or equivalent to Rp2,617. The difference between the value of treasury stock and the total of implementation cost based on the fair price was recorded in additional paid-in capital amounting to Rp1,429 (Notes 31b).

1. UMUM (lanjutan)

d. Modal Saham Diperoleh Kembali (Saham Treasuri) (lanjutan)

Pada bulan Juli hingga September 2024, BRI telah melakukan pembelian saham sebanyak 125.298.700 lembar saham (nilai nominal Rp50 (nilai penuh) per lembar saham) dengan harga perolehan sebesar Rp621.798 dan rata-rata harga pembelian sebesar Rp4.963 (nilai penuh) per lembar saham.

Adapun harga perolehan di atas merupakan harga perolehan dan tidak termasuk biaya yang dapat diatribusikan secara langsung terhadap pembelian saham treasuri.

Sehingga per tanggal 31 Desember 2024, total saham treasuri yang dimiliki oleh BRI sebanyak 909.878.300 lembar saham.

e. Struktur dan Manajemen

Pada tanggal-tanggal 31 Desember 2024 dan 2023, BRI memiliki jaringan unit kerja dengan rincian sebagai berikut (tidak diaudit):

1. GENERAL (continued)

d. Treasury Stock (continued)

In July until September 2024, BRI has repurchased 125,298,700 shares (par value of Rp50 (full amount) per share) at an acquisition price of Rp621,798 with an average purchase price of Rp4,963 (full amount) per share.

The acquisition price above is the acquisition price and does not include costs that can be directly attributed to the purchase of treasury stock.

As of December 31, 2024, the total treasury stocks owned by BRI were 909,878,300 shares.

e. Structure and Management

As of December 31, 2024 and 2023 BRI has the following networks of work unit (unaudited):

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Kantor Wilayah	18	18	*Regional Offices*
Kantor Audit Intern Pusat	1	1	*Head Internal Audit Office*
Kantor Audit Intern Wilayah	18	18	*Regional Internal Audit Offices*
Kantor Cabang Dalam Negeri	453	453	*Domestic Branch Offices*
Kantor Cabang/Kantor Perwakilan di Luar Negeri	6	6	*Overseas Branch/Representative Offices*
Kantor Cabang Pembantu (KCP) Dalam Negeri*)	7.014	7.155	*Domestic Sub-branch Offices**)
Kantor Cabang Pembantu (KCP) di Luar Negeri	3	3	*Overseas Sub-branch Offices*
Teras Keliling	69	115	*Mobile Teras*
Teras Kapal	4	4	*Floating Teras*

*) Sesuai dengan POJK No. 12/POJK.03/2021 tanggal 30 Juli 2021 tentang Bank Umum, penyajian Unit Kerja Kantor Kas, BRI Unit dan Teras Kantor dicatatkan sebagai Kantor Cabang Pembantu (KCP) Dalam Negeri

**) According to POJK No.12/POJK.03/2021 dated July 30, 2021 regarding Commercial Banks, Presentation of Cash Office, BRI Units and Teras Offices are listed as Domestic Sub-Branch Offices (KCP)*

Pada tanggal-tanggal 31 Desember 2024 dan 2023, BRI memiliki 5 (lima) Kantor Cabang di luar negeri yang berlokasi di New York, Cayman Islands, Singapura, Timor-Leste dan Taipei, serta 1 (satu) Kantor Perwakilan di luar negeri yang berlokasi di Hong Kong.

As of December 31, 2024 and 2023, BRI has 5 (five) overseas branch offices located in New York, Cayman Islands, Singapore, Timor-Leste, Taipei and 1 (one) overseas representative office located in Hong Kong.

1. UMUM (lanjutan)

e. Struktur dan Manajemen (lanjutan)

Pada tanggal-tanggal 31 Desember 2024 dan 2023, BRI memiliki 10 (sepuluh) entitas anak yaitu PT Bank Raya Indonesia Tbk, BRI Global Financial Services Co. Ltd. Hong Kong, PT Asuransi BRI Life, PT BRI Multifinance Indonesia, PT BRI Danareksa Sekuritas, PT BRI Ventura Investama, PT BRI Asuransi Indonesia, PT Pegadaian, PT Permodalan Nasional Madani, dan PT BRI Manajemen Investasi.

Berdasarkan kebijakan akuntansi BRI, manajemen kunci BRI cakupannya adalah anggota komisaris, direksi, *senior executive vice president*, komite audit, komite remunerasi, kepala divisi, kepala satuan kerja audit intern dan kepala audit intern wilayah, pemimpin wilayah, pemimpin cabang khusus dan pemimpin cabang.

Total pekerja BRI dan entitas anak masing-masing pada tanggal-tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut (tidak diaudit):

1. GENERAL (continued)

e. Structure and Management (continued)

As of December 31, 2024 and 2023, BRI has 10 (ten) subsidiaries, which are PT Bank Raya Indonesia Tbk, BRI Global Financial Services Co. Ltd Hong Kong, PT Asuransi BRI Life, PT BRI Multifinance Indonesia, PT BRI Danareksa Sekuritas, PT BRI Ventura Investama, PT BRI Asuransi Indonesia, PT Pegadaian, PT Permodalan Nasional Madani, and PT BRI Manajemen Investasi.

Based on the accounting policies of BRI, the coverage of BRI's key management are members of boards of commissioners, directors, senior executive vice president, audit committee, remuneration committee, head of divisions, head of internal audit work unit and head of regional internal audits, head of regional officer, head of special branch and head of branches.

The number of BRI and subsidiaries's employees as of December 31, 2024 and 2023 are (unaudited):

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
PT Bank Rakyat Indonesia (Persero) Tbk	59.495	60.084	*PT Bank Rakyat Indonesia (Persero) Tbk*
Entitas Anak	21.676	20.081	*Subsidiaries*
	81.171	80.165	

Susunan Dewan Komisaris BRI pada tanggal 31 Desember 2024 ditetapkan berdasarkan Rapat Umum Pemegang Saham (RUPS) Tahunan BRI yang dimuat dalam Akta Notaris Fathiah Helmi, S.H., No. 31 tanggal 22 April 2024. Adapun Susunan Dewan Komisaris BRI pada tanggal 31 Desember 2023 ditetapkan berdasarkan RUPS Tahunan BRI yang dimuat dalam Akta No. 1 tanggal 2 Mei 2023 yang dibuat oleh Notaris Fathiah Helmi, S.H.:

The composition of BRI's Board of Commissioners as of December 31, 2024 was appointed based on Annual General Meeting of Shareholders (AGMS) of BRI, each of which was stated in the Notarial Deed of Fathiah Helmi, S.H., No. 31 dated April 22, 2024. The composition of the Board of Commissioners of BRI as of December 31, 2023 was appointed based on the Extraordinary and Annual GMS of BRI stated in the Notarial Deed of Fathiah Helmi, S.H., No. 1 dated May 2, 2023:

		31 Desember 2024/ *December 31, 2024*		**31 Desember 2023/ *December 31, 2023***		
Komisaris Utama/Komisaris	:	Kartika Wirjoatmodjo		Kartika Wirjoatmodjo	:	*President Commissioner/Commissioner*
Wakil Komisaris Utama/						*Vice President Commissioner/*
Komisaris Independen	:	Rofikoh Rokhim		Rofikoh Rokhim	:	*Independent Commissioner*
Komisaris Independen	:	Haryo Baskoro Wicaksono		Hendrikus Ivo	:	*Independent Commissioner*
Komisaris Independen	:	Agus Riswanto		Agus Riswanto	:	*Independent Commissioner*
Komisaris Independen	:	Dwi Ria Latifa		Dwi Ria Latifa	:	*Independent Commissioner*
Komisaris Independen	:	Nurmaria Sarosa		Nurmaria Sarosa	:	*Independent Commissioner*
Komisaris Independen	:	Heri Sunaryadi		Heri Sunaryadi	:	*Independent Commissioner*
Komisaris Independen	:	Paripurna Poerwoko Sugarda		Paripurna Poerwoko Sugarda	:	*Independent Commissioner*
Komisaris	:	Rabin Indrajad Hattari		Rabin Indrajad Hattari	:	*Commissioner*
Komisaris	:	Awan Nurmawan Nuh		Awan Nurmawan Nuh	:	*Commissioner*

1. UMUM (lanjutan)

e. Struktur dan Manajemen (lanjutan)

Susunan Direksi BRI pada tanggal 31 Desember 2024 ditetapkan berdasarkan Rapat Umum Pemegang Saham (RUPS) Tahunan BRI yang dimuat dalam Akta Notaris Fathiah Helmi, S.H., No. 31 tanggal 22 April 2024. Adapun Susunan Direksi BRI pada tanggal 31 Desember 2023 ditetapkan berdasarkan RUPS Tahunan BRI yang dimuat dalam Akta No. 1 tanggal 2 Mei 2023 yang dibuat oleh Notaris Fathiah Helmi, S.H.:

1. GENERAL (continued)

e. Structure and Management (continued)

The composition of BRI's Directors as of December 31, 2024 was appointed based on Annual General Meeting of Shareholders (AGMS) of BRI, each of which was stated in the Notarial Deed of Fathiah Helmi, S.H., No. 31 dated April 22, 2024. The composition of BRI's Directors as of December 31, 2023 was appointed based on the Extraordinary and Annual GMS of BRI stated in the Notarial Deed of Fathiah Helmi, S.H., No. 1 dated May 2, 2023:

		31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***		
Direktur Utama	:	Sunarso	Sunarso	:	*President Director*
Wakil Direktur Utama	:	Catur Budi Harto	Catur Budi Harto	:	*Vice President Director*
Direktur	:	Viviana Dyah Ayu R.K	Viviana Dyah Ayu R.K	:	*Director*
Direktur	:	Amam Sukriyanto	Amam Sukriyanto	:	*Director*
Direktur	:	Andrijanto	Andrijanto	:	*Director*
Direktur	:	Handayani	Handayani	:	*Director*
Direktur	:	Supari	Supari	:	*Director*
Direktur	:	Arga Mahanana Nugraha	Arga Mahanana Nugraha	:	*Director*
Direktur	:	Agus Sudiarto	Agus Sudiarto	:	*Director*
Direktur	:	Agus Noorsanto	Agus Noorsanto	:	*Director*
Direktur	:	Agus Winardono	Agus Winardono	:	*Director*
Direktur	:	Ahmad Solichin Lutfiyanto	Ahmad Solichin Lutfiyanto	:	*Director*

Susunan Komite Audit BRI pada tanggal 31 Desember 2024 ditetapkan berdasarkan Surat Keputusan Direksi No. Kep 1786-DIR/HBS/09/2024 tanggal 9 September 2024. Adapun susunan Komite Audit BRI pada tanggal 31 Desember 2023 ditetapkan berdasarkan Surat Keputusan Direksi No. Kep 2351-DIR/HCB/10/2023 tanggal 3 Oktober 2023:

The composition of BRI's Audit Committee as of December 31, 2024 determined based on Directors' Decision Letter No. Kep 1786-DIR/HCB/09/2024 dated September 9, 2024 and December 31, 2023 was appointed based on Directors' Decision Letter No. Kep. 2351-DIR/HCB/10/2023 dated October 3, 2023:

		31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***		
Ketua	:	Rofikoh Rokhim	Hendrikus Ivo	:	*Chairman*
Anggota	:	Heri Sunaryadi	Rofikoh Rokhim	:	*Member*
Anggota	:	Agus Riswanto	Heri Sunaryadi	:	*Member*
Anggota	:	Haryo Baskoro Wicaksono	Agus Riswanto	:	*Member*
Anggota	:	Bintoro Nurcahyo	Sahat Pardede	:	*Member*
Anggota	:	Irwanto	Irwanto	:	*Member*
Anggota	:	Loethano Boy Meizardi	Duma Riana Hutapea	:	*Member*
Anggota	:	Donny Himawan			
Anggota	:	Thauriq Anwar			

Sekretaris Perusahaan BRI pada tanggal 31 Desember 2024 dan 2023 dijabat oleh Agustya Hendy Bernadi berdasarkan Surat Keputusan Direksi No. Kep 1616 DIR/HCB/ 08/2023 tanggal 1 Agustus 2023.

As of December 31, 2024 and 2023, the position of BRI Corporate Secretary was Agustya Hendy Bernadi based on Directors' Decision Letter No. Kep 1616 DIR/HCB/08/2023 dated August 1, 2023.

1. UMUM (lanjutan)

e. Struktur dan Manajemen (lanjutan)

Kepala Satuan Kerja Audit Intern BRI pada tanggal 31 Desember 2024 dijabat oleh Yulianto Setiawan (tmt 1 Desember 2024) sesuai Surat Keputusan Direksi BRI No. Kep. 4221-DIR/HBS/11 2024 tanggal 29 November 2024[*)], dan Kepala Satuan Kerja Audit Intern BRI pada tanggal 31 Desember 2023 dijabat oleh Triswahju Herlina sesuai Surat Keputusan Direksi BRI No. Kep 339-DIR/ HCB/03/2022 tanggal 7 Maret 2022.

*) Sebelumnya dijabat oleh Donny Permana sesuai Surat Keputusan Direksi BRI No. Kep: 1877 - DIR/HCB/06/2024 tanggal 3 Juni 2024 tentang Penugasan sebagai Pejabat Pengganti Sementara (PGS) Kepala Satuan Kerja Audit Internal PT Bank Rakyat Indonesia (Persero) Tbk.

1. GENERAL (continued)

e. Structure and Management (continued)

As of December 31, 2024, Head of the BRI Internal Audit Unit was Yulianto Setiawan (effective from December 1, 2024) in accordance with the Decree of the Directors of BRI No. Kep 4221-DIR/HBS/11/2024 dated November 29, 2024 and December 31, 2023, the Head of the BRI Internal Audit Unit was Triswahju Herlina in accordance with the Decree of the Directors of BRI No. Kep 339-DIR/ HCB/03/2022 dated March 7, 2022.

**) Previously held by Donny Permana in accordance with the Decree of the BRI Board of Directors No. Kep: 1877 - DIR/HCB/06/2024 dated June 3, 2024 concerning the Assignment as Acting Head of the BRI Internal of PT Bank Rakyat Indonesia (Persero) Tbk.*

f. Entitas Anak

PT Bank Raya Indonesia Tbk (Bank Raya)

Pada tanggal 19 Agustus 2010, BRI telah menandatangani Perjanjian Pengikatan Jual Beli Saham Bersyarat (PPJB) dengan Dana Pensiun Perkebunan (Dapenbun) selaku pemegang 95,96% saham PT Bank Agroniaga Tbk ("Bank Agro") untuk mengakuisisi saham Bank Agro dengan total nominal sebesar Rp330.296 untuk 3.030.239.023 lembar saham dengan harga Rp109 (nilai penuh) per lembar saham.

Berdasarkan RUPS Luar Biasa BRI sesuai dengan akta No. 37 tanggal 24 November 2010 Notaris Fathiah Helmi, S.H., para pemegang saham telah menyetujui akuisisi terhadap Bank Agro. Selain itu, Bank Indonesia juga telah memberikan persetujuan melalui Surat No. 13/19/GBI/DPIP/Rahasia tanggal 16 Februari 2011. Akuisisi ini diselesaikan pada tanggal 3 Maret 2011 berdasarkan akta akuisisi No. 14 Notaris Fathiah Helmi, S.H., dimana BRI memiliki 88,65% dari seluruh saham yang ditempatkan dan disetor penuh dalam Bank Agro, sebagaimana dimuat dalam akta No. 68 tanggal 29 Desember 2009, Notaris Rusnaldy, S.H.. Hal tersebut di atas telah mempertimbangkan efek dari Waran Seri I yang dapat dieksekusi sampai dengan tanggal 25 Mei 2011.

f. Subsidiaries

PT Bank Raya Indonesia Tbk (Bank Raya)

On August 19, 2010, BRI entered into a Conditional Sale and Purchase of Shares Agreement (PPJB) with Dana Pensiun Perkebunan (Dapenbun), which holds 95.96% of PT Bank Agroniaga Tbk ("Bank Agro") shares, to acquire Bank Agro's shares at a total nominal value of Rp330,296 for 3,030,239,023 shares, with a price of Rp109 (full amount) per share.

According to BRI's Extraordinary General Meeting of Shareholders, in accordance with the Notarial Deed No. 37 dated November 24, 2010 of Notary Fathiah Helmi, S.H., the shareholders have approved the acquisition of Bank Agro. Furthermore, Bank Indonesia, in its Letter No. 13/19/GBI/DPIP/Rahasia dated February 16, 2011, also granted its approval for the acquisition of Bank Agro. The acquisition was completed on March 3, 2011 based on the Notarial Deed No. 14 of Notary Fathiah Helmi, S.H., where BRI owned 88.65% of Bank Agro's total issued and fully paid shares, as stated in the Notarial Deed No. 68 dated December 29, 2009, of Notary Rusnaldy, S.H.. The above mentioned matter has also considered the effects of Warrants Series I which are exercisable up to May 25, 2011.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Untuk memenuhi Peraturan Bapepam-LK No. IX.H.1, Lampiran Keputusan Ketua Bapepam-LK No. Kep-259/BL/2008, tanggal 30 Juni 2008, tentang "Pengambilalihan Perusahaan Terbuka", BRI sebagai pengendali baru Bank Agro diwajibkan untuk melaksanakan Penawaran Tender terhadap saham Bank Agro yang dimiliki pemegang saham publik. Pernyataan Penawaran Tender telah dinyatakan efektif pada tanggal 4 Mei 2011 berdasarkan Surat Ketua Bapepam-LK No. S-4985/BL/2011 dan telah diumumkan pada 2 (dua) surat kabar harian, yaitu Bisnis Indonesia dan Investor Daily, keduanya pada tanggal 5 Mei 2011. Masa Penawaran Tender dimulai pada tanggal 5 Mei 2011 dan berakhir pada tanggal 24 Mei 2011. Pada tanggal penutupan masa Penawaran Tender, terdapat 113.326.500 lembar saham (3,15% dari seluruh saham Bank Agro) yang dibeli oleh BRI. Harga Penawaran Tender yang digunakan adalah sebesar Rp182 (nilai penuh) per lembar saham.

Pada tanggal 1 Juli 2011, telah dilaksanakan penjualan saham kepada Dapenbun sejumlah 256.375.502 lembar saham atas eksekusi opsi beli Dapenbun dengan harga Rp109 (nilai penuh) per lembar saham. Selanjutnya sesuai peraturan Bapepam-LK No. IX.H.1, jangka waktu pengembalian *tender offer* adalah selama 2 (dua) tahun. Namun, khusus untuk Bank Agro maka BRI wajib memenuhi kepemilikan saham publik minimal adalah sebesar 10% dan harus dipenuhi paling lambat pada tanggal 24 Mei 2013. Hal ini untuk memenuhi Surat Bursa Efek Indonesia No. S-06472/BEI.PPJ/09-2011 tanggal 23 September 2011.

Sampai dengan 31 Desember 2011, saham Bank Agro yang berhasil dijual ke publik sebesar 500.000 lembar saham sehingga kepemilikan saham BRI di Bank Agro per 31 Desember 2011 menjadi 79,78% dan Dapenbun 14%. Selama tahun 2012 dan 2013 tidak terdapat penjualan saham, kemudian pada tahun 2014 terdapat penjualan saham sebesar 130.000 lembar saham, sehingga per tanggal 31 Desember 2014, kepemilikan saham publik untuk memenuhi surat Bursa Efek Indonesia No. S-06472/BEI.PPJ/09-2011 tanggal 23 September 2011 sebesar 10% pada tanggal 24 Mei 2013 belum dapat dipenuhi BRI karena tidak aktifnya harga saham Bank Agro di pasar modal.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

In compliance with Bapepam-LK's Regulation No. IX.H.1, Appendix to the Decision Letter of Chairman of Bapepam-LK No. Kep-259/BL/2008 dated June 30, 2008 regarding the "Takeover of Public Company", BRI, as the new controlling shareholder of Bank Agro, obliged to execute Tender Offer on the remaining Bank Agro's shares which are owned by the public. The Tender Offer statement has become effective on May 4, 2011 based on the Chairman of Bapepam-LK's Letter No. S-4985/BL/2011 and was announced on May 5, 2011, in two daily newspapers, Bisnis Indonesia and Investor Daily. The Tender Offer period commenced on May 5, 2011 and concluded on May 24, 2011. At the end of the Tender Offer period, BRI purchased 113,326,500 shares (3.15% of the total shares of Bank Agro). The tender offer price is Rp182 (full amount) per share.

On July 1, 2011, Dapenbun exercised its option to buy 256,375,502 shares at a price of Rp109 (full amount) per share. Based on Bapepam-LK's Regulation No. IX.H.1, the payback period of Tender Offer is within 2 (two) years. However, specifically for Bank Agro, BRI had the obligation to meet minimum public shareholding of 10% at no later than May 24, 2013. This is to comply with the Letter from the Indonesia Stock Exchange No. S-06472/BEI.PPJ/09-2011 dated September 23, 2011.

As of December 31, 2011, 500,000 of Bank Agro shares have been successfully sold back to the public resulting in BRI's ownership of 79.78% and Dapenbun's of 14%. While there was no sale of shares during the year 2012 and 2013, 130,000 shares were sold in 2014. Thus, as of December 31, 2014, BRI was unable to meet the requirement of Indonesia Stock Exchange stated on its letter No. S-06472/BEI.PPJ/09-2011 dated September 23, 2011, to have a minimum public shareholding of 10% by May 24, 2013 due to the inactivity of Bank Agro's share price in the capital market.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Berdasarkan akta Pernyataan Keputusan Rapat No. 30 tanggal 16 Mei 2012, Notaris Rusnaldy, S.H., dilakukan perubahan nama dari PT Bank Agroniaga Tbk menjadi PT Bank Rakyat Indonesia Agroniaga Tbk ("BRI Agro") dan telah mendapatkan persetujuan dari Bank Indonesia sesuai Surat Keputusan Gubernur Bank Indonesia No. 14/72/KEP.GBI/2012 tanggal 10 Oktober 2012.

Pada tanggal 10 Mei 2013, BRI Agro menyampaikan Pernyataan Pendaftaran Penawaran Umum Terbatas IV ("PUT IV") kepada Dewan Komisioner OJK dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu sebanyak-banyaknya 3.846.035.599 Saham Biasa Atas Nama dengan nilai nominal Rp100 (nilai penuh) per lembar saham. Pada tanggal 26 Juni 2013, Dewan Komisioner OJK melalui surat No. S-186/D.04/2013 menyetujui Pernyataan Penawaran Umum Terbatas IV tersebut sehingga meningkatkan jumlah modal sahamnya sebanyak 3.832.685.599 lembar saham.

Hasil dari PUT IV menyebabkan Anggaran Dasar BRI Agro mengalami perubahan sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat No. 107 tanggal 30 Juli 2013, Notaris M. Nova Faisal, S.H., M.Kn., mengenai peningkatan modal ditempatkan dan disetor penuh sehingga kepemilikan saham BRI di BRI Agro menjadi 80,43%, Dapenbun 14,02% dan publik 5,55%. Perubahan ini telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0074249.AH.01.09 tahun 2013 tanggal 1 Agustus 2013.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

Based on the Notarial Deed of Meeting Decision Statement No. 30 dated May 16, 2012 of Notary Rusnaldy, S.H., the name PT Bank Agroniaga Tbk was changed into PT Bank Rakyat Indonesia Agroniaga Tbk ("BRI Agro"). This change has been approved by Bank Indonesia in its Governor's Decision Letter No. 14/72/KEP.GBI/2012 dated October 10, 2012.

On May 10, 2013, BRI Agro submitted Registration Statement of Limited Public Offering IV ("PUT IV") to the Board of Commissioners of OJK in connection with the issuance of Preemptive Rights of 3,846,035,599 Common Shares with nominal value of Rp100 (full amount) per share. On June 26, 2013, the Board of Commissioners of OJK through its letter No. S-186/D.04/2013, approved the Registration Statement of Limited Public Offering IV, thus increasing the number of its issued capital stock by 3,832,685,599 shares.

As a result of PUT IV, BRI Agro's Articles of Association was amended as stated in Deed of Meeting Decision Statement No. 107 dated July 30, 2013, of Notary M. Nova Faisal, S.H., M.Kn., regarding the increase in issued and fully paid capital, increasing BRI's ownership to 80.43%, Dapenbun's to 14.02% and public's to 5.55%. This amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-0074249.AH.01.09 Year 2013 dated August 1, 2013.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Pada tanggal 11 Mei 2015, BRI Agro menyampaikan Pernyataan Pendaftaran Penawaran Umum Terbatas V ("PUT V") kepada Dewan Komisioner OJK dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu sebanyak 5.588.085.883 Saham Biasa Atas Nama dengan nilai nominal Rp100 (nilai penuh) per lembar saham. Pada tanggal 17 Juni 2015, Dewan Komisioner OJK melalui surat No. S-259/D.04/2015 memberitahukan mengenai Efektifnya Pernyataan Pendaftaran Penawaran Umum Terbatas V sehingga meningkatkan jumlah modal sahamnya sebanyak 4.028.934.521 lembar saham.

Hasil dari PUT V menyebabkan Anggaran Dasar BRI Agro mengalami perubahan sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat dan Perubahan Anggaran Dasar No. 68 tanggal 14 Juli 2015, Notaris M. Nova Faisal, S.H., M.Kn., mengenai peningkatan modal ditempatkan dan disetor penuh sehingga kepemilikan saham BRI di BRI Agro menjadi 87,23%, Dapenbun 9,10% dan publik 3,67%. Perubahan ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Bank Rakyat Indonesia Agroniaga Tbk No. AHU-AH.01.03-0951264 tanggal 14 Juli 2015.

Pada tanggal 17 Oktober 2016, BRI Agro menyampaikan Pernyataan Pendaftaran Penawaran Umum Terbatas VI ("PUT VI") kepada Dewan Komisioner OJK dalam rangka Penambahan Modal dengan Hak Memesan Efek Terlebih Dahulu (PMHMETD) sebanyak-banyaknya 3.845.996.122 lembar saham biasa dengan nilai nominal Rp100 (nilai penuh) per lembar saham dan menerbitkan Waran Seri II sebanyak 616.908.103 lembar. Pada tanggal 25 November 2016, Dewan Komisioner OJK melalui surat No. S-695/D.04/2016 memberitahukan mengenai Efektifnya Pernyataan Pendaftaran Penawaran Umum Terbatas VI, sehingga meningkatkan jumlah modal sahamnya sebanyak 3.845.996.122 lembar saham. Waran Seri II dapat dikonversi menjadi saham BRI Agro dengan nilai Rp130 (nilai penuh) per lembar saham dengan periode pelaksanaan dari 9 Juni 2017 sampai dengan 11 Juni 2018.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

On May 11, 2015, BRI Agro submitted Registration Statement of Limited Public Offering V ("PUT V") to the Board of Commissioners of OJK in connection with the issuance of Preemptive Rights of 5,588,085,883 Common Shares with nominal value of Rp100 (full amount) per share. On June 17, 2015, the Board of Commissioners of OJK through its letter No. S-259/D.04/2015 notified BRI Agro that its Registration Statement of Limited Public Offering V has become effective, thus increasing the number of its issued capital stock by 4,028,934,521 shares.

As a result of PUT V, BRI Agro's Articles of Association was amended as stated in Notarial Deed of Decision Meeting Statement and Amendment of Articles of Association No. 68 dated July 14, 2015 of Notary M. Nova Faisal, S.H., M.Kn., regarding the increase in issued and fully paid capital, increasing BRI's ownership in BRI Agro to 87.23%, Dapenbun's to 9.10% and public's to 3.67%. This amendment was accepted and recorded in the Legal Entity Administration System by the Minister of Law and Human Rights of the Republic of Indonesia in its Acknowledgement Letter of PT Bank Rakyat Indonesia Agroniaga Tbk Articles of Association Amendment Notice No. AHU-AH.01.03-0951264 dated July 14, 2015.

On October 17, 2016, BRI Agro submitted Registration Statement of Limited Public Offering VI ("PUT VI") to the Board of Commissioners of OJK in connection with the issuance of Additional Capital with Preemptive Rights of 3,845,996,122 Common Shares at most with nominal value of Rp100 (full amount) per share and the issuance of Warrants Series II of 616,908,103. On November 25, 2016, the Board of Commissioners of OJK through its letter No. S-695/D.04/2016 notified BRI Agro that its Registration Statement of Limited Public Offering VI has become effective, thus increasing the number of its issued capital stock by 3,845,996,122 shares. The period to convert Warrants Series II into BRI Agro shares at Rp130 (full amount) per share is from June 9, 2017 until June 11, 2018.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Hasil dari PUT VI menyebabkan Anggaran Dasar BRI Agro mengalami perubahan sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat No. 58 tanggal 27 Desember 2016, Notaris M. Nova Faisal, S.H., M.Kn., mengenai peningkatan modal ditempatkan dan disetor penuh sehingga kepemilikan saham BRI di BRI Agro tetap sebesar 87,23%, Dapenbun 7,08% dan publik 5,69%. Perubahan ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Bank Rakyat Indonesia Agroniaga Tbk No. AHU-AH.01.03-0112637 tanggal 27 Desember 2016.

Sampai dengan tanggal 11 Juni 2018 (akhir dari konversi waran), jumlah waran yang telah dikonversi menjadi saham sejumlah 612.937.654 lembar sehingga meningkatkan modal saham BRI Agro sebesar Rp61.294.

Pada tanggal 2 Mei 2017, BRI Agro menyampaikan Pernyataan Pendaftaran Penawaran Umum Terbatas VII ("PUT VII") kepada Dewan Komisioner OJK dalam rangka PMHMETD sebanyak-banyaknya 2.515.555.707 lembar saham biasa dengan nilai nominal Rp100 (nilai penuh) per lembar saham. Pada tanggal 12 Juni 2017, Dewan Komisioner OJK melalui surat No. S-293/D.04/2017 memberitahukan mengenai Efektifnya Pernyataan Pendaftaran Penawaran Umum Terbatas VII sehingga meningkatkan jumlah modal sahamnya sebanyak 2.515.555.707 lembar saham.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

As a result of PUT VI, BRI Agro's Articles of Association was amended as stated in Notarial Deed of Decision Meeting Statement No. 58 dated December 27, 2016, of Notary M. Nova Faisal, S.H., M.Kn., regarding the increase in issued and fully paid capital, resulting in BRI's ownership di BRI Agro to be at 87.23%, Dapenbun's to be at 7.08% and public's to be at 5.69%. This amendment was accepted and recorded in the Legal Entity Administration System by the Minister of Law and Human Rights of the Republic of Indonesia in its Acknowledgement Letter of PT Bank Rakyat Indonesia Agroniaga Tbk Articles of Association Amendment Notice No. AHU-AH.01.03-0112637 dated December 27, 2016.

Up to June 11, 2018 (the ending period of warrants conversion), total warrants converted into shares are 612,937,654 shares, thereby increasing BRI Agro's capital stock by Rp61,294.

On May 2, 2017, BRI Agro submitted Registration Statement of Limited Public Offering VII ("PUT VII") to the Board of Commissioners of OJK in connection with the issuance of Additional Capital with Preemptive Rights of 2,515,555,707 common shares at most with nominal value of Rp100 (full amount) per share. On June 12, 2017, the Board of Commissioners of OJK through its letter No. S-293/D.04/2017 notified BRI Agro that its Registration Statement of Limited Public Offering VII has become effective, thus increasing the number of its issued capital stock by 2,515,555,707 shares.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Hasil dari PUT VII menyebabkan Anggaran Dasar BRI Agro mengalami perubahan sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat No. 19 tanggal 21 Juli 2017, Notaris M. Nova Faisal, S.H., M.Kn., mengenai peningkatan modal ditempatkan dan disetor penuh sehingga kepemilikan saham BRI di BRI Agro sebesar 87,16%, Dapenbun 6,44% dan publik 6,39%. Perubahan ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Bank Rakyat Indonesia Agroniaga Tbk No. AHU-AH.01.03-0154825 tanggal 21 Juli 2017.

Pada Akta RUPS Luar Biasa PT Bank Rakyat Indonesia Agroniaga Tbk No. 51 tanggal 26 Juni 2018 RUPS Luar Biasa telah memberikan Persetujuan untuk Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu (PMTHMETD) sebagaimana diatur dalam POJK No. 38/POJK.04/2014 tanggal 29 Desember 2014 dalam rangka Program *Management and Employee Stock Options Plan* (MESOP), sebanyak-banyaknya 350.000.000 lembar saham dengan nominal Rp100 (nilai penuh) per lembar saham sehingga meningkatkan jumlah modal sahamnya sebanyak 249.376.451 lembar saham.

Pada tanggal 16 Juli 2018, BRI Agro menyampaikan Pernyataan Pendaftaran Penawaran Umum Terbatas VIII ("PUT VIII") kepada Dewan Komisioner OJK dalam rangka PMHMETD sebanyak-banyaknya 5.001.089.604 lembar saham biasa dengan nilai nominal Rp100 (nilai penuh) per lembar saham. Pada tanggal 30 Agustus 2018, Dewan Komisioner OJK melalui surat No. S-113/D.04/2018 memberitahukan mengenai Efektifnya PUT VIII sehingga meningkatkan jumlah modal sahamnya sebanyak 2.889.085.049 lembar saham.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

As a result of PUT VII, BRI Agro's Articles of Association was amended as stated in Notarial Deed of Decision Meeting Statement No. 19 dated July 21, 2017, of Notary M. Nova Faisal, S.H., M.Kn., regarding the increase in issued and fully paid capital, therefore the ownership of BRI in BRI Agro to be at 87.16%, Dapenbun's to be at 6.44% and the public's to be at 6.39%. This amendment was accepted and recorded in the Legal Entity Administration System by the Minister of Law and Human Rights of the Republic of Indonesia in its Acknowledgement Letter of PT Bank Rakyat Indonesia Agroniaga Tbk Articles of Association Amendment Notice No. AHU-AH.01.03-0154825 dated July 21, 2017.

In the Deed of the Extraordinary GMS of PT Bank Rakyat Indonesia Agroniaga Tbk No. 51 dated June 26, 2018 Extraordinary GMS has given approval for Additional Capital without Preemptive Rights (PMTHMETD) as regulated in POJK No. 38/POJK.04/2014 dated December 29, 2014 in the context of the Management and Employee Stock Options Plan (MESOP) Program, a maximum of 350,000,000 shares with a nominal value of Rp100 (full amount) per share thereby increasing the number of its issued capital stock by 249,376,451 shares.

On July 16, 2018, BRI Agro submitted Registration Statement of Limited Public Offering VIII ("PUT VIII") to the Board of Commissioners of OJK in connection with the issuance of Additional Capital with Preemptive Rights of 5,001,089,604 common shares at most with nominal value of Rp100 (full amount) per share. On August 30, 2018, the Board of Commissioners of OJK through its letter No. S-113/D.04/2018 notified BRI Agro that its Registration Statement of Limited Public Offering VIII has become effective, thus increasing the number of its issued capital stock by 2,889,085,049 shares.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Hasil dari PUT VIII menyebabkan Anggaran Dasar BRI Agro mengalami perubahan sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat No. 01 tanggal 2 Oktober 2018, Notaris M. Nova Faisal, S.H., M.Kn., mengenai peningkatan modal ditempatkan dan disetor penuh sehingga kepemilikan saham BRI di BRI Agro sebesar 87,10%, Dapenbun 5,00% dan publik 7,90%. Perubahan ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Bank Rakyat Indonesia Agroniaga Tbk No. AHU-AH.01.03-0249178 tanggal 4 Oktober 2018.

Hasil dari MESOP tahun 2021 dengan Periode Pelaksanaan yang terhitung 30 Hari Bursa sejak tanggal 1 Agustus sampai dengan 14 September 2021 menyebabkan Anggaran Dasar BRI Agro mengalami perubahan sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat No. 26 tanggal 27 September 2021 dibuat oleh Notaris M. Nova Faisal S.H., M.Kn., mengenai peningkatan modal ditempatkan dan disetor penuh sehingga kepemilikan saham BRI di BRI Agro sebesar 85,70% dan publik 14,30%.

Perubahan ini telah diberitahukan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia sebagaimana tercantum dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar No. AHU-AH.01.03-0453530 tanggal 27 September 2021.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

As a result of PUT VIII, BRI Agro's Articles of Association was amended as stated in Notarial Deed of Decision Meeting Statement No. 1 dated October 2, 2018, of Notary M. Nova Faisal, S.H., M.Kn., regarding the increase in issued and fully paid capital. Therefore the ownership of BRI in BRI Agro to be at 87.10%, Dapenbun to be at 5.00% and the public to be at 7.90%. This amendment was accepted and recorded in the Legal Entity Administration System by the Minister of Law and Human Rights of the Republic of Indonesia in its Acknowledgement Letter of PT Bank Rakyat Indonesia Agroniaga Tbk Articles of Association Amendment Notice No. AHU-AH.01.03-0249178 dated October 4, 2018.

As a result of MESOP 2021 that started since 30 trading days from August 1 to September 14, 2021, Articles of Association of BRI Agro was amended as stated in Notarial Deed No. 26 dated September 27, 2021 of Notary M. Nova Faisal S.H., M.Kn., regarding the increase in issued and fully paid capital, therefore the ownership of BRI in BRI Agro to be at 85.70% and the public's to 14.30%.

This amendment was accepted and recorded in the Legal Entity Administration System by the Minister of Law and Human Rights of the Republic of Indonesia in its Acknowledgement Letter of PT Bank Rakyat Indonesia Agroniaga Tbk Articles of Association Amendment Notice No. AHU-AH.01.03-0453530 dated September 27, 2021.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Berdasarkan Akta Pernyataan Keputusan Rapat No. 24 tanggal 27 September 2021, Notaris M. Nova Faisal S.H., M.Kn., dilakukan perubahan nama dari PT Bank Rakyat Indonesia Agroniaga Tbk menjadi PT Bank Raya Indonesia Tbk ("Bank Raya") yang telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia sesuai dengan Surat No. AHU0052731.AH.01.02 tahun 2021, tanggal 27 September 2021 dan telah mendapatkan persetujuan dari Otoritas Jasa Keuangan melalui Surat Keputusan No. Kep-65/PB.1/2021 tentang Penetapan Penggunaan Izin Usaha Atas Nama PT Bank Rakyat Indonesia Agroniaga Tbk menjadi Izin Usaha Atas Nama PT Bank Raya Indonesia Tbk pada tanggal 1 November 2021. Adapun struktur permodalan dan susunan pemegang saham Perseroan diterbitkan berdasarkan Akta No. 22 tanggal 17 Desember 2021.

Pada Akta Risalah RUPS Luar Biasa PT Bank Raya Indonesia Tbk No. 23 tanggal 27 September 2021 yang dibuat oleh Notaris M. Nova Faisal, S.H., M.Kn., RUPS Luar Biasa telah memberikan Persetujuan untuk Penerbitan Saham Baru melalui Penambahan Modal dengan Hak Memesan Efek Terlebih Dahulu ("PMHMETD") kepada para Pemegang Saham yang akan dilakukan melalui mekanisme Penawaran Umum Terbatas IX ("PUT IX").

Pada tanggal 30 September 2021 melalui surat No. B.562/DIR.01/SKP/09/2021, Bank Raya menyampaikan Pernyataan Pendaftaran Penawaran Umum Terbatas dalam rangka PMHMETD IX kepada Dewan Komisioner OJK sebanyak-banyaknya 2.150.000.000 lembar saham biasa dengan nilai nominal Rp100 (nilai penuh) per lembar saham. Pada tanggal 18 November 2021, Dewan Komisioner OJK melalui surat No. S-207/D.04/2021 memberitahukan mengenai Efektifnya Pernyataan Pendaftaran sehingga meningkatkan jumlah modal sahamnya sebanyak 1.054.545.185 lembar saham.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

Based on the Deed of Meeting Decision Statement No. 24 dated September 27, 2021, Notary M. Nova Faisal S.H., M.Kn., the name was changed from PT Bank Rakyat Indonesia Agroniaga Tbk to PT Bank Raya Indonesia Tbk ("Bank Raya") which has obtained approval from the Minister of Law and Human Rights People of the Republic of Indonesia in accordance with Letter No. AHU0052731.AH.01.02 Year 2021, dated September 27, 2021 and has received approval from the Financial Services Authority through Decree No. Kep-65/PB.1/2021 concerning Determination of the Use of a Business License in the Name of PT Bank Rakyat Indonesia Agroniaga Tbk to become a Business License in the Name of PT Bank Raya Indonesia Tbk on November 1, 2021. The capital structure and composition of the Company's shareholders are issued based on Deed No. 22 dated December 17, 2021.

In the Deed of the Extraordinary GMS of PT Bank Raya Indonesia Tbk No. 23 dated September 27, 2021 of Notary M. Nova Faisal, S.H., M.Kn., Extraordinary GMS has given approval for the issuance of new shares through Additional Capital with Preemptive Rights ("PMHMETD") to shareholders which will be carried out through mechanism of Limited Public Offering IX ("PUT IX").

On September 30, 2021 through letter No. B.562/DIR.01/SKP/09/2021, Bank Raya submitted Registration Statement for a Limited Public Offering in connection with the PMHMETD IX to the Board of Commissioners of OJK with of 2,150,000,000 common shares at most with nominal value of Rp100 (full amount) per share. On November 18, 2021, the Board of Commissioners of OJK through its letter No. S-207/D.04/2021 notified that its Registration Statement of Limited Public Offering has become effective, thus increasing the number of its issued capital stock 1,054,545,185 shares.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Hasil dari PMHMETD IX menyebabkan Anggaran Dasar Bank Raya mengalami perubahan sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat No. 22 tanggal 17 Desember 2021, Notaris M. Nova Faisal, S.H., M.Kn., mengenai peningkatan modal ditempatkan dan disetor penuh, sehingga kepemilikan saham BRI di Bank Raya sebesar 85,72% dan publik 14,28%. Perubahan ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Bank Raya Indonesia Tbk No. AHU-AH.01.03-0487031 tanggal 17 Desember 2021.

Berdasarkan Akta Pernyataan Keputusan Rapat No. 48 tanggal 30 September 2022, Notaris M. Nova Faisal S.H., M.Kn., dilakukan perubahan Anggaran Dasar PT Bank Raya Indonesia Tbk tentang perubahan alamat kantor pusat Bank Raya dan perubahan Pasal 3 Anggaran Dasar Bank Raya guna menyesuaikan dengan Klasifikasi Baku Lapangan Usaha Indonesia (KLBI 2020) yang telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia sesuai dengan Surat No. AHU-0070827.AH.01.02 Tahun 2022, tanggal 30 September 2022.

Pada tanggal 5 Oktober 2022 melalui surat No. B.681/DIR.03/CSC/10/2022, Bank Raya menyampaikan Pernyataan Pendaftaran Penawaran Umum Terbatas dalam rangka PMHMETD X kepada Dewan Komisioner OJK sebanyak-banyaknya 2.320.000.000 lembar saham biasa dengan nilai nominal Rp100 (nilai penuh) per lembar saham. Pada tanggal 30 November 2022, Dewan Komisioner OJK melalui surat No.S-250/D.04/2022 memberitahukan mengenai Efektifnya Pernyataan Pendaftaran sehingga meningkatkan jumlah modal sahamnya sebanyak 1.993.201.832 lembar saham.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

As a result of PMHMETD IX, Bank Raya's Articles of Association was amended as stated in Notarial Deed of Decision Meeting Statement No. 22 dated December 17, 2021, of Notary M. Nova Faisal, S.H., M.Kn., regarding the increase in issued and fully paid capital, therefore the ownership of BRI in Bank Raya is 85.72% and the public is 14.28%. This amendment was accepted and recorded in the Legal Entity Administration System by the Minister of Law and Human Rights of the Republic of Indonesia in its Acknowledgement Letter of PT Bank Raya Indonesia Tbk Articles of Association Amendment Notice No. AHU-AH.01.03-0487031 dated December 17, 2021.

Based on the Deed of Meeting Decision Statement No. 48 dated September 30, 2022, Notary M. Nova Faisal S.H., M.Kn., changes were made to the Articles of Association of PT Bank Raya Indonesia Tbk regarding changes to the address of Bank Raya's head office and changes to Article 3 of Bank Raya's Articles of Association to conform to the 2020 Indonesian Standard Industrial Clasification (KLBI 2020) which has obtained approval from the Minister of Law and Human Rights of the Republic of Indonesia in accordance with Letter No. AHU-0070827.AH.01.02 Year 2022, September 30, 2022.

On October 5, 2022 through letter No. B.681/DIR.03/CSC/10/2022, Bank Raya submitted Registration Statement for a Limited Public Offering in connection with the PMHMETD X to the Board of Commissioners of OJK with of 2,320,000,000 common shares at most with nominal value of Rp100 (full amount) per share. On November 30, 2022, the Board of Commissioners of OJK through its letter No. S-250/D.04/2022 notified that its Registration Statement of Limited Public Offering has become effective, thus increasing the number of its issued capital stock 1,993,201,832 shares.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Hasil dari PMHMETD X menyebabkan Anggaran Dasar Bank Raya mengalami perubahan sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat No. 41 tanggal 26 Desember 2022, Notaris M. Nova Faisal, S.H., M.Kn., mengenai peningkatan modal ditempatkan dan disetor penuh dalam pasal 4 ayat (2) Anggaran Dasar Bank Raya berubah menjadi sebanyak 24.740.107.814 lembar saham sehingga kepemilikan saham BRI di Bank Raya meningkat menjadi 86,85% dan publik 13,15%. Perubahan ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Bank Raya Indonesia Tbk No. AHU-AH.01.03-0410365 tanggal 26 Desember 2022.

Berdasarkan Akta Pernyataan Keputusan Rapat PT Bank Raya Indonesia Tbk No. 14 tanggal 23 Mei 2023, RUPS telah memberikan persetujuan untuk PMTHMETD sebagaimana diatur dalam POJK No. 38/POJK.04/2014 tanggal 29 Desember 2014 dalam rangka program *Management and Employee Stock Options Plan* (MESOP), sebanyak-banyaknya 350.000.000 lembar saham dengan nominal Rp100 (nilai penuh) per lembar saham.

Perubahan ini telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Bank Raya Indonesia Tbk No. AHU-AH.01.03-0066677 tanggal 23 Mei 2023. Atas PMTHMETD untuk program MESOP, jumlah modal ditempatkan dan disetor dalam pasal 4 ayat (2) Anggaran Dasar Bank Raya berubah menjadi sebanyak 24.740.494.294 lembar saham sehingga kepemilikan saham BRI di Bank Raya sebesar 86,85% dan publik 13,15%.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

The results of PMHMETD X caused Bank Raya's Articles of Association was amended as stated in Notarial Deed of Decision Meeting Statement No. 41 dated December 26, 2022, of Notary M. Nova Faisal, S.H., M.Kn., regarding the increase in issued and fully paid capital in article 4 paragraph (2) of Bank Raya's Articles of Association changed to 24,740,107,814 shares so that BRI's share ownership in Bank Raya increased to 86.85% and the public's 13.15%.This amendment was accepted and recorded in the Legal Entity Administration System by the Ministry of Law and Human Rights of the Republic of Indonesia in its Acknowledgement Letter of PT Bank Raya Indonesia Tbk Articles of Association Amendment Notice No. AHU-AH.01.03-0410365 dated December 26, 2022.

Based on Deed of PT Bank Raya Indonesia Tbk Meeting Decision Statement No. 14 dated May 23, 2023, GMS Acknowledgement has given approval for PMTHMETD as regulated in POJK No. 38/POJK.04/2014 dated December 29, 2014 in the framework of the Management and Employee Stock Options Plan (MESOP) program, a maximum of 350,000,000 shares with a nominal value of Rp100 (full amount) per share.

This change has been received and recorded in the Legal Entity Administration System by the Ministry of Law and Human Rights of the Republic of Indonesia in the Letter of Acceptance of Notice of Changes to the Articles of Association of PT Bank Raya Indonesia Tbk No. AHU-AH.01.03-0066677 dated May 23, 2023. For PMTHMETD for the MESOP program, the total issued and paid-up capital in article 4 paragraph (2) of Bank Raya's Articles of Association changed to 24,740,494,294 shares so that BRI's share ownership in Bank Raya is 86.85% and public's 13.15%.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Bank Raya Indonesia Tbk (Bank Raya) (lanjutan)

Perubahan Anggaran Dasar terakhir Bank Raya berdasarkan Akta Pernyataan Keputusan Rapat No. 13 tanggal 8 Mei 2024, Notaris M. Nova Faisal, S.H., M.Kn., mengenai penyesuaian beberapa pasal dalam Anggaran Dasar Perseroan yang relevan dengan kegiatan Perseroan. Perubahan ini telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dan terdaftar pada Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Nomor AHU-0090893.AH.01.11 Tahun 2024 tanggal 13 Mei 2024.

Total aset Bank Raya pada tanggal-tanggal 31 Desember 2024 dan 2023 masing-masing adalah sebesar Rp13.158.236 dan Rp12.492.372 atau 0,66% dan 0,64% dari total aset konsolidasian. Total pendapatan bunga untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 masing-masing adalah sebesar Rp1.045.244 dan Rp890.959 atau 0,46% dan 0,50% dari total pendapatan bunga, syariah, premi, dan penjualan emas konsolidasian.

Sesuai dengan pasal 3 Anggaran Dasar, ruang lingkup kegiatan Bank Raya adalah menjalankan kegiatan umum di bidang perbankan. Bank Raya berdasarkan Surat Bank Indonesia No. 22/1037/UUps/Ps6D tanggal 26 Desember 1989, telah mendapat izin usaha sebagai Bank Umum

Kantor pusat Bank Raya berlokasi di Menara BRILiaN, Jl. Gatot Subroto No. 177A, Jakarta, dan memiliki 23 *community branch* dan 2 kantor kas.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Raya Indonesia Tbk (Bank Raya) (continued)

The latest amendment to Bank Raya's Articles of Association is based on the Deed of PT Bank Raya Indonesia Tbk Meeting Decision Statement No. 13 dated May 8, 2024, of Notary M. Nova Faisal, S.H., M.Kn., regarding adjustments to several articles in Bank Raya's Articles of Association that are relevant to the Company activities.These changes had been approved by the Minister of Law and Human Rights of the Republic of Indonesia and are registered in the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0090893.AH.01.11 Year 2024, dated May 13, 2024.

Total assets of Bank Raya as of December 31, 2024 and 2023 amounted to Rp13,158,236 and Rp12,492,372 or 0.66% and 0.64% respectively, of the total consolidated assets. Total interest income for the years ended December 31, 2024 and 2023 amounted to Rp1,045,244 and Rp890,959 or 0.46% and 0.50%, respectively, of the total consolidated interest, sharia, premium income, and revenue from gold sold.

According to Article 3 of its Articles of Association, Bank Raya's scope of business is to conduct commercial banking activities. Bank Raya has obtained its license as a commercial bank based on Bank Indonesia Letter No. 22/1037/UUps/Ps6D dated December 26, 1989, has obtained a business license as a Commercial Bank.

Bank Raya's head office is located in BRILiaN Tower, Jl. Gatot Subroto No. 177A, Jakarta, and the entity has 23 community branch and 2 cash offices.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

BRI Global Financial Services Co. Ltd. Hong Kong

Pada tanggal 16 Desember 2011, BRI telah menandatangani *Instrument of Transfer* dan *Bought and Sold Notes* untuk mengakuisisi 100% atau 1.600.000 lembar saham BRIngin Remittance Co. Ltd. (BRC) Hong Kong dengan harga pembelian sebesar HKD1.911.270 (nilai penuh). Akuisisi ini telah disahkan oleh *Inland Revenue Department* (IRD) Hong Kong dengan *stamp duty* pada tanggal 28 Desember 2011 dan telah mendapat persetujuan dari Bank Indonesia melalui surat No. 13/32/DPB1/TPB1-3/Rahasia pada tanggal 1 Desember 2011.

Berdasarkan Keputusan Rapat Umum Tahunan BRIngin Remittance Company Limited tanggal 2 Juli 2012, serta dengan diterbitkannya Certificate of Change Name No. 961091 tanggal 11 Oktober 2012 oleh Registrar of Companies Hong Kong Special Administrative Region, maka nama BRIngin Remittance Company Limited secara resmi berubah menjadi BRI Remittance Company Limited Hong Kong.

Berdasarkan Keputusan RUPS BRIngin Remittance Company Limited tanggal 14 November 2019, serta dengan diterbitkannya Certificate of Change of Name No. 961091 tanggal 31 Oktober 2023 oleh Registrar of Companies Hong Kong Special Administrative Region, maka nama BRI Remittance Company Limited Hong Kong secara resmi berubah menjadi BRI Global Financial Services Company Limited Hong Kong (BRI Global Financial Services).

Total aset BRI Global Financial Services pada tanggal-tanggal 31 Desember 2024 dan 2023 masing-masing adalah sebesar Rp42.145 dan Rp24.232 atau 0,0021% dan 0,0012% dari total aset konsolidasian.

1. GENERAL (continued)

f. Subsidiaries (continued)

BRI Global Financial Services Co. Ltd. Hong Kong

On December 16, 2011, BRI signed the 'Instrument of Transfer' and the 'Bought and Sold Notes' to acquire 100% or 1,600,000 of BRIngin Remittance Co. Ltd (BRC) Hong Kong's shares at a purchase price of HKD1,911,270 (full amount). This acquisition was legalized by the Hong Kong Inland Revenue Department (IRD) with stamp duty dated December 28, 2011 and approved by Bank Indonesia in its letter No. 13/32/DPB1/TPB1-3/Rahasia dated December 1, 2011.

According to the Annual General Meeting of BRIngin Remittance Company Limited dated July 2, 2012, and the issuance of a Certificate of Change of Name No. 961091 dated October 11, 2012 by the Registrar of Companies Hong Kong Special Administrative Region, the name of BRIngin Remittance Company Limited was officially changed to BRI Remittance Company Limited Hong Kong.

Based on the decision of the BRIngin Remittance Company Limited General Meeting of Shareholers dated 14 November 2019, as well as the issuance of Certificate of Change of Name No. 961091 dated 31 October 2023 by the Registrar of Companies Hong Kong Special Administrative Region, the name BRI Remittance Company Limited Hong Kong officially changed to BRI Global Financial Services Company Limited Hong Kong (BRI Global Financial Services).

Total assets of BRI Global Financial Services as of December 31, 2024 and 2023 amounted to Rp42,145 and Rp24,232 or 0.0021% and 0.0012% respectively, of the total consolidated asset.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

BRI Global Financial Services Co. Ltd. Hong Kong (lanjutan)

Sesuai dengan izin usaha resmi dari Regulator Hong Kong sebagai *Money Service Operator* (MSO) dan *Money Lender Business*, maka ruang lingkup kegiatan BRI Global Financial Services adalah menjalankan layanan remitansi, *money exchange*, dan *financing* (baik untuk perusahaan maupun perorangan, dalam hal ini pekerja migran Indonesia) serta lingkup layanan operasional lain terkait dengan BRI *Group* yang dimiliki oleh nasabah BRI *Group* yang berdomisili di Hong Kong sesuai dengan ketentuan yang diperkenankan oleh otoritas Hong Kong.

BRI Global Financial Services *Local Management Office* (LMO)/Kantor pusat berlokasi di RM1202, 12/F, Park Avenue Tower, No 5 Moreton Terrace, Causeway Bay, Hong Kong dan memiliki 4 (empat) kantor cabang yang tersebar di wilayah Causeway Bay, Mongkok, Yuen Long dan Tsuen Wan.

PT Asuransi BRI Life (BRI Life)

Pada tanggal 6 Oktober 2015, BRI telah menandatangani Perjanjian Pengikatan Jual Beli Saham Bersyarat ("PPJB") dengan pemegang saham PT Asuransi Jiwa Bringin Jiwa Sejahtera ("BRI Life") untuk mengakuisisi 91,001% saham BRI Life dengan harga pembelian sebesar Rp1.626.643. Berdasarkan RUPS Luar Biasa BRI sesuai dengan akta No. 14 tanggal 14 Desember 2015 Notaris Fathiah Helmi, S.H., para pemegang saham telah menyetujui akuisisi terhadap BRI Life tersebut dan juga telah mendapat persetujuan dari OJK melalui surat No. S-151/PB.31/2015 tanggal 23 Desember 2015. Akuisisi ini diselesaikan pada tanggal 29 Desember 2015 berdasarkan akta Pengambilalihan Saham dalam PT Asuransi Jiwa Bringin Jiwa Sejahtera No. 41 Notaris Fathiah Helmi, S.H., dimana BRI memiliki 91,001% dari total saham yang dikeluarkan BRI Life dan sebesar 8,999% diserahkan kepada Yayasan Kesejahteraan Pekerja BRI.

1. GENERAL (continued)

f. Subsidiaries (continued)

BRI Global Financial Services Co. Ltd. Hong Kong (continued)

In accordance with the official business license from the Hong Kong Regulator as a Money Service Operator (MSO) and Money Lender Business, BRI Global Financial Services scope of business is to conduct remittance services, money exchange, and financing for Indonesian migrant workers and other operational services related to BRI's accounts owned by BRI customers domiciled in Hong Kong in accordance with stipulations permitted by Hong Kong authorities.

BRI Global Financial Services's Local Management Office (LMO) / head office is located in RM1202, 12/F, Park Avenue Tower, No. 5 Moreton Terrace, Causeway Bay, Hong Kong, and the entity has 4 (four) branch offices which are spread across the region of Causeway Bay, Mongkok, Yuen Long and Tsuen Wan.

PT Asuransi BRI Life (BRI Life)

On October 6, 2015, BRI signed a Sale and Purchase of Shares Agreement with the shareholders of PT Asuransi Jiwa Bringin Jiwa Sejahtera ("BRI Life") to acquire 91.001% shares of BRI Life at a purchase price of Rp1,626,643. Based on BRI's Extraordinary General Meeting of Shareholders in accordance with Deed No. 14 dated December 14, 2015 of Notary Fathiah Helmi, S.H., the shareholders have approved the acquisition of BRI Life and has also received approval from Financial Services Authority (OJK) through its letter No. S-151/PB.31/2015 dated December 23, 2015. The acquisition was completed on December 29, 2015 based on Acquisition of PT Asuransi Jiwa Bringin Jiwa Sejahtera Shares Deed No. 41 of Notary Fathiah Helmi, S.H., where BRI has 91.001% of BRI Life issued shares and 8.999% of it was granted to the Yayasan Kesejahteraan Pekerja BRI.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Asuransi BRI Life (BRI Life) (lanjutan)

Berdasarkan Akta No. 31 tanggal 23 Februari 2017, yang dibuat di hadapan Dahlia, S.H., notaris pengganti dari Notaris Fathiah Helmi, S.H., di Jakarta, dilakukan perubahan nama dari PT Asuransi Jiwa Bringin Jiwa Sejahtera menjadi PT Asuransi BRI Life dan sesuai Keputusan Dewan Komisioner OJK No.KEP-140/NB.11/2017 tanggal 20 Maret 2017, BRI Life memperoleh pemberlakuan izin usaha di bidang asuransi jiwa sehubungan perubahan nama perusahaan.

Berdasarkan Akta No. 8 tanggal 2 Maret 2021, yang dibuat di hadapan Notaris Jose Dima Satria, S.H., M.Kn., di Jakarta yang telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0013073.AH.01.02 Tahun 2021 tanggal 2 Maret 2021, diatur mengenai perubahan nomenklatur, susunan Pengurus, dan perubahan Anggaran Dasar yang salah satunya terkait dengan adanya peningkatan modal dan perubahan struktur kepemilikan BRI Life melalui penerbitan sebanyak 936.458 lembar saham baru untuk diambil bagian oleh FWD Financial Services Pte. Ltd..

Sebagai akibat dari penerbitan saham baru tersebut, maka terhitung sejak tanggal 2 Maret 2021 susunan kepemilikan saham BRI Life menjadi BRI 63,83%, Yayasan Kesejahteraan Pekerja BRI 6,31%, dan FWD Financial Services Pte. Ltd 29,86%. Adapun Perubahan struktur kepemilikan ini sebelumnya telah mendapat persetujuan dari OJK melalui surat No. S-12/NB.1/2021 tanggal 4 Februari 2021.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Asuransi BRI Life (BRI Life) (continued)

Based on Notarial Deed No. 31 dated February 23, 2017, of Notary Dahlia, S.H., surrogate of Fathiah Helmi, S.H., a notary in Jakarta, the name of PT Asuransi Jiwa Bringin Jiwa Sejahtera was changed into PT Asuransi BRI Life and according to the Decision of the Board of Commissioners of OJK No. KEP-140/NB.11/2017 dated March 20, 2017, BRI Life obtained the business license in life insurance in relation to the change of company name.

Based on Deed No. 8 dated March 2, 2021, of Jose Dima Satria, S.H., M.Kn., Notary in Jakarta has received approval from the Ministry of Law and Human Rights of the Republic of Indonesia in the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0013073.AH.01.02 Year 2021 dated March 2, 2021, which is regulated regarding the changes in nomenclature, composition of the Management, and changes of the Articles of Association, one of which is related to an increase in capital and changes in the ownership structure of BRI Life through the issuance of 936,458 new shares to be subscribed by FWD Financial Services Pte. Ltd.

As a result of the new share issuance, as of March 2, 2021, the composition of BRI Life's share ownership become: BRI 63.83%, BRI Employee Welfare Foundation 6.31%, and FWD Financial Services Pte. Ltd. 29.86%. The change in ownership structure was previously approved by OJK through its letter No. S-12/NB.1/2021 dated February 4, 2021.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Asuransi BRI Life (BRI Life) (lanjutan)

Berdasarkan Akta No. 59 tanggal 13 Oktober 2021 tentang Pernyataan Keputusan Pemegang Saham PT Asuransi BRI Life Perubahan tersebut telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Data Perseroan PT Asuransi BRI Life No. AHU.AH.01.03-0460422 tanggal 13 Oktober 2021, Pemegang Saham BRI Life menyetujui Pengalihan Saham FWD Financial Services Pte. Ltd. kepada FWD Management Holdings Limited. Dengan demikian, terhitung sejak tanggal 13 Oktober 2021 susunan kepemilikan saham BRI Life menjadi: BRI 63,83%, Yayasan Kesejahteraan Pekerja BRI 6,31%, dan FWD Management Holding Limited 29,86%. Adapun perubahan struktur kepemilikan ini sebelumnya telah mendapat persetujuan dari OJK IKNB melalui Surat No S.93/NB.1/2021 tanggal 29 September 2021 tentang Persetujuan Atas Perubahan Kepemilikan BRI Life.

Berdasarkan Akta No. 11 tanggal 2 Maret 2023 tentang Pernyataan Keputusan Pemegang Saham PT Asuransi BRI Life yang telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Data Perseroan PT Asuransi BRI Life No. AHU.AH.01.03-0033868 tanggal 2 Maret 2023, Pemegang Saham BRI Life memutuskan dan menyetujui peningkatan modal ditempatkan dan disetor dari Rp339.200 menjadi Rp365.559, dengan mengeluarkan saham baru sebanyak 263.580 lembar saham atau dalam nilai nominal yaitu sebesar Rp26.359 yang diambil seluruhnya oleh FWD Management Holdings Limited. Dengan demikian, terhitung sejak tanggal 2 Maret 2023 susunan kepemilikan saham BRI Life menjadi BRI 54,77%, Yayasan Kesejahteraan Pekerja BRI 5,42% dan FWD Management Holdings Limited 39,82%. Adapun perubahan struktur kepemilikan ini sebelumnya telah mendapat persetujuan dari OJK IKNB melalui Surat No. S.315/NB.02/2023 tanggal 26 Februari 2023 tentang Persetujuan Atas Perubahan Kepemilikan BRI Life.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Asuransi BRI Life (BRI Life) (continued)

Based on Notarial Deed No. 59 dated October 13, 2021, regarding the Decision Meeting Statement of PT Asuransi BRI Life. The amendment has obtained approval and notice of acceptance in the Legal Entity Administration System in accordance with the Minister of Law and Human Rights of the Republic of Indonesia's Letters No. AHU.AH.01.03-0460422 dated October 13, 2021, BRI Life Shareholders approved the Transfer of Shares of FWD Financial Services Pte. Ltd. to FWD Management Holding Limited. Thus, starting from October 13, 2021, BRI Life's shareholders composition becomes: BRI 63.83%, BRI Employee Welfare Foundation 6.31%, and FWD Management Holding Limited 29.86%. The change in ownership structure has previously been approved by Non-Bank Financial Industry of Financial Services Authority (OJK IKNB) through its letter No. S.93/NB.1/2021 dated September 29, 2021, regarding approval the change of BRI Life ownership.

Based on Notarial Deed No. 11 dated March 2, 2023 regarding the Decision Meeting Statement of PT Asuransi BRI Life. The amendment has obtained approval and notice of acceptance in the Legal Entity Administration System in accordance with the Minister of Law and Human Rights of the Republic of Indonesia's Letters No. AHU.AH.01.03-0033868 dated March 2, 2023, the Shareholders of BRI Life decided and agreed to increase the issued and paid-up capital from Rp339,200 to Rp365,559, by issuing new shares of 263,580 shares or in the nominal value of Rp26,359 which was taken entirely by FWD Management Holdings Limited. Thus, as of March 2, 2023, the composition of BRI Life's shareholdings become: BRI 54.77%, BRI Employee Welfare Foundation 5.42%, and FWD Management Holdings Limited 39.82%. The change in ownership structure has previously approved by OJK IKNB through its letter No. S.315/NB.02/2023 dated February 26, 2023 regarding approval the change of BRI Life ownership.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Asuransi BRI Life (BRI Life) (lanjutan)

Struktur Kepemilikan BRI Life mengalami perubahan berdasarkan Akta No. 1 tanggal 1 Maret 2024 tentang Pernyataan Keputusan Pemegang Saham PT Asuransi BRI Life. Perubahan tersebut telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Asuransi BRI Life No. AHU.AH.01.03-0051691 tanggal 1 Maret 2024, Pemegang Saham BRI Life memutuskan dan menyetujui peningkatan modal ditempatkan dan disetor dari Rp365.559 menjadi Rp392.553, dengan mengeluarkan saham baru sebanyak 269.946 lembar saham atau dalam nilai nominal yaitu sebesar Rp26.994 yang diambil seluruhnya oleh FWD Management Holdings Limited.

Dengan demikian, terhitung sejak tanggal 1 Maret 2024 susunan kepemilikan saham BRI Life menjadi BRI 51,00%, Yayasan Kesejahteraan Pekerja BRI 5,04% dan FWD Management Holdings Limited 43,96%. Adapun perubahan struktur kepemilikan ini sebelumnya telah mendapat persetujuan dari OJK IKNB melalui Surat No. S-2/PD.02/2024 tanggal 22 Januari 2024 tentang Persetujuan Atas Perubahan Kepemilikan PT Asuransi BRI Life.

Anggaran Dasar telah diubah berdasarkan Akta No. 25 tanggal 8 Juni 2023 tentang Pernyataan Keputusan Rapat Perubahan Anggaran Dasar PT Asuransi BRI Life, yang dibuat di hadapan notaris Jose Dima Satria, S.H., M.Kn. Perubahan Anggaran Dasar tersebut telah diterima dan dicatat di dalam Sistem Administrasi badan Hukum oleh Menteri Hukum dan Hak Asasi manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Asuransi BRI Life No. AHU-AH.01.03-9978922 tanggal 16 Juni 2023 serta telah mendapat persetujuan Perubahan Anggaran Dasar berdasarkan Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0033982.AH.01.02. Tahun 2023 tanggal 16 Juni 2023.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Asuransi BRI Life (BRI Life) (continued)

BRI Life's Ownership Structure was changed based on Notarial Deed No. 1 dated March 1, 2024 regarding the Decision Meeting Statement of PT Asuransi BRI Life. The amendment has obtained approval and notice of acceptance in the Legal Entity Administration System in accordance with the Ministry of Law and Human Rights of the Republic of Indonesia's Letters No. AHU.AH.01.03-0051691 dated March 1, 2024, the Shareholders of BRI Life decided and agreed to increase the issued and paid-up capital from Rp365,559 to Rp392,553, by issuing new shares of 269,946 shares or in the nominal value of Rp26,994 which was taken entirely by FWD Management Holdings Limited.

Thus, as of March 1, 2024, the composition of BRI Life's shareholdings become: BRI 51.00%, BRI Employee Welfare Foundation 5.04%, and FWD Management Holdings Limited 43.96%. The change in ownership structure has previously approved by OJK IKNB through its letter No. S-2/PD.02/2024 dated January 22, 2024 regarding approval the change of BRI Life ownership.

The Articles of Association has been amended based on Deed No. 25 dated June 8, 2023 concerning the Statement of Meeting Resolutions on Amendments to the Articles of Association of PT Asuransi BRI Life, made before notary Jose Dima Satria, S.H., M.Kn. The amendments to the Articles of Association have been received and recorded in the Legal Entity Administration System by the Ministry of Law and Human Rights of the Republic of Indonesia in the Letter of Acceptance of Notification of Changes to the Articles of Association of PT Asuransi BRI Life No. AHU-AH.01.03-9978922 dated June 16, 2023 and has received approval for the Amendment to the Articles of Association based on the Decree of the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0033982.AH.01.02. 2023 dated June 16, 2023.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Asuransi BRI Life (BRI Life) (lanjutan)

Anggaran Dasar BRI Life telah mengalami beberapa kali perubahan dan perubahan Anggaran Dasar terakhir dituangkan dalam Akta No. 1 tanggal 1 Maret 2024 tentang Pernyataan Keputusan Rapat Perubahan Anggaran Dasar PT Asuransi BRI Life, yang dibuat di hadapan notaris Jose Dima Satria, S.H., M.Kn. Perubahan Anggaran Dasar tersebut telah diterima dan dicatat di dalam Sistem Administrasi badan Hukum oleh Menteri Hukum dan Hak Asasi manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Asuransi BRI Life No. AHU.AH.01.03-0051691 tanggal 1 Maret 2024.

Berdasarkan pasal 3 Anggaran Dasar BRI Life yang terakhir, ruang lingkup kegiatan BRI Life adalah melakukan usaha di bidang perasuransian sesuai dengan ketentuan perundang-undangan.

BRI Life mulai beroperasi sejak tanggal 1 Januari 1989 berdasarkan Surat Keputusan Menteri Keuangan Republik Indonesia No. KEP-181/KMK.13/1988 tanggal 10 Oktober 1988.

BRI Life mendapatkan izin pembukaan kantor cabang dan unit Syariah sesuai dengan Surat Keputusan Menteri Keuangan No. KEP-007/KM.6/2003 tanggal 21 Januari 2003.

Total aset BRI Life pada tanggal-tanggal 31 Desember 2024 dan 2023 masing-masing adalah sebesar Rp26.520.605 dan Rp23.678.043 atau 1,33% dan 1,20% dari total aset konsolidasian. Total pendapatan bunga dan premi untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 masing-masing adalah sebesar Rp9.583.023 dan Rp8.506.402 atau 4,24% dan 4,52% dari total pendapatan bunga, syariah, premi, dan penjualan emas konsolidasian.

Kantor pusat BRI Life berlokasi di Gedung Graha Irama Lantai 15, Jl. H.R. Rasuna Said Blok X-1 Kav. 1 dan 2, Jakarta, dan memiliki 26 kantor pelayanan.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Asuransi BRI Life (BRI Life) (continued)

BRI Life's Articles of Association have undergone several changes and the latest amendment to the Articles of Association is stated in Deed No. 1 dated March 1, 2024 concerning the Statement of Meeting Resolutions on Amendments to the Articles of Association of PT Asuransi BRI Life, made before notary Jose Dima Satria, S.H., M.Kn. The amendments to the Articles of Association have been received and recorded in the Legal Entity Administration System by the Minister of Law and Human Rights of the Republic of Indonesia in the Letter of Acceptance of Notification of Changes to the Articles of Association of PT Asuransi BRI Life No. AHU.AH.01.03-0051691 dated March 1, 2024.

Based on the Article 3 of BRI Life's latest Articles of Association, the scope of BRI Life's business is to conduct business in the insurance sector in accordance with statutory provisions.

BRI Life started its operation on January 1, 1989 based on the Decision Letter of the Minister of Finance of the Republic of Indonesia No. KEP-181/KMK.13/1988 dated October 10, 1988.

BRI Life obtained its license to open its branches and sharia-principled units based on the Minister of Finance Decision Letter No. KEP-007/KM.6/2003 dated January 21, 2003.

Total assets of BRI Life as of December 31, 2024 and 2023 amounted to Rp26,520,605 and Rp23,678,043 or 1.33% and 1.20%, respectively, of the total consolidated assets. Total interest and premium income for the years ended December 31, 2024 and 2023 amounted to Rp9,583,023 and Rp8,506,402 or 4.24% and 4.52% respectively, of the total consolidated interest, sharia, premium income, and revenue from gold sold.

BRI Life's head office is located in Graha Irama Building 15th floor, Jl. H.R Rasuna Said Blok X-1 Kav. 1 and 2, Jakarta, and it has 26 Customer Care offices.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Multifinance Indonesia (BRI Finance)

Pada tanggal 12 Juli 2016, BRI menandatangani Perjanjian Pengikatan Jual Beli Saham Bersyarat ("PPJB") dengan The Bank of Tokyo-Mitsubishi UFJ, Ltd ("BTMU") dalam rangka peningkatan kepemilikan saham BRI pada PT BTMU-BRI Finance ("BBF") dari semula sebesar 45% menjadi 99%, dengan harga pembelian sebesar Rp378.548, dan telah mendapatkan persetujuan dari OJK melalui surat No. S-102/PB.31/2016 tanggal 21 September 2016. Pengalihan saham ini diselesaikan pada tanggal 30 September 2016, berdasarkan akta No. 75 Notaris Fathiah Helmi, S.H., dimana BRI memiliki 99% dari total saham yang dikeluarkan PT BRI Multifinance Indonesia ("BRI Finance") dan sebesar 1% dimiliki oleh Yayasan Kesejahteraan Pekerja BRI. Atas akuisisi BRI Finance, BRI mencatat *goodwill* sebesar Rp51.915 yang diklasifikasikan dalam akun aset lain-lain.

Berdasarkan Akta Pernyataan Tentang Keputusan Di Luar Rapat Umum Pemegang Saham No. 67 tanggal 15 September 2016, yang dibuat di hadapan Notaris I Gede Buda Gunamanta, S.H., Notaris di Jakarta, telah dilakukan perubahan nama dari PT BTMU-BRI Finance menjadi PT BRI Multifinance Indonesia, dan sesuai Keputusan Dewan Komisioner OJK No.KEP-771/NB.11/2016 tanggal 17 Oktober 2016, sehubungan dengan perubahan nama tersebut maka BRI Finance memperoleh pemberlakuan Izin usaha di bidang perusahaan pembiayaan atas izin usaha yang sebelumnya telah diberikan kepada PT Sanwa-BRI Finance, yang selanjutnya berubah nama menjadi PT UFJ-BRI Finance dan PT BTMU-BRI Finance.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Multifinance Indonesia (BRI Finance)

On July 12, 2016, BRI signed a Conditional Shares Sale and Purchase Agreement (PPJB) with The Bank of Tokyo-Mitsubishi UFJ, Ltd. ("BTMU") to increase BRI's share ownership in PT BTMU-BRI Finance ("BBF") from 45% to 99%. The transaction was executed with a purchase price of Rp378,548. The agreement has been approved by OJK through its letter No. S-102/PB.31/2016 dated September 21, 2016. This transfer of shares was completed on September 30, 2016 as stated in Notarial Deed No. 75, of Fathiah Helmi, S.H., where BRI owned 99% of the total shares issued by PT BRI Multifinance Indonesia (BRI Finance) and BRI's Employee Welfare Foundation (Yayasan Kesejahteraan Pekerja BRI) owned the remaining 1%. As a result of the acquisition of BRI Finance, BRI recorded goodwill amounting to Rp51,915 in "Other Assets".

Based on the Notarial Deed Statement of Decision of the Annual General Meeting of Shareholders No. 67, dated September 15, 2016, made before I Gede Buda Gunamanta, S.H., a notary in Jakarta, the name PT BTMU-BRI Finance was changed into PT BRI Multifinance Indonesia, and in accordance with Board of Commissioners of OJK Decision No. KEP-771/NB.11/2016 dated October 17, 2016, with regards to the change of name, BRI Finance obtained the business license in financing industry for the Business License previously granted to PT Sanwa-BRI Finance, which afterwards changed its name to PT UFJ-BRI Finance and PT BTMU-BRI Finance.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Multifinance Indonesia (BRI Finance) (lanjutan)

Anggaran Dasar BRI Finance telah mengalami beberapa kali perubahan. Perubahan selanjutnya sebagaimana dituangkan dalam Akta Pernyataan Keputusan Rapat PT BRI Multifinance Indonesia No. 237 tanggal 23 April 2019, yang dibuat di hadapan Notaris I Gede Buda Gunamanta, S.H., berkedudukan di Jakarta Selatan, yang telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan No. AHU-0023113.AH.01.02 Tahun 2019 tanggal 29 April 2019, dan pemberitahuan perubahannya telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia berdasarkan Surat No. AHU-AH.01.03-0223685 tanggal 29 April 2019, dan telah diumumkan dalam Berita Negara Republik Indonesia No. 81 tanggal 8 Oktober 2019, Tambahan Berita Negara No. 35668/2019, antara lain berkaitan dengan perubahan tempat kedudukan BRI Finance dari semula di Jakarta Pusat menjadi di Jakarta Selatan, perubahan ketentuan-ketentuan dalam Anggaran Dasar Perseroan dalam rangka memenuhi ketentuan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, Peraturan Otoritas Jasa Keuangan No. 35/POJK.05/2018 tentang Penyelenggaraan Usaha Perusahaan Pembiayaan, dan tindak lanjut atas arahan dari Pemegang Saham Pengendali untuk penyesuaian terhadap Anggaran Dasar Perseroan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

Perubahan anggaran dasar sebagaimana dituangkan dalam Akta No. 24 tanggal 16 Juni Tahun 2023 tentang Pernyataan Keputusan Para Pemegang Saham PT BRI Multifinance Indonesia, yang dibuat di hadapan Notaris Arry Supratno, S.H., di Jakarta, yang telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-0034000.AH.01.02 Tahun 2023 tanggal 16 Juni 2023. Perubahan Anggaran Dasar tersebut dalam rangka penyesuaian pasal 3 Anggaran Dasar BRI Finance dengan Klasifikasi Baku Lapangan Usaha Indonesia tahun 2020.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Multifinance Indonesia (BRI Finance) (continued)

BRI Finance's Articles of Association has been amended several times. The latest amendment as set forth in the Deed of the Decision of the Meeting of PT BRI Multifinance Indonesia No. 237 dated April 23, 2019, made before I Gede Buda Gunamanta, S.H., a Notary domiciled in South Jakarta, was approved by the Ministry of Law and Human Rights in its Decision Letter No. AHU-0023113.AH.01.02 Year 2019 dated April 29, 2019, and was received and recorded in the Legal Entity Administration System Ministry of Law and Human Rights in its Decision Letter No. AHU-AH.01.03-0223685 dated April 29, 2019, and has been announced in State Gazette of the Republic of Indonesia Number 81 dated October 8, 2019, Additional State Gazette Number 35668/2019, regarding changes in the location of BRI Finance from Central Jakarta to South Jakarta, the provisions in the Company's Articles of Association in order to comply with the provisions of Law No. 40 of 2007 concerning Limited Liability Companies, Financial Services Authority Regulation No. 35/POJK.05/2018 concerning the Operation of a Financing Company Business, and the follow up of the the directives of the Controlling Shareholders for adjustments to the Company's Articles of Association in accordance with the provisions of the prevailing laws and regulations.

The amendments to the articles of association are stated in the Deed of Statement of Shareholder's Resolutions No. 24 dated June 16, 2023, made before Arry Supratno, S.H., Notary in Jakarta, which has been approved by the Minister of Law and Human Rights based on Decree No. AHU-0034000.AH.01.02 Year 2023 dated June 16, 2023. The amendments to the Articles of Association has a purpose to adjust article 3 of BRI Finance's Articles of Association with the 2020 Indonesian Standard Industrial Classification.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Multifinance Indonesia (BRI Finance) (lanjutan)

Perubahan anggaran dasar terakhir dituangkan dalam Akta No. 16 tanggal 2 Juli 2024 tentang Pernyataan Keputusan Pemegang Saham PT BRI Multifinance Indonesia, yang dibuat di hadapan Notaris Jose Dima Satria, S.H., M.Kn., di Jakarta, yang telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia (Surat Keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-AH.0109-0221104 tanggal 2 Juli 2024).

Sesuai dengan ketentuan Pasal 3 Anggaran Dasar, ruang lingkup kegiatan BRI Finance adalah melakukan usaha dalam bidang pembiayaan.

Total aset BRI Finance pada tanggal-tanggal 31 Desember 2024 dan 2023 adalah masing-masing sebesar Rp7.689.464 dan Rp9.057.071 atau 0,39% dan 0,46% dari total aset konsolidasian. Total pendapatan bunga untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 adalah masing-masing sebesar Rp1.311.324 dan Rp1.168.441 atau 0,58% dan 0,65% dari total pendapatan bunga, syariah, premi, dan penjualan emas konsolidasian.

Kantor pusat BRI Finance berlokasi di Menara Brilian Lantai 22, 21 & 1, Jalan Gatot Subroto No. 177A Kav. 64 Jakarta Selatan dan memiliki 26 kantor cabang.

PT BRI Ventura Investama (BRI Ventures)

Pada tanggal 29 Juni 2018, BRI telah menandatangani Perjanjian Jual Beli Saham Bersyarat Dalam PT Sarana Nusa Tenggara Timur Ventura ("Sarana NTT Ventura") dengan PT Bahana Artha Ventura ("BAV") dalam rangka pengambilalihan seluruh kepemilikan saham BAV dalam Sarana NTT Ventura menjadi milik BRI sebanyak 97,61%, dengan harga pembelian sebesar Rp3.090, dan telah mendapatkan persetujuan masing-masing dari Dewan Komisaris BRI selaku wakil dari pemegang saham lewat suratnya No. R. 67-KOM/09/2018 tanggal 26 September 2018 serta persetujuan dari OJK melalui surat No. S-112/PB.31/2018 tanggal 25 September 2018.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Multifinance Indonesia (BRI Finance) (continued)

The latest amendment to the articles of association is stated in Deed No. 16 dated July 2, 2024 regarding the Statement of Shareholders' Decision of PT BRI Multifinance Indonesia, made before Notary Jose Dima Satria, S.H., M.Kn., in Jakarta, which has received approval from the Minister of Law and Human Rights (Decree of the Minister Law and Human Rights No. AHU-AH.0109-0221104 dated July 2, 2024).

According to Article 3 of its Articles of Association, BRI Finance's scope of business is to conduct financing activities.

Total assets of BRI Finance as of December 31, 2024 and 2023 amounted to Rp7,689,464 and Rp9,057,071 or 0.39% and 0.46% respectively, of the total consolidated assets. Total interest income for the years ended December 31, 2024 and 2023 amounted to Rp1,311,324 and Rp1,168,441 or 0.58% and 0.65%, respectively, of the total consolidated interest, sharia, premium income, and revenue from gold sold.

BRI Finance's head office is located in BRILiaN Tower 22nd, 21st and 1st floor, Jl. Gatot Subroto No. 177A Kav. 64, South Jakarta, and has 26 branches.

PT BRI Ventura Investama (BRI Ventures)

On June 29, 2018, BRI signed the Conditional Sale and Purchase of Shares Agreement of PT Sarana Nusa Tenggara Timur Ventura ("Sarana NTT Ventura") with PT Bahana Artha Ventura ("BAV") to takeover all BAV's share ownership of Sarana NTT Ventura resulting BRI's share ownership to become 97.61% with a purchase price of Rp3,090, and have obtained the approval of the Board of Commisioners of BRI as the representative of the shareholders through its Letter No. R.67-KOM/09/2018, dated September 26, 2018, as well as the approval from OJK through its Letter No. S-112/PB.31/2018 dated September 25, 2018.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Ventura Investama (BRI Ventures) (lanjutan)

Pengalihan saham ini telah dilaksanakan secara efektif pada tanggal 20 Desember 2018, sebagaimana dituangkan dalam Akta Jual Beli Saham No. 70 yang dibuat di hadapan Ashoya Ratam, S.H., M.Kn., Notaris di Jakarta Selatan, dimana BRI memiliki 97,61% dari total saham yang dikeluarkan oleh PT BRI Ventura Investama (dahulu Sarana NTT Ventura).

Berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Luar Biasa No. 74 tanggal 14 November 2018, yang dibuat di hadapan Notaris Zantje Mathilda Voss Tomasowa, S.H., M.Kn., di Kupang, telah dilakukan perubahan nama dari PT Sarana Nusa Tenggara Timur Ventura menjadi PT BRI Ventura Investama ("BRI Ventures"), beserta perubahan tempat kedudukan Perusahaan dari semula di kota Kupang menjadi di kota Jakarta. Perubahan ini telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-0030398.AH. 01.02.Tahun 2018 tanggal 14 Desember 2018. Sesuai dengan Keputusan Anggota Dewan Komisioner OJK No. KEP-189/NB.11/2019 tanggal 1 April 2019, sehubungan dengan perubahan nama tersebut, BRI Ventures telah memperoleh pemberlakuan Izin Usaha di bidang perusahaan modal ventura atas izin usaha yang sebelumnya telah diberikan kepada PT Sarana Nusa Tenggara Timur Ventura.

Anggaran Dasar BRI Ventures diubah dan dinyatakan kembali melalui Akta No. 65 tanggal 25 April 2022 oleh Notaris Ashoya Ratam, S.H., M.Kn., antara lain dalam rangka penyesuaian Pasal 3 Ayat (1) Anggaran Dasar BRI Ventures dengan Klasifikasi Baku Lapangan Usaha Indonesia (KLBI 2020) dan dicatat sesuai dengan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0030721.AH.01.02. Tahun 2022 tanggal 27 April 2022.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Ventura Investama (BRI Ventures) (continued)

The shares takeover was effective on December 20, 2018 as stated in the Deed Sale and Purchase of Shares No. 70, made before Ashoya Ratam, S.H., M.Kn., Notary in South Jakarta, where BRI owned 97.61% of the total shares issued by PT BRI Ventura Investama (formerly known as Sarana NTT Ventura).

Based on the Deed of Declaration on the Extraordinary General Meeting of Shareholders Decision No. 74, dated November 14, 2018, made before Zantje Mathilda Voss Tomasowa, S.H., M.Kn., Notary in Kupang, the name of PT Sarana Nusa Tenggara Timur Ventura was changed into PT BRI Ventura Investama ("BRI Ventures"), along with the change of Company's domicile from Kupang to Jakarta, This amendment has been approved by the Ministry of Laws and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-0030398.AH.01.02 Year 2018, dated December 14, 2018. In accordance with Members of the Board of OJK Commissioners' Decision No. KEP-189/NB.11/2019 dated April 1, 2019, with regard to the change in the company name, BRI Ventures obtained the enactment of business license in venture capital business previously granted to PT Sarana Nusa Tenggara Timur Ventura.

BRI Ventures' Articles of Association amended and restated through Deed No. 65 dated April 25, 2022 by Notary Ashoya Ratam, S.H., M.Kn., among others, in order to adjust Article 3 Paragraph (1) of the Articles of Association of BRI Ventures with the 2020 Indonesian Standard Industrial Clasification and recorded in accordance with the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0030721.AH.01.02. Year 2022 dated April 27, 2022.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Ventura Investama (BRI Ventures) (lanjutan)

Anggaran Dasar BRI Ventures diubah berdasarkan Pernyataan Keputusan di Luar Rapat Umum Pemegang Saham tanggal 31 Maret 2023 terkait dengan peningkatan modal dasar dan modal ditempatkan dan disetor penuh. Keputusan ini telah dicatat dalam Akta Notaris No. 45 Tanggal 31 Maret 2023 oleh Notaris Ashoya Ratam, S.H., M.Kn. Akta perubahan ini telah diterima dan dicatat sesuai dengan Surat Penerimaan Pemberitahuan perubahan Anggaran Dasar oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0048199 tanggal 31 Maret 2023.

Anggaran Dasar terakhir BRI Ventures diubah dan dinyatakan kembali melalui Akta No. 5 tanggal 4 Juni 2024 oleh Notaris Ashoya Ratam, S.H., M.Kn., dan dicatat sesuai dengan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0036382.AH.01.02.TAHUN 2024 tanggal 20 Juni 2024.

Sesuai dengan ketentuan Pasal 3 Anggaran Dasar yang terakhir, ruang lingkup kegiatan BRI Ventures adalah menyelenggarakan usaha modal ventura konvensional termasuk mengelola dana ventura, kegiatan jasa berbasis *fee* dan kegiatan usaha lain dengan persetujuan OJK serta kegiatan modal ventura dalam bentuk penyertaan modal ke dalam suatu pasangan usaha dan atau debitur yang memiliki usaha produktif dan atau memiliki ide-ide untuk pengembangan usaha produktif.

Total aset BRI Ventures pada tanggal-tanggal 31 Desember 2024 dan 2023 adalah masing-masing sebesar Rp2.471.125 dan Rp2.672.050 atau 0,12% dan 0,14% dari total aset konsolidasian.

Kantor pusat BRI Ventures berlokasi di District 8 Office SCBD, Prosperity Tower Lantai 16 Unit F, Jalan Jenderal Sudirman No 52-53, Kebayoran Baru, Jakarta Selatan.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Ventura Investama (BRI Ventures) (continued)

BRI Ventures' Articles of Association have been amended related to the increase in the Company's capital stock based on a Resolution Outside the General Meeting of Shareholders dated March 31, 2023. This decision has been recorded in Notarial Deed No. 45 dated March 31, 2023 by Notary Ashoya Ratam, S.H., M.Kn. This amendment deed has been received and recorded in accordance with the Letter of Acceptance of Notification of Changes to the Articles of Association by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03.-0048199 dated March 31, 2023.

BRI Ventures' latest Articles of Association amended and restated through Deed No. 5 dated June 4, 2024 by Notary Ashoya Ratam, S.H., M.Kn., and recorded in accordance with the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0036382.AH.01.02.Year 2024 dated June 20, 2024.

According to Article 3 of its Articles of Association, BRI Ventures' scope of business is to conduct venture capital activities including management of venture funds, fee-based service activities and other business activities with OJK's approval, and venture capital activities in the form of equity capital in a business partner and/or debtor who has productive business and/or ideas for productive business development.

Total assets of BRI Ventures as of December 31, 2024 and 2023 amounted to Rp2,471,125 and Rp2,672,050 or 0.12% and 0.14%, respectively, of the total consolidated assets.

BRI Ventures' head office is located in District 8 Office SCBD, Prosperity Tower 16th floor Unit F, Jenderal Sudirman Street No 52-53, Kebayoran Baru, South Jakarta.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Danareksa Sekuritas (BRIDS)

Pada tanggal 27 September 2018, BRI menandatangani Perjanjian Pengikatan Jual Beli Saham Bersyarat ("PPJB") dengan PT Danareksa (Persero) dalam rangka pengambilalihan sebagian kepemilikan saham PT Danareksa Sekuritas ("Danareksa Sekuritas") dari PT Danareksa (Persero) menjadi milik BRI sebanyak 67%, dengan harga pembelian sebesar Rp446.888, dan telah mendapatkan persetujuan dari OJK melalui surat No. S-1496/PM.21/2018 tanggal 21 Desember 2018. Pengalihan saham ini telah dilaksanakan secara efektif pada tanggal 21 Desember 2018, sebagaimana dituangkan dalam Akta Pengambilalihan Saham No. 53 yang dibuat di hadapan Notaris Masjuki, S.H., pengganti dari Notaris M. Nova Faisal, S.H., M.Kn., di Jakarta, dimana BRI memiliki 67% dari total saham Danareksa Sekuritas dan sebesar 33% dimiliki oleh PT Danareksa (Persero).

Anggaran Dasar BRIDS telah mengalami beberapa kali perubahan. Perubahan untuk menyesuaikan Anggaran Dasar BRIDS dengan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas dan peningkatan modal dasar dan modal ditempatkan dan disetor BRIDS yang dituangkan dalam Akta No. 91 Notaris Imas Fatimah, S.H., tanggal 12 Agustus 2008. Perubahan ini telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-83282.AH.01.02 Tahun 2008 tanggal 10 November 2008 serta telah diumumkan dalam Berita Negara Republik Indonesia No. 28 Tambahan No. 9870 tanggal 7 April 2009.

Pada tahun 2017 terdapat perubahan pada maksud dan tujuan BRIDS sesuai ketentuan Pasal 3 Anggaran Dasar yang dituangkan dalam Akta No. 1 Notaris Fifidiana, S.H., S.S., M.Kn., tanggal 5 Juli 2017. Perubahan ini telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0013998.AH.01.02 Tahun 2017 tanggal 7 Juli 2017.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Danareksa Sekuritas (BRIDS)

On September 27, 2018, BRI signed a Conditional Sale and Purchase of Shares Agreement with PT Danareksa (Persero) to takeover part of the shares ownership of PT Danareksa Sekuritas ("Danareksa Sekuritas") from PT Danareksa (Persero) and to gain 67% ownership, with a purchase price of Rp446,888, and has obtained the approval from OJK based on its Letter No. S-1496/PM.21/2018 dated December 21, 2018. The takeover was effective on December 21, 2018, as stated in the Deed of Shares Takeover No. 53, of Masjuki, S.H., surrogate of M. Nova Faisal, S.H., M.Kn., Notary in Jakarta, where BRI owned 67% and PT Danareksa (Persero) owned 33% of Danareksa Sekuritas' total shares.

BRIDS' Articles of Association has been amended several times. The amendment adjusting its Articles of Association with Law No. 40 year 2007 regarding the Limited Liability Company and the increase in authorized capital and issued and paid-up capital of Danareksa Sekuritas, was stated in the Notarial Deed No. 91 dated August 12, 2008, of Notary Imas Fatimah, S.H. This amendment has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through its Decision Letter No. AHU-83282.AH.01.02 Year 2008, dated November 10, 2008 and has been published in Supplement No. 9870 of the Republic of Indonesia State Gazette No. 28, dated April 7, 2009.

In 2017, there were amendments to the purposes and objectives of BRIDS in accordance with Article 3 of the Articles of Association as stated in the Notarial Deed No. 1, dated July 5, 2017 of Fifidiana, S.H., S.S., M.Kn. This amendment has been approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-0013998.AH.01.02 Year 2017 dated July 7, 2017.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Danareksa Sekuritas (BRIDS) (lanjutan)

Pada tahun 2020 terdapat perubahan nama BRIDS sebagaimana dituangkan dalam Akta No. 27 tanggal 9 Oktober 2020 yang dibuat di hadapan Notaris Jose Dima Satria, S.H., di Jakarta, yaitu perubahan nama PT Danareksa Sekuritas menjadi PT BRI Danareksa Sekuritas. Perubahan ini telah mendapatkan persetujuan perubahan anggaran dasar dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0069706.AH.01.02 Tahun 2020. Sehubungan dengan perubahan nama PT BRI Danareksa Sekuritas telah dicatatkan dalam administrasi Otoritas Jasa Keuangan (OJK) berdasarkan Surat No. S-1210/PM.212/2020 tanggal 26 Oktober 2020.

Berdasarkan Akta No. 168 tanggal 27 Juni 2022 yang dibuat di hadapan Notaris Jose Dima Satria, S.H., di Jakarta, terkait dengan penambahan modal ditempatkan dan disetor oleh BRI sesuai dengan persetujuan dari OJK melalui surat OJK No. S-555/PM.21/2022 tanggal 24 Juni 2022 dan telah dilaksanakan secara efektif pada tanggal 27 Juni 2022 sehingga kepemilikan saham BRI menjadi 71% dari total saham BRIDS dan sebesar 29% dimiliki oleh PT Danareksa (Persero). Perubahan ini diberitahukan pada Penerimaan Pemberitahuan Perubahan Anggaran Dasar No. AHU-AH.01.03-0256545 tanggal 27 Juni 2022.

Perubahan terakhir Anggaran Dasar BRIDS dituangkan dalam Akta No. 86 tanggal 17 April 2023, yang dibuat di hadapan Notaris Jose Dima Satria, S.H., di Jakarta. Perubahan tersebut telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0024267.AH.01.02.Tahun 2023, serta pemberitahuan perubahannya telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia berdasarkan Surat No. AHU-AH.01.03-0058587 tanggal 2 Mei 2023 perihal Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT BRI Danareksa Sekuritas.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Danareksa Sekuritas (BRIDS) (continued)

In 2020, based on Deed No. 27 dated October 9, 2020, which was made before Jose Dima Satria, S.H., Notary in Jakarta, the name of PT Danareksa Sekuritas was changed into PT BRI Danareksa Sekuritas. This amendment has received approval for amendment to the Articles of Association from the Minister of Law and Human Rights Republic of Indonesia No. AHU-0069706.AH.01.02 Year 2020. The amendment has been registered in the Financial Services Authority (OJK) based on Letter No. S-1210/PM.212/2020 dated October 26, 2020.

Based on Deed No. 168 dated June 27, 2022, which was made before Jose Dima Satria, S.H., Notary in Jakarta, there is additional issued and paid-up capital by BRI that has received approval from Financial Services Authority (OJK) through its letter No. S-555/PM.21/2022 dated June 24, 2022. The additional issued and paid-up capital has become effective on June 27, 2022 so that BRI's share ownership to be at 71% of the total BRIDS shares and 29% was owned by PT Danareksa (Persero). This has been announced through the amendment of Articles of Association in accordance with the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03. 0256545 dated June 27, 2022.

The latest amendment to BRIDS' Articles of Association is stated in Deed No. 86 dated April 17, 2023, which was made before Jose Dima Satria, S.H., Notary in Jakarta. The amendment has received approval from the Minister of Law and Human Rights based on the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0024267.AH.01.02.Year 2023, and announcement of changes has been received and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights based on Letter No. AHU-AH.01.03-0058587 dated May 2, 2023 regarding Receipt of Notification of Changes to PT BRI Danareksa Sekuritas' Articles of Association.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Danareksa Sekuritas (BRIDS) (lanjutan)

Sesuai dengan ketentuan Pasal 3 Anggaran Dasar, ruang lingkup kegiatan BRIDS adalah sebagai penjamin emisi efek, perantara pedagang efek serta kegiatan usaha penunjang lainnya yang ditetapkan dan/atau disetujui oleh OJK.

BRIDS memperoleh izin usaha sebagai perantara pedagang efek dan penjamin emisi efek dari Ketua Badan Pengawas Pasar Modal berdasarkan Surat Keputusan No. KEP-291/PM/1992 tanggal 16 Oktober 1992 dan No. KEP-292/PM/1992 tanggal 16 Oktober 1992.

Sebagai bagian dari perizinan yang telah dimiliki, BRIDS juga telah memperoleh persetujuan kegiatan usaha penunjang sebagai Penatalaksana (*Arranger*) *Medium Term Notes* (MTN), *Negotiable Certificate of Deposit* (NCD), *Hybrid Product* seperti *Perpetuity Notes*, pinjaman sindikasi, *Global Medium Term Notes* (GMTN), *Global Bond* dan Penasihat Keuangan (*Financial Advisory*) dari Otoritas Jasa Keuangan (OJK) berdasarkan Surat No. S-143/PM.21/2017 tanggal 16 Maret 2017.

Total aset BRIDS pada tanggal-tanggal 31 Desember 2024 dan 2023 adalah masing-masing sebesar Rp1.089.788 dan Rp1.059.172 atau 0,05% dan 0,05% dari total aset konsolidasian. Total pendapatan bunga untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 masing-masing adalah sebesar Rp39.748 dan Rp42.065 atau 0,02% dan 0,02% dari total pendapatan bunga, syariah, premi, dan penjualan emas konsolidasian.

Kantor pusat BRIDS berlokasi di Gedung BRI II Lt. 23, Jl. Jend. Sudirman Kav.44-46, Jakarta dan memiliki 7 cabang, 34 Gerai dan 3 kemitraan.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Danareksa Sekuritas (BRIDS) (continued)

In accordance with Article 3 of BRIDS' Articles of Association, the scope of its activities comprises underwriting, securities brokerage, and other supporting business activities determined and/or approved by OJK.

BRIDS obtained its business license as a securities broker and an underwriter from the Chairman of the Capital Market Supervisory Agency in accordance with its Decision Letters No. KEP-291/PM/1992 dated October 16, 1992 and No. KEP-292/PM/1992 dated October 16, 1992.

As part of its licensing, BRIDS has obtained approval of supporting business activities as Arranger of Medium Term Notes (MTN), Negotiable Certificates of Deposit (NCD), Hybrid Product as Perpetuity Notes, syndicated loans, Global Medium Term Notes (GMTN), Global Bonds and Financial Advisory from Financial Services Authority (OJK) based on its Letter No. S-143/PM.21/2017 dated March 16, 2017.

Total assets of BRIDS as of December 31, 2024 and 2023 amounted to Rp1,089,788 and Rp1,059,172 or 0.05% and 0.05%, respectively, of the total consolidated assets. Total interest income for the years ended December 31, 2024 and 2023 amounted to Rp39,748 and Rp42,065 or 0.02% and 0.02%, respectively, of the total consolidated interest, sharia, premium income, and revenue from gold sold.

BRIDS' head office is located in BRI Tower II 23th floor, Jenderal Sudirman Street Kav 44-46, Jakarta and has 7 branches, 34 booths and 3 partnerships.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Asuransi Indonesia (BRI Insurance)

Pada tanggal 20 Juni 2019, BRI menandatangani Perjanjian Pengikatan Jual Beli Saham Bersyarat ("PPJBSB") dengan Dana Pensiun BRI dalam rangka pengambilalihan kepemilikan saham Dana Pensiun BRI dalam PT BRI Asuransi Indonesia (dahulu bernama PT Asuransi Bringin Sejahtera Artamakmur) menjadi milik BRI sebanyak 90%, dengan harga pembelian sebesar Rp1.041.000 dan telah mendapatkan persetujuan dari OJK melalui surat No. S-135/NB.1/2019 tanggal 16 September 2019. Pengalihan saham ini telah dilaksanakan secara efektif pada tanggal 26 September 2019, sebagaimana dituangkan dalam Akta Akuisisi Saham No. 31 yang dibuat di hadapan Notaris Dina Chozie, SH., pengganti dari Fathiah Helmi, S.H., di Jakarta, dimana BRI memiliki 90% dari total saham PT BRI Asuransi Indonesia ("BRI Insurance") dan sebesar 10% dimiliki oleh Yayasan Kesejahteraan Pekerja (YKP) BRI.

Berdasarkan Akta No. 3 tanggal 31 Januari 2020, yang dibuat di hadapan Notaris Tri Wahyuwidayati, S.H., M.Kn., di Jakarta, pada Pasal 1 Ayat 1 Anggaran Dasar Perseroan dilakukan perubahan nama Perseroan dari PT Asuransi Bringin Sejahtera Artamakmur menjadi PT BRI Asuransi Indonesia ("BRI Insurance"). Perubahan ini telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0011603.AH.01.02 Tahun 2020 tanggal 10 Februari 2020.

Anggaran Dasar BRI Insurance mengalami beberapa kali perubahan dan perubahan Anggaran Dasar terakhir tertuang dalam Akta No. 26 tanggal 26 Juni 2023 yang dibuat di hadapan Notaris Hj. Zun Nur Ain Fauzia, S.H., MKn, di Jakarta. Perubahan Anggaran Dasar tersebut telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-00388682.AH.01.02.Tahun 2023 tanggal 10 Juli 2023, serta pemberitahuan perubahannya telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia berdasarkan Surat No. AHU-AH.01.03-0089063 tanggal 6 Juli 2023 perihal Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT BRI Asuransi Indonesia.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Asuransi Indonesia (BRI Insurance)

On June 20, 2019, BRI signed a Conditional Share Sale and Purchase Agreement ("PPJBSB") with Dana Pensiun BRI in order to acquire 90% shares of Dana Pensiun BRI in PT BRI Asuransi Indonesia (BRI Insurance) (formerly PT Asuransi Bringin Sejahtera Artamakmur), at a purchase price of Rp1,041,000 and has received approval from OJK through letter No. S-135/NB.1/2019 dated September 16, 2019. This transfer of shares was completed on September 26, 2019, as stated in the Deed of Shares Takeover No. 31 made before Dina Chozie, S.H., a replacement notary from Fathiah Helmi, S.H., Notary in Jakarta, where BRI owns 90% of the total shares of BRI Insurance and 10% is owned by the Yayasan Kesejahteraan Pekerja (YKP) BRI.

Based on Deed No. 3 dated January 31, 2020, made by Tri Wahyuwidayati, S.H., M.Kn., Notary in Jakarta, the name in article 1 paragraph 1 which was originally PT Asuransi Bringin Sejahtera Artamakmur became PT BRI Asuransi Indonesia (BRI Insurance). This amendment has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through its Decision Letter No. AHU-0011603.AH.01.02 dated February 10, 2020.

BRI Insurance's Articles of Association has undergone several changes and the latest amendment to the Articles of Association is contained in Deed No. 26 dated June 26, 2023 made before Hj. Zun Nur Ain Fauzia, S.H., M.Kn., Notary in Jakarta. The amendment to the Articles of Association has received approval from the Minister of Law and Human Rights based on the Decree of the Minister of Law and Human Rights No. AHU-00388682. AH.01.02.Year 2023 dated July 10, 2023, and announcement of the amendment has been received and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights based on Letter No. AHU-AH.01.03-0089063 dated July 6, 2023 regarding Receipt of Notification of Changes to PT BRI Asuransi Indonesia's Articles of Association.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Asuransi Indonesia (BRI Insurance) (lanjutan)

Sesuai dengan ketentuan Pasal 3 Anggaran Dasar, ruang lingkup kegiatan BRI Insurance adalah melaksanakan kegiatan usaha asuransi kerugian, membuat dan menutup perjanjian dari segala asuransi kerugian, asuransi kerugian non-konvensional, termasuk pula perjanjian-perjanjian, reasuransi, terkecuali pertanggungan jiwa.

BRI Insurance memperoleh izin usaha di bidang asuransi kerugian pada tanggal 26 Agustus 1989 berdasarkan Keputusan Menteri Keuangan Republik Indonesia No. Kep.-128/KM.13/1989. Sesuai Keputusan Anggota Dewan Komisioner OJK No. KEP-105/NB.11/2020 tanggal 6 Maret 2020, BRI Insurance memperoleh pemberlakuan izin usaha di bidang asuransi umum atas izin usaha yang sebelumnya telah diberikan kepada PT Asuransi Bringin Sejahtera Artamakmur yang selanjutnya berubah nama menjadi PT BRI Asuransi Indonesia.

BRI Insurance mendapatkan izin pembukaan kantor cabang dengan prinsip Syariah sesuai dengan Surat Keputusan Menteri Keuangan No. KEP-006/KM.6/2003 tanggal 21 Januari 2003.

Total aset BRI Insurance pada tanggal-tanggal 31 Desember 2024 dan 2023 adalah masing-masing sebesar Rp7.721.019 dan Rp6.465.609 atau 0,39% dan 0,33% dari total aset konsolidasian. Total pendapatan bunga, syariah, dan premi untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 masing-masing adalah sebesar Rp1.877.433 dan Rp1.681.620 atau 0,83% dan 0,89% dari total pendapatan bunga, syariah, premi, dan penjualan emas konsolidasian.

Kantor pusat BRI Insurance berlokasi di Graha BRI Insurance, Jl. Mampang Prapatan Raya No.18, Jakarta Selatan dan memiliki 21 kantor cabang, 2 kantor cabang syariah, 19 kantor perwakilan marketing, 2 kantor perwakilan marketing syariah, 50 *marketing channel* dan 21 *marketing office* syariah.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Asuransi Indonesia (BRI Insurance) (continued)

In accordance with the provisions of article 3 of the Articles of Association, the scope of activities of BRI Insurance business is to conduct business in the general insurance sector, make and close agreements of general insurance, non-conventional loss insurance, including agreements, reinsurance, except life insurance.

BRI Insurance obtained its license to do general insurance business on August 26, 1989 through the Decree of the Ministry of Finance of the Republic of Indonesia No. Kep-128/KM.13/1989. In accordance with the Decree of Board of Commissioners of OJK No. KEP-105/NB.11/2020 dated March 6, 2020, BRI Insurance obtained the enforcement of business license in general insurance on the basis of business that had previously been given to PT Asuransi Bringin Sejahtera Artamakmur which changed its name to PT BRI Asuransi Indonesia.

BRI Insurance obtained permission to open a branch office with Sharia principles in accordance with the Decree of the Minister of Finance No. KEP-006/KM.6/2003 dated January 21, 2003.

Total assets of BRI Insurance as of December 31, 2024 and 2023, amounted to Rp7,721,019 and Rp6,465,609 or 0.39% and 0.33% of the total consolidated assets, respectively. Total, interest, sharia and premium income for the years ended December 31, 2024 and 2023 amounted to Rp1,877,433 and Rp1,681,620 or 0.83% and 0.89%, respectively, of the total consolidated interest, sharia, premium income, and revenue from gold sold.

BRI Insurance's head office is located in Graha BRI Insurance, Jl. Mampang Prapatan Raya No. 18, South Jakarta, and it has 21 branches, 2 sharia branches, 19 marketing representative offices, 2 sharia marketing representative offices, 50 marketing channels and 21 sharia marketing offices.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Pegadaian (Pegadaian)

Pada tanggal 13 September 2021, Negara Republik Indonesia yang diwakili oleh Menteri BUMN dan BRI menandatangani perjanjian pengalihan hak atas saham Negara Republik Indonesia pada PT Pegadaian (Persero) (Pegadaian) dalam rangka penambahan penyertaan modal Negara Republik Indonesia ke dalam modal saham BRI, yang kemudian dituangkan dalam Akta No. 13 tanggal 13 September 2021. Melalui perjanjian tersebut, Negara Republik Indonesia mengalihkan kepada BRI berupa hak atas seluruh saham Seri B milik Negara Republik Indonesia pada Pegadaian dengan jumlah sebanyak 6.249.999 saham seri B yang seluruhnya senilai Rp48.670.528. Dengan demikian, sejak tanggal 13 September 2021, BRI adalah pemilik saham yang dialihkan dan berhak menjalankan hak-hak sebagai pemilik dari saham-saham yang dialihkan.

Anggaran Dasar Pegadaian telah mengalami beberapa kali perubahan. Perubahan terakhir sebagaimana dituangkan dalam Akta No. 15 tanggal 23 September 2021, yang dibuat di hadapan Notaris Nanda Fauz Iwan, S.H., M.Kn., di Jakarta. Perubahan anggaran dasar tersebut telah mendapat persetujuan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0053287.AH.01.02 Tahun 2021 tanggal 29 September 2021 serta telah mendapat Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Pegadaian No. AHU-AH.01.03-0454524, tanggal 29 September 2021.

Berdasarkan Ketentuan Pasal 3 Anggaran Dasar, maksud dan tujuan Pegadaian adalah melakukan usaha penyaluran pinjaman lainnya berupa usaha pergadaian, secara konvensional dan berdasarkan prinsip syariah, berbasis teknologi informasi/*platform digital* (untuk selanjutnya disebut "TI") dan non-TI, serta optimalisasi pemanfaatan sumber daya yang dimiliki Pegadaian untuk menghasilkan jasa bermutu tinggi dan berdaya saing kuat untuk mendapatkan/mengejar keuntungan guna meningkatkan nilai Pegadaian dengan prinsip-prinsip Perseroan Terbatas.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Pegadaian (Pegadaian)

On September 13, 2021, The Government of Indonesia, as represented by the Minister of SOEs, signed the Sale and Purchase of Shares Agreement with BRI to transfer its shares in PT Pegadaian (Pegadaian) to increase the ownership in BRI, it was documented in Notarial Deed No. 13 dated September 13, 2021. Through the agreement, The Government of Indonesia transferred its right of all Series B shares in Pegadaian to BRI amounting to 6,249,999 series B shares with nominal value of Rp48,670,528. Thus, starting September 13, 2021, BRI owned Pegadaian' shares and has the right as the owner of the transferred shares.

Pegadaian' Articles of Association has been amended several times. The latest amendment was documented in the Deed of Declaration No. 15 dated September 23, 2021, of Nanda Fauz Iwan, S.H., M.Kn., a Notary in Jakarta. The amendment to the articles of association has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0053287.AH.01.02 dated September 29, 2021 and has received a Letter of Acceptance of Notification of Amendment to the Articles of Association of PT Pegadaian No. AHU-AH.01.03-0454524, September 29, 2021.

According to Article 3 of its Articles of Association, Pegadaian's scope of business is to conduct loan disbursement businesses in the form of pawnshops, both conventional and sharia, based on information technology/digital platforms (IT) and non-IT, optimize the utilization of Pegadaian's resources to produce high quality and highly competitive services to gain benefits in order to increase Pegadaian's value by implementing the principles of limited liability company.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Pegadaian (Pegadaian) (lanjutan)

Total aset Pegadaian pada tanggal-tanggal 31 Desember 2024 dan 2023 masing-masing adalah sebesar Rp102.172.436 dan Rp82.151.803 atau 5,13% dan 4,18% dari total aset konsolidasian. Total pendapatan bunga, syariah dan penjualan emas untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 masing-masing adalah sebesar Rp18.617.892 dan Rp14.861.162 atau 8,23% dan 8,30% dari total pendapatan bunga, syariah, premi, dan penjualan emas konsolidasian.

Kantor pusat Pegadaian berlokasi di Jl. Kramat Raya No.162 Jakarta Pusat 10430 dan mempunyai 12 kantor wilayah, 61 kantor area, 642 kantor cabang, dan 3.443 kantor unit pelayanan cabang.

PT Permodalan Nasional Madani (PNM)

Pada tanggal 13 September 2021, BRI menandatangani perjanjian pengalihan hak atas saham Negara Republik Indonesia pada PT Permodalan Nasional Madani (PNM) dalam rangka penambahan penyertaan Modal Negara Republik Indonesia ke dalam modal saham BRI. Negara Republik Indonesia yang diwakili oleh Menteri BUMN mengalihkan kepada BRI berupa hak atas seluruh saham Seri B milik Negara Republik Indonesia pada PNM dengan jumlah sebanyak 3.799.999 saham seri B yang seluruhnya senilai Rp6.100.068. Dengan demikian, sejak tanggal 13 September 2021, BRI adalah pemilik saham yang dialihkan dan berhak menjalankan hak-hak sebagai pemilik dari saham-saham yang dialihkan.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Pegadaian (Pegadaian) (continued)

Total assets of Pegadaian as of December 31, 2024 and 2023 amounted to Rp102,172,436 and Rp82,151,803 or 5.3% and 4.18% respectively, of the total consolidated assets. Total interest, sharia income, and revenue from gold sold for the years ended December 31, 2024 and 2023 amounted to Rp18,617,892 and Rp14,861,162 or 8.23% and 8.30%, respectively, of the total consolidated interest, sharia, premium income, and revenue from gold sold.

Pegadaian's head office is located in Jl. Kramat Raya No.162 Central Jakarta 10430 and has 12 regional offices, 61 area offices, 642 branches, and 3,443 branch service unit offices.

PT Permodalan Nasional Madani (PNM)

On September 13, 2021, BRI signed the Sale and Purchase of Shares Agreement to receive The Government of Indonesia shares in PT Permodalan Nasional Madani (PNM) to increase the ownership of Government of Indonesia in BRI. The Government of Indonesia, as represented by the Minister of SOEs, transferred its Series B shares in PNM to BRI amounting to 3,799,999 series B shares with nominal value of Rp6,100,068. Thus, starting September 13, 2021, BRI owned PNM's shares of the transferred shares and has the right as the owner of the transferred shares.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Permodalan Nasional Madani (PNM) (lanjutan)

Perusahaan didirikan berdasarkan Peraturan Pemerintah Republik Indonesia No. 38 tahun 1999 tanggal 25 Mei 1999 tentang Penyertaan Modal Negara Republik Indonesia untuk Pendirian Perusahaan (Persero) Dalam Rangka Pengembangan Koperasi, Usaha Kecil Dan Menengah, yang pendiriannya dituangkan dalam Akta Pendirian Nomor: 1 tanggal 1 Juni 1999 dibuat dihadapan Ida Sofia, S.H., Notaris di Jakarta, yang telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia ("Menkumham") berdasarkan Surat Keputusan No. C-11.609.HT.01.01.TH.99 tanggal 23 Juni 1999, dan telah didaftarkan pada Kantor Pendaftaran Perusahaan Kodya Jakarta Pusat di bawah Nomor: 4758/BH.09.05/VIII/99 tanggal 27 Agustus 1999, serta telah diumumkan dalam Berita Negara Republik Indonesia Nomor: 73 tanggal 10 September 1999, Tambahan No. 5681 ("Akta No. 1").

Akta No.1 tersebut telah diubah beberapa kali, dengan perubahan terakhir yang dimuat dalam Akta Pernyataan Keputusan Pemegang Saham Nomor: 18 tanggal 7 Juni 2023 dibuat di hadapan Hadijah, S.H., Notaris di Jakarta, yang telah memperoleh persetujuan Menteri Hukum dan Hak Asasi Manusia sebagaimana Keputusan No. AHU-0037792.AH.01.02. Tahun 2023 tanggal 5 Juli 2023. Pemberitahuan perubahannya telah dicatat pada database Sistem Administrasi Badan Hukum Kemenkumham tentang Persetujuan Perubahan Anggaran Dasar PT Permodalan Nasional Madani No. AHU-AH.01.09-0134474 tertanggal 5 Juli 2023.

Sesuai dengan ketentuan Pasal 3 Anggaran Dasar, ruang lingkup kegiatan PNM adalah jasa pembiayaan termasuk tetapi tidak terbatas pada kredit program dan/atau pembiayaan sistem tanggung renteng, penyertaan kepada Lembaga Keuangan Mikro/Syariah (LKM/S) dan Bank Perkreditan Rakyat (BPR/S) serta jasa manajemen dan kemitraan.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Permodalan Nasional Madani (PNM) (continued)

The company was established based on Republic of Indonesia Government Regulation No. 38 of 1999 dated May 25, 1999 concerning State Capital Inclusion of the Republic of Indonesia for the Establishment of Companies (Persero) in the Context of the Development of Cooperatives, Small and Medium Enterprises, the establishment of which is stated in the Deed of Establishment Number: 1 dated June 1, 1999, made before Ida Sofia, S.H., Notary in Jakarta, which has received approval from the Minister of Law and Human Rights ("Menkumham") based on Decree Number: C-11.609.HT.01.01.TH.99 dated June 23, 1999, and has been registered at the Central Jakarta Kodya Company Registration Office under Number: 4758/BH.09.05/VIII/99 dated August 27, 1999, and has been published in the State Gazette of the Republic of Indonesia under Number: 73 dated September 10, 1999, Supplement No. 5681 ("Deed No. 1").

Deed No. 1 has been amended several times, with the latest amendment contained in the Deed of Shareholder Decision Statement Number: 18 dated June 7, 2023, made before Hadijah, S.H., M.Kn., Notary in Jakarta, which has obtained the approval of the Minister of Law and Human Rights as stated in Decree Number: AHU-0037792.AH.01.02. 2023 dated July 5, 2023. Notification of the changes has been recorded in the Legal Entity Administration System database of the Ministry of Law and Human Rights regarding Approval of Changes to the Articles of Association of PT Permodalan Nasional Madani Number: AHU-AH.01.09-0134474 dated July 5, 2023.

According to Article 3 of its Articles of Association, PNM's scope of business is financing services but not limited to program loan and/or joint responsibility financing, participation in Lembaga Keuangan Mikro/Syariah (LKM/S) and Bank Perkreditan Rakyat (BPR/S) alongride with management and partnership services.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT Permodalan Nasional Madani (PNM) (lanjutan)

Total aset PNM pada tanggal-tanggal 31 Desember 2024 dan 2023 masing-masing adalah sebesar Rp55.348.061 dan Rp51.106.905 atau 2,78% dan 2,60% dari total aset konsolidasian. Total pendapatan bunga dan syariah untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 masing-masing adalah sebesar Rp15.623.958 dan Rp14.509.236 atau 6,91% dan 8,11% dari total pendapatan bunga, syariah, premi, dan penjualan emas konsolidasian.

Kantor pusat PNM berlokasi di Menara PNM, Jalan Kuningan Mulia, Menteng Atas, Setiabudi, Jakarta Selatan, DKI Jakarta dan memiliki 62 kantor cabang, 3.972 kantor unit Mekaar, 641 kantor unit ULaMM (termasuk 20 kantor unit representatif).

PT BRI Manajemen Investasi (BRI-MI)

Pada tanggal 27 September 2018, BRI telah menandatangani Perjanjian Jual Beli Saham Bersyarat ("PJBS") dengan PT Danareksa (Persero) dalam rangka pengambilalihan sebagian kepemilikan saham PT Danareksa Investment Management ("DIM") dari PT Danareksa (Persero) menjadi milik BRI sebanyak 10.500.000 lembar saham atau setara dengan 35% dari keseluruhan saham beredar DIM, dengan harga pembelian sebesar Rp371.959 yang telah mendapat persetujuan dari OJK melalui surat No. S-1453/PM.21/2018 tanggal 14 Desember 2018. Transaksi jual beli saham ini telah dilaksanakan pada tanggal 20 Desember 2018, sebagaimana dituangkan dalam Akta Jual Beli Saham No. 47 tanggal 20 Desember 2018 yang dibuat di hadapan Masjuki, S.H., Notaris pengganti dari M. Nova Faisal, S.H., M.Kn.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT Permodalan Nasional Madani (PNM) (continued)

Total assets of PNM as of December 31, 2024 and 2023 amounted to Rp55,348,061 and Rp51,106,905 or 2.78% and 2.60%, respectively, of the total consolidated assets. Total interest and sharia income for the years ended December 31, 2024 and 2023 amounted to Rp15,623,958 and Rp14,509,236 or 6.91% and 8.11%, respectively, of the total consolidated interest, sharia, premium income, and revenue from gold sold.

PNM's head office is located in PNM Tower, Jl. Kuningan Mulia, Menteng Atas, Setiabudi, South Jakarta, DKI Jakarta and has 62 branches PNM, 3,972 unit offices Mekaar, and 641 unit offices ULaMM (include of 20 representative unit offices).

PT BRI Manajemen Investasi (BRI-MI)

On September 27, 2018, BRI signed a Conditional Sale and Purchase of Shares Agreement ("PJBS") with PT Danareksa (Persero) to acquire PT Danareksa Investment Management ("DIM") shares from PT Danareksa (Persero) to BRI in the amount of 10,500,000 shares or equivalent to 35% of all DIM shares, with a purchase price of Rp371,959 which has granted its approval from OJK through letter No. S-1453/PM.21/2018 dated December 14, 2018. This share sale and purchase transaction was carried out on December 20, 2018, stated in the Deed of Sale and Purchase of Shares No. 47 dated December 20, 2018 made before Masjuki, S.H., Substitute Notary of M. Nova Faisal, S.H., M.Kn.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Manajemen Investasi (BRI-MI) (lanjutan)

Selanjutnya, pada tanggal 30 November 2022, BRI telah menandatangani PJBS kembali dengan PT Danareksa (Persero) dalam rangka pengambilalihan sebagian kepemilikan saham DIM dari PT Danareksa (Persero) menjadi milik BRI sebanyak 9.000.000 lembar saham atau setara dengan 30% dari keseluruhan saham beredar DIM, dengan harga pembelian sebesar Rp360.000 yang telah mendapat persetujuan dari OJK melalui surat No. S-889/PM.21/2022 tanggal 5 Oktober 2022 perihal Persetujuan Atas Rencana Perubahan Komposisi Kepemilikan Pemegang Saham PT Danareksa Investment Management. Transaksi jual beli saham ini telah dilaksanakan pada tanggal 30 November 2022, sebagaimana dituangkan dalam Akta Jual Beli Saham No. 32 tanggal 30 November 2022 yang dibuat di hadapan Fathiah Helmi, S.H., Notaris di Jakarta sehingga BRI memiliki 19.500.000 lembar saham atau setara dengan 65% dari total saham beredar DIM.

Perubahan secara keseluruhan anggaran dasarnya telah dimuat dalam akta tertanggal 1 Februari 2019 No. 01 dibuat di hadapan M. Nova Faisal S.H., M,Kn., Notaris di Jakarta Selatan dan telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusannya tanggal 11 Februari 2019 No. AHU-0006825. AH.01.02 Tahun 2019 serta pemberitahuan Perubahan Anggaran Dasarnya telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan suratnya tanggal 11 Februari 2019 No. AHU-AH.01.03-0079597 dan telah diumumkan dalam Berita Negara Republik Indonesia tertanggal 29 Maret 2019 No. 26, Tambahan No. 10084.

Berdasarkan Akta No. 2 tanggal 16 Oktober 2019, yang dibuat di hadapan Notaris Fifidiana, S.H., S.S., M.Kn. Perubahan anggaran dasar tersebut telah mendapat persetujuan oleh Kementerian hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0083200.AH.01.02. Tahun 2019 tanggal 16 Oktober 2019.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Manajemen Investasi (BRI-MI) (continued)

Furthermore, on November 30, 2022, BRI has signed another PJBS with PT Danareksa (Persero) to acquire DIM's share ownership from PT Danareksa (Persero) to BRI with 9,000,000 shares or equivalent to 30% of DIM's total outstanding shares, with a purchase price of Rp360,000 which has granted its approval from OJK through letter No. S-889/PM.21/2022 dated October 5, 2022 regarding Approval of the Planned Change in the Ownership Composition of PT Danareksa Investment Management Shareholders. This share sale and purchase transaction was carried out on November 30, 2022, as stated in the Deed of Sale and Purchase of Shares No. 32 dated November 30, 2022 made before Fathiah Helmi, S.H., Notary in Jakarta, thereby BRI owns 19,500,000 shares or equivalent to 65% of the total outstanding shares of DIM.

DIM's Articles of Association have been amended several times. The overall changes to the articles of association have been contained in the deed dated February 1, 2019 No. 01 made before M. Nova Faisal S.H., M,Kn., Notary in South Jakarta and has received approval from the Minister of Law and Human Rights of the Republic of Indonesia with a Decree dated February 11, 2019 No. AHU-0006825.AH.01.02 Year 2019 and notification of Amendments to its Articles of Association have been received and recorded by the Minister of Law and Human Rights of the Republic of Indonesia in a letter dated February 11, 2019 No. AHU-AH.01.03-0079597 and has been announced in the State Gazette of the Republic of Indonesia dated March 29, 2019 No. 26, Supplement No. 10084.

Based on Deed No. 2 dated October 16, 2019, made before Notary Fifidiana, S.H., S.S., M.Kn. The amendment to the articles of association has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0083200.AH.01.02. Year 2019 dated October 16, 2019.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Manajemen Investasi (BRI-MI) (lanjutan)

Anggaran Dasar DIM telah mengalami beberapa kali perubahan. Perubahan terakhir Berdasarkan Akta Pernyataan tentang Keputusan Pemegang Saham di Luar Rapat Umum Pemegang Saham Perseroan Terbatas PT Danareksa Investment Management No. 4 tanggal 4 Juli 2023, yang dibuat di hadapan Notaris Fifidiana, S.H., S.S., M.Kn., di Jakarta Pusat, telah dilakukan perubahan Anggaran Dasar Perseroan meliputi perubahan nama Perseroan dari sebelumnya bernama PT Danareksa Investment Management menjadi bernama PT BRI Manajemen Investasi ("BRI-MI"), perubahan tempat kedudukan Perseroan, yang semula berkedudukan dan berkantor pusat di Jakarta Selatan dan beralamat di Plaza BP Jamsostek Lantai 11, Jl. HR. Rasuna Said Kav. 112 Blok B Jakarta 12910, berubah menjadi berkedudukan dan berkantor pusat di Jakarta Pusat, yang beralamat di Gedung BRI II Lantai 22, Jl. Jend. Sudirman Kav. 44-46 Jakarta Pusat 10210 dan perubahan Pasal 3 Anggaran Dasar Perseroan tentang Maksud dan Tujuan Serta Kegiatan Usaha dalam rangka penyesuaian berdasarkan Klasifikasi Baku Lapangan Usaha Indonesia (KLBI) 2020.

Anggaran Dasar BRI-MI kemudian diubah dan disusun kembali sebagaimana termaktub dalam Akta Pernyataan Keputusan Pemegang Saham Di Luar Rapat Umum Pemegang Saham Perseroan Terbatas PT BRI Manajemen Investasi Nomor 6 tanggal 13 Februari 2024, yang dibuat dihadapan Notaris Fifidiana, SH., S.S.,M.Kn., di Jakarta Pusat yang telah mendapatkan Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar No. AHU-AH.01.03-0039574 tanggal 16 Februari 2024 dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Manajemen Investasi (BRI-MI) (continued)

DIM's Articles of Association have been amended several times. Latest changes based on the Deed of Statement regarding Shareholder Decisions Outside the General Meeting of Shareholders of PT Danareksa Investment Management Limited Liability Company No. 4 dated July 4, 2023, made before Notary Fifidiana, S.H., S.S., M.Kn., in Central Jakarta, include changes to the company's Articles of Association, including change of the company's name from formerly named PT Danareksa investment management to PT BRI investment management ("BRI-MI"), change of location of the Company, which was originally domiciled and headquartered in South Jakarta and had its address at Plaza BP Jamsostek Floor 11, Jl. HR. Rasuna Said Kav. 112 Blok B Jakarta 12910, changed to having its domicile and head office in Central Jakarta, which is located at BRI II Building, 22nd Floor, Jl. Jend. Sudirman Kav. 44-46 Central Jakarta 10210, and amendments to Article 3 of the Company's Articles of Association concerning Aims and Objectives and Business Activities in the context of adjustments based on the 2020 Standard Classification of Indonesian Business Fields (KLBI).

BRI-MI's Articles of Association were then amended and rearrange as stated in the Deed of Statement of Shareholders' Decisions Outside the General Meeting of Shareholders of the Limited Liability Company PT BRI Manajemen Investasi Number 6 February 13, 2024, which was made before Notary Fifidiana, SH., S.S.,M. Kn., in Central Jakarta who has received a Letter of Acceptance of Notification of Amendments to the Articles of Association No. AHU-AH.01.03-0039574 dated February 16, 2024 from the Ministry of Law and Human Rights of the Republic of Indonesia.

1. UMUM (lanjutan)

f. Entitas Anak (lanjutan)

PT BRI Manajemen Investasi (BRI-MI) (lanjutan)

Berdasarkan Akta Anggaran Dasar, maksud dan tujuan BRI-MI adalah menjalankan usaha dalam bidang Aktivitas Manajemen Investasi. Untuk mencapai maksud dan tujuan tersebut di atas Perseroan dapat melaksanakan kegiatan usaha sebagai berikut: Manajer Investasi - kode KBLI 66311; mencakup kegiatan usaha pihak yang mengelola portofolio efek untuk para nasabah atau mengelola portofolio investasi kolektif untuk sekelompok nasabah,kecuali perusahaan asuransi, dana pensiun, dan bank yang melakukan sendiri kegiatan usahanya berdasarkan peraturan perundang-undangan yang berlaku.

Total aset BRI-MI pada tanggal-tanggal 31 Desember 2024 dan 2023 masing-masing adalah sebesar Rp313.098 dan Rp288.820 atau 0,02% dan 0,01% dari total aset konsolidasian. Total pendapatan bunga untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 masing-masing adalah sebesar Rp200 dan Rp501 atau 0,000088% dan 0,0000028% dari total pendapatan bunga, syariah, premi, dan penjualan emas konsolidasian.

BRI-MI berkedudukan di Gedung BRI II Lantai 22, Jl. Jend. Sudirman Kav. 44-46 Jakarta Pusat 10210.

1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Manajemen Investasi (BRI-MI) (continued)

Based on the Deed of Articles of Association, the purposes and objectives of BRI-MI are running a business in the field of Investment Management Activities. To achieve the aims and objectives above, the Company can carry out the following business activities:Investment Manager - KBLI code 66311; includes the business activities of parties who manage securities portfolios for customers or manage collective investment portfolios for a group of customers, except for insurance companies, pension funds and banks which carry out their own business activities based on applicable laws and regulations.

BRI-MI's total assets as of December 31, 2024 and 2023 amounted to Rp313,098 and Rp288,820 or 0.02% and 0.01%, respectively, of the total consolidated assets. Total interest income for the years ended December 31, 2024 and 2023 amounted to Rp200 and Rp501 or 0.000088% and 0.0000028%, of the total consolidated interest, sharia, premium income, and revenue from gold sold.

BRI-MI is located in BRI Tower II, 22nd Floor, Jl. Jend Sudirman Kav. 44-46, Central Jakarta 10210.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

Pernyataan Kepatuhan

Laporan keuangan konsolidasian pada tanggal 31 Desember 2024 dan untuk tahun yang berakhir pada tanggal tersebut telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan (”PSAK”) dan Interpretasi Standar Akuntansi Keuangan (”ISAK”) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia dan Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan (”BAPEPAM-LK”) No. VIII.G.7 lampiran keputusan Ketua BAPEPAM-LK No. KEP-347/BL/2012 tanggal 25 Juni 2012 tentang “Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik”.

a. Dasar penyusunan laporan keuangan konsolidasian

Laporan keuangan konsolidasian disusun sesuai dengan PSAK No. 201, ”Penyajian Laporan Keuangan”.

Laporan keuangan konsolidasian telah disajikan berdasarkan nilai historis, kecuali untuk beberapa akun yang dinilai menggunakan dasar pengukuran lain sebagaimana dijelaskan pada kebijakan akuntansi dari akun tersebut. Laporan keuangan konsolidasian disusun dengan dasar akrual, kecuali laporan arus kas konsolidasian.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas berdasarkan aktivitas operasi, investasi dan pendanaan. Untuk keperluan laporan arus kas konsolidasian, yang termasuk kas dan setara kas terdiri dari kas, giro pada Bank Indonesia dan giro pada bank lain, penempatan pada Bank Indonesia dan lembaga keuangan lain, Sertifikat Bank Indonesia yang jatuh tempo dalam waktu 3 (tiga) bulan atau kurang sejak tanggal perolehan, sepanjang tidak digunakan sebagai jaminan atas pinjaman yang diterima serta tidak dibatasi penggunaannya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION

Statement of Compliance

The consolidated financial statements as of December 31, 2024, and for the year then ended, are prepared and presented in accordance with Indonesian Financial Accounting Standards, which include the Statements (“SFAS”) and Interpretations (“IFAS”) issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants and Bapepam-LK’s Regulation No. VIII.G.7, Appendix of the Decision of the Chairman of Bapepam-LK No. KEP-347/BL/2012 dated June 25, 2012 regarding the “Guidelines on Financial Statements Presentations and Disclosures for Issuers or Public Companies”.

a. Basis of preparation of the consolidated financial statement

The consolidated financial statements have been prepared in accordance with SFAS No. 201, “Presentation of Financial Statements”.

The consolidated financial statements have been presented on a historical cost basis, except for some accounts that were assessed using another measurement basis as explained in the accounting policies of the account. The consolidated financial statements have been prepared on accrual basis, except the consolidated statement of cash flows.

The consolidated statement of cash flows has been prepared using the direct method by classifying cash flows into operating, investing and financing activities. For the purposes of the consolidated statement of cash flows, cash and cash equivalents consists of cash, current accounts with Bank Indonesia and current accounts with other banks, placements with Bank Indonesia and other financial institutions, and Bank Indonesia Certificates maturing within 3 (three) months from the date of acquisition, provided they are neither pledged as collateral for fund borrowings nor restricted.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

a. Dasar penyusunan laporan keuangan konsolidasian (lanjutan)

Mata uang pelaporan yang digunakan dalam laporan keuangan konsolidasian adalah mata uang Rupiah (Rp) yang juga merupakan mata uang fungsional setiap entitas dalam grup kecuali entitas anak dan kantor cabang tertentu yang memiliki mata uang fungsional Dolar Amerika Serikat, Dolar Singapura, Dolar Hongkong dan Dolar Taiwan Baru. Angka-angka yang disajikan dalam laporan keuangan konsolidasian, kecuali dinyatakan lain, dibulatkan dalam jutaan Rupiah.

b. Prinsip konsolidasian

Laporan keuangan konsolidasian meliputi laporan keuangan BRI dan entitas anak yang mayoritas sahamnya dimiliki atau dikendalikan oleh BRI.

Dalam hal pengendalian terhadap entitas anak dimulai atau diakhiri dalam suatu periode berjalan maka hasil usaha entitas anak yang diperhitungkan ke dalam laporan keuangan konsolidasian hanya sebatas hasil pada saat pengendalian tersebut mulai diperoleh atau hingga saat pengendalian itu berakhir.

Pengendalian diperoleh ketika BRI terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan entitas anak dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas entitas anak.

BRI mengendalikan entitas anak jika dan hanya jika BRI memiliki hal berikut ini:

a) Kekuasaan atas entitas anak (hak yang ada saat ini yang memberi kemampuan kini untuk mengarahkan aktivitas relevan yang secara signifikan mempengaruhi imbal hasil entitas anak).
b) Eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan entitas anak.
c) Kemampuan untuk menggunakan kekuasaannya atas entitas anak untuk mempengaruhi jumlah imbal hasil BRI.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

a. Basis of preparation of the consolidated financial statement (continued)

The presentation currency used in the consolidated financial statement is the Indonesian Rupiah (Rp) which is also the functional currency of every entity in the group except the entity certain subsidiaries and branch office that have a functional currency of the United States Dollar, Singaporean Dollar, Hong Kong Dollar and New Taiwan Dollar. Unless otherwise stated, all figures presented in the consolidated financial statement are rounded off to millions of Rupiah.

b. Principles of consolidation

The consolidated financial statements includes the financial statements of BRI and its subsidiaries whose majority of shares are owned or controlled by BRI.

When control over a subsidiary began or ceased during the period, the results of operations of a subsidiary are included in the consolidated financial statement limited only to the results from the date that control was acquired or up to the date that control has ceased.

Control is acquired when BRI is exposed, or has the rights of variable returns from its involvement in a subsidiary and has the ability to affect those returns through its power over the subsidiary.

BRI controls a subsidiary if, and only if, BRI has the following:

a) Power over a subsidiary (existing rights that provide the current ability to direct the relevant activities that significantly affect the returns of a subsidiary).

b) Exposure or right of variable returns from its involvement in a subsidiary.
c) The ability to use its power over the subsidiary to affect BRI's returns.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Prinsip konsolidasian (lanjutan)

Transaksi kombinasi bisnis antara entitas sepengendali dicatat berdasarkan PSAK No. 338, "Kombinasi Bisnis Entitas Sepengendali" dimana selisih harga perolehan yang dibayar dengan nilai tercatat aset neto yang diperoleh dicatat sebagai bagian akun tambahan modal disetor di ekuitas.

Seluruh saldo dan transaksi antar perusahaan yang signifikan termasuk keuntungan atau kerugian yang belum direalisasi, dieliminasi untuk mencerminkan posisi keuangan dan hasil usaha BRI dan entitas anak sebagai satu kesatuan usaha.

Laporan keuangan konsolidasian disusun dengan menggunakan kebijakan akuntansi yang sama untuk peristiwa dan transaksi sejenis dalam kondisi yang sama. Apabila laporan keuangan entitas anak menggunakan kebijakan akuntansi yang berbeda dari kebijakan akuntansi yang digunakan dalam laporan keuangan konsolidasian, maka dilakukan penyesuaian yang diperlukan terhadap laporan keuangan entitas anak tersebut.

Kepentingan non-pengendali dinyatakan sebesar proporsi pemegang saham minoritas atas laba neto dan ekuitas entitas anak tersebut sesuai dengan persentase kepemilikan pemegang saham minoritas pada entitas anak tersebut.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian, dicatat sebagai transaksi ekuitas.

c. Aset keuangan dan liabilitas keuangan

Aset keuangan terdiri dari kas, giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan lembaga keuangan lain, efek-efek, wesel ekspor dan tagihan lainnya, efek-efek yang dibeli dengan janji dijual kembali, tagihan derivatif, kredit yang diberikan, pinjaman syariah, piutang sewa pembiayaan, tagihan akseptasi, penyertaan saham dan aset lain-lain.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

b. Principles of consolidation (continued)

Business combination transactions between entities under common control are recorded based on SFAS No. 338, "Business Combination of Entities Under Common Control", where the difference between the acquisition cost and the carrying value of net assets acquired is recorded in additional paid-in capital in equity.

All significant intercompany balances and transactions, including unrealized gain or loss, are eliminated to reflect the financial position and results of BRI and subsidiaries' operations as a single entity.

The consolidated financial statements are prepared using accounting policies for similar events and transactions in identical circumstances. If the subsidiaries' financial statements use accounting policies that are different from those adopted in the consolidated financial statements, then appropriate adjustments are made to the subsidiaries' financial statements.

The non-controlling interest are stated at the non-controlling shareholders' proportionate share in the net income and equity of the subsidiaries based on the percentage of ownership of the non-controlling shareholders in the subsidiaries.

Changes in the parent entity's share of ownership in subsidiaries that do not result in loss of control are recorded as equity transactions.

c. Financial assets and financial liabilities

Financial assets consist of cash, current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other financial institutions, securities, export bills and other receivables, securities purchased under agreement to resell, derivative receivables, loans, sharia loans, finance lease receivables, acceptance receivables, investment in shares, and other assets.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

Liabilitas keuangan terdiri dari liabilitas segera, simpanan nasabah, simpanan dari bank lain dan lembaga keuangan lain, efek-efek yang dijual dengan janji dibeli kembali, liabilitas derivatif, liabilitas akseptasi, surat berharga yang diterbitkan, pinjaman yang diterima, liabilitas lain-lain serta pinjaman dan surat berharga subordinasi.

(i) Klasifikasi

Untuk menentukan kategori dan klasifikasi, BRI dan entitas anak menilai seluruh aset keuangan, kecuali instrumen ekuitas dan derivatif, berdasarkan kombinasi dari model bisnis pengelolaan aset dan karakteristik arus kas kontraktual instrumen terkait. Berikut klasifikasi aset keuangan pada saat pengakuan awal:

- Aset keuangan yang diukur pada biaya perolehan diamortisasi;
- Aset keuangan, dalam hal ini instrumen utang, yang diukur pada nilai wajar melalui penghasilan komprehensif lain, dengan keuntungan/kerugian diakui pada laba rugi pada saat pelepasan;
- Aset keuangan, dalam hal ini instrumen ekuitas, yang diukur pada nilai wajar melalui penghasilan komprehensif lain dengan keuntungan/kerugian tidak diakui pada laba rugi pada saat pelepasan; atau
- Aset keuangan yang diukur pada nilai wajar melalui laba rugi.

BRI dan entitas anak mengklasifikasi dan mengukur instrumen derivatif dan portofolio *trading* pada aset keuangan yang diakui pada nilai wajar melalui laba rugi.

Aset keuangan diukur pada biaya perolehan diamortisasi jika memenuhi kondisi sebagai berikut:

- Aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual; dan
- Persyaratan kontraktual dari aset keuangan tersebut memberikan hak pada tanggal tertentu atas arus kas yang diperoleh semata dari pembayaran pokok dan bunga dari jumlah pokok terutang.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

Financial liabilities consist of liabilities due immediately, deposits from customers, deposits from other banks and other financial institutions, securities sold under agreement to repurchase, derivative payables, acceptance payables, marketable securities issued, fund borrowings, other liabilities, and subordinated loans and marketable securities.

(i) Classification

To determine categories and classifications, BRI and its subsidiaries assess all financial assets, except equity and derivative instruments, based on a combination of asset management business models and the characteristics of contractual cash flow related instruments. These are the classification of financial assets at the time of initial recognition:

- *Financial assets measured at amortized cost;*
- *Financial assets, in this case debt instruments, as measured at fair value through other comprehensive income, with gains/losses recognized at the time of derecognition;*
- *Financial assets, in this case equity instruments, as measured at fair value through other comprehensive income, with an unrecognized profit/loss on profit or loss at the time of derecognition; or*
- *Financial assets measured at fair value through profit or loss.*

BRI and its subsidiaries classify and measure derivative instruments and trading portfolios on financial assets recognized at fair value through profit or loss.

Financial assets are measured at amortized cost if they meet the following conditions:

- *Financial assets are managed in a business model that aims to have financial assets in order to obtain contractual cash flow; and*
- *The contractual terms of the financial asset provide rights on a certain date for cash flow obtained solely from payment of principal and interest on the principal amount owed.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain jika memenuhi kondisi sebagai berikut:

- Aset keuangan dikelola dalam model bisnis yang bertujuan untuk mendapatkan arus kas kontraktual dan menjual aset keuangan; dan
- Persyaratan kontraktual dari aset keuangan tersebut memberikan hak pada tanggal tertentu atas arus kas yang diperoleh semata dari pembayaran pokok dan bunga dari jumlah pokok terutang.

Aset keuangan lainnya yang tidak memenuhi persyaratan untuk diklasifikasikan sebagai diukur pada biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain, diklasifikasikan sebagai diukur pada nilai wajar melalui laba rugi.

Saat pengakuan awal BRI dan entitas anak dapat membuat penetapan yang tidak dapat dibatalkan untuk mengukur aset yang memenuhi persyaratan untuk diukur pada biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain pada nilai wajar melalui laba rugi, apabila penetapan tersebut mengeliminasi atau secara signifikan mengurangi inkonsistensi pengukuran atau pengakuan (kadang disebut sebagai "*accounting mismatch*").

Pada saat pengakuan awal, BRI dan entitas anak dapat membuat pilihan yang tidak dapat dibatalkan untuk menyajikan instrumen ekuitas yang bukan dimiliki untuk diperdagangkan pada nilai wajar melalui penghasilan komprehensif lain.

Penilaian model bisnis

Model bisnis ditentukan pada level yang mencerminkan bagaimana kelompok aset keuangan dikelola bersama-sama untuk mencapai tujuan bisnis tertentu.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(i) Classification (continued)

Financial assets are measured at fair value through other comprehensive income if they meet the following conditions:

- *Financial assets are managed in a business model that aims to obtain contractual cash flow and sell financial assets; and*
- *The contractual terms of the financial asset provide rights on a certain date for cash flow obtained solely from payment of principal and interest on the principal amount owed.*

Other financial assets that do not meet the requirements to be classified as financial assets measured at amortized cost or fair value through other comprehensive income, are classified as measured at fair value through profit or loss.

At initial recognition, BRI and subsidiaries can make an irrevocable determination to measure assets that meet the requirements to be measured at amortized cost or fair value through other comprehensive income at fair value through profit or loss, if the determination eliminates or significantly reduces the measurement or recognition inconsistencies (sometimes referred to as "accounting mismatch").

At initial recognition, BRI and subsidiaries may make an irrevocable choice to present equity instruments that are not held for trading at fair value through other comprehensive income.

Valuation of business models

The business model is determined at a level that reflects how groups of financial assets are managed together to achieve certain business objectives.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Penilaian model bisnis dilakukan dengan mempertimbangkan, tetapi tidak terbatas pada, hal-hal berikut:

a. Bagaimana kinerja dari model bisnis dan aset keuangan yang dimiliki dalam model bisnis dievaluasi dan dilaporkan kepada personil manajemen kunci BRI dan entitas anak;
b. Apakah risiko yang memengaruhi kinerja dari model bisnis (termasuk aset keuangan yang dimiliki dalam model bisnis) dan khususnya bagaimana cara aset keuangan tersebut dikelola; dan
c. Bagaimana penilaian kinerja pengelola aset keuangan (sebagai contoh, apakah penilaian kinerja berdasarkan nilai wajar dari aset yang dikelola atau arus kas kontraktual yang diperoleh).

Aset keuangan yang dimiliki untuk diperdagangkan dan penilaian kinerja berdasarkan nilai wajar diukur pada nilai wajar melalui laba rugi.

Penilaian mengenai arus kas kontraktual yang diperoleh semata dari pembayaran pokok dan bunga

Untuk tujuan penilaian ini, pokok didefinisikan sebagai nilai wajar dari aset keuangan pada saat pengakuan awal. Bunga didefinisikan sebagai imbalan untuk nilai waktu atas uang dan risiko kredit terkait jumlah pokok terutang pada periode waktu tertentu dan juga risiko dan biaya peminjaman standar, dan juga marjin laba.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(i) Classification (continued)

The evaluation of the business model is carried out by considering, but not limited to, the following:

a. How the performance of the business model and financial assets held in the business model are evaluated and reported to the BRI and subsidiaries key management personnel;
b. What risks affect the performance of the business model (including financial assets held in the business model) and specifically how the financial assets are managed; and
c. How to evaluate the performance of financial asset manager (for example, whether performance appraisals are based on the fair value of the managed assets or the contractual cash flows obtained).

Financial assets held for trading and performance appraisals based on fair value are measured at fair value through profit or loss.

Evaluation of contractual cash flows obtained solely from payment of principal and interest

For the purpose of this valuation, principal is defined as the fair value of financial assets at initial recognition. Interest is defined as compensation for the time value of money and credit risk in relation to the principal amount owed over a certain period of time and also the risk and standard borrowing costs, as well as profit margins.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Penilaian mengenai arus kas kontraktual yang diperoleh semata dari pembayaran pokok dan bunga (lanjutan)

Penilaian mengenai arus kas kontraktual yang diperoleh semata dari pembayaran pokok dan bunga dilakukan dengan mempertimbangkan persyaratan kontraktual, termasuk apakah aset keuangan mengandung persyaratan kontraktual yang dapat mengubah waktu atau jumlah arus kas kontraktual. Dalam melakukan penilaian, BRI dan entitas anak mempertimbangkan:

a. Peristiwa kontinjensi yang akan mengubah waktu atau jumlah arus kas kontraktual;
b. Fitur *leverage*;
c. Persyaratan pembayaran di muka dan perpanjangan kontraktual;
d. Persyaratan mengenai klaim yang terbatas atas arus kas yang berasal dari aset spesifik; dan
e. Fitur yang dapat mengubah nilai waktu dari elemen uang.

BRI dan entitas anak mengklasifikasikan liabilitas keuangan dalam kategori:

a. Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi; dan
b. Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi

Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi terdiri dari dua sub-kategori:

a. Liabilitas keuangan diklasifikasikan sebagai diperdagangkan.
b. Liabilitas keuangan yang pada saat pengakuan awal telah ditetapkan oleh BRI dan entitas anak untuk diukur pada nilai wajar melalui laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(i) Classification (continued)

Evaluation of contractual cash flows obtained solely from payment of principal and interest (continued)

An assessment of contractual cash flows obtained solely from principal and interest payments is made by considering contractual terms, including whether financial assets contain contractual terms that can change the timing or amount of contractual cash flows. In conducting the assessment, BRI and subsidiaries consider:

a. Contingency events that will change the time or amount of contractual cash flow;
b. Leverage feature;
c. Terms of advance payment and contractual extension;
d. Requirements regarding limited claims for cash flows from specific assets; and
e. Features that can change the time value of money.

BRI and its subsidiaries classify financial liabilities in categories:

a. Financial liabilities measured at fair value through profit or loss; and
b. Financial liabilities measured at amortized cost.

Financial liabilities measured at fair value through profit or loss consist of two sub-categories:

a. Financial liabilities classified as traded.
b. Financial liabilities that at the time of initial recognition have been determined by BRI and its subsidiaries to be measured at fair value through profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Penilaian mengenai arus kas kontraktual yang diperoleh semata dari pembayaran pokok dan bunga (lanjutan)

Liabilitas keuangan diklasifikasikan sebagai diperdagangkan jika diperoleh terutama untuk tujuan dijual atau dibeli kembali dalam waktu dekat atau jika merupakan bagian dari portofolio instrumen keuangan tertentu yang dikelola bersama dan terdapat bukti mengenai pola ambil untung dalam jangka pendek yang terkini. Derivatif diklasifikasikan sebagai liabilitas diperdagangkan kecuali ditetapkan dan efektif sebagai instrumen lindung nilai.

BRI dan entitas anak mengklasifikasikan seluruh liabilitas keuangan setelah pengakuan awal diukur pada biaya perolehan diamortisasi, kecuali:

- Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi;
- Liabilitas keuangan yang timbul ketika pengalihan aset keuangan tidak memenuhi syarat penghentian pengakuan atau ketika pendekatan keterlibatan berkelanjutan diterapkan;
- Kontrak jaminan keuangan;
- Komitmen untuk menyediakan pinjaman dengan suku bunga di bawah pasar; atau
- Imbalan kontinjensi yang diakui oleh pihak pengakuisisi dalam kombinasi bisnis.

(ii) Pengakuan awal

a. Pembelian atau penjualan aset keuangan yang memerlukan penyerahan aset dalam kurun waktu yang telah ditetapkan oleh peraturan dan kebiasaan yang berlaku di pasar (pembelian secara reguler) diakui pada tanggal transaksi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(i) Classification (continued)

Evaluation of contractual cash flows obtained solely from payment of principal and interest (continued)

Financial liabilities are classified as traded if acquired primarily for the purpose of being sold or repurchased in the near future or if they are part of a portfolio of certain financial instruments that are jointly managed and there is evidence of current short-term profit-taking patterns. Derivatives are classified as traded liabilities unless determined and effective as hedging instruments.

BRI and subsidiaries classify all financial liabilities after initial recognition is measured at amortized acquisition costs, except:

- *Financial liabilities measured at fair value through profit or loss;*
- *Financial liabilities arising when the transfer of financial assets do not qualify for termination of recognition or when an ongoing engagement approach is implemented;*
- *Financial guarantee contracts;*
- *Commitment to provide loans with below-market interest rates; or*
- *Contingency rewards recognized by the acquirer in a combination of businesses.*

(ii) Initial Recognition

a. Purchase or sale of financial assets that requires transfer of assets within a time frame specified by regulations and normal course of business is recognized on the trade date.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(ii) Pengakuan awal (lanjutan)

b. Aset keuangan dan liabilitas keuangan pada awalnya diukur pada nilai wajarnya. Dalam hal aset keuangan atau liabilitas keuangan tidak diukur pada nilai wajar melalui laba rugi, nilai wajar tersebut ditambah biaya transaksi yang dapat diatribusikan secara langsung. Pengukuran aset keuangan dan liabilitas keuangan setelah pengakuan awal tergantung pada klasifikasinya.

Biaya transaksi hanya meliputi biaya-biaya yang dapat diatribusikan secara langsung untuk perolehan suatu aset keuangan atau penerbitan suatu liabilitas keuangan dan merupakan biaya tambahan yang tidak akan terjadi apabila instrumen keuangan tersebut tidak diperoleh atau diterbitkan. Untuk aset keuangan, biaya transaksi ditambahkan pada jumlah yang diakui pada awal pengakuan aset, sedangkan untuk liabilitas keuangan, biaya transaksi dikurangkan dari jumlah utang yang diakui pada pengakuan awal liabilitas. Biaya transaksi tersebut diamortisasi selama umur instrumen berdasarkan metode suku bunga efektif dan dicatat sebagai bagian dari pendapatan bunga untuk biaya transaksi sehubungan dengan aset keuangan atau sebagai bagian dari beban bunga untuk biaya transaksi sehubungan dengan liabilitas keuangan.

(iii) Pengukuran setelah pengakuan awal

Aset keuangan dalam kelompok yang diukur pada nilai wajar melalui penghasilan komprehensif lain diukur pada nilai wajarnya dan perubahan atas nilai wajar tersebut dicatat pada penghasilan komprehensif lain.

Aset keuangan dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi diukur pada nilai wajarnya dan perubahan diakui pada laba rugi.

Aset keuangan dan liabilitas keuangan yang diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(ii) Initial Recognition (continued)

b. The financial assets and financial liabilities are initially measured at their fair value. In the case of financial assets or financial liabilities that are not measured at fair value through profit or loss, the fair value is increased by transaction costs that can be directly attributed. The measurement of financial assets and financial liabilities after initial recognition depends on their classification.

Transaction costs only include costs that are directly attributable to the acquisition of a financial asset or issuance of a financial liability and are additional costs that would not occur if the financial instrument is not acquired or issued. For financial assets, transaction costs are added to the amount recognized in the initial recognition of the asset, while for financial liabilities, transaction costs are deducted from the amount of debt recognized in the initial recognition of a liability. These transaction costs are amortized over the life of the instrument based on the effective interest rate method and recorded as part of interest income for transaction costs related to the financial asset or as part of interest expense for transaction costs related to financial liabilities.

(iii) Subsequent measurement

Financial assets held at fair value through other comprehensive income are measured at fair value and changes in fair value are recorded in other comprehensive income.

Financial assets and liabilities held at fair value through profit or loss are measured at fair value and changes are recognized in profit or loss.

Financial assets and liabilities measured at amortized cost are measured using the effective interest rate method.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(iv) Penghentian pengakuan

a. Aset keuangan dihentikan pengakuannya jika:

1) Hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir; atau

2) BRI dan entitas anak mentransfer hak untuk menerima arus kas yang berasal dari aset keuangan atau menanggung liabilitas untuk membayarkan arus kas yang diterima tersebut secara penuh tanpa penundaan berarti kepada pihak ketiga di bawah kesepakatan pelepasan *(pass-through arrangement);* dan antara (a) BRI dan entitas anak telah mentransfer secara substansial seluruh risiko dan manfaat atas aset, atau (b) BRI dan entitas anak tidak mentransfer maupun tidak memiliki secara substansial seluruh risiko dan manfaat atas aset, namun telah mentransfer kendali atas aset.

Ketika BRI dan entitas anak telah mentransfer hak untuk menerima arus kas dari aset atau telah memasuki *pass-through arrangement* dan tidak mentransfer serta tidak mempertahankan secara substansial seluruh risiko dan manfaat atas aset atau tidak mentransfer kendali atas aset, aset diakui sebesar keterlibatan BRI dan entitas anak yang berkelanjutan atas aset tersebut.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(iv) Derecognition

a. Financial assets are derecognized when:

1) The contractual rights to receive cash flows arising from the financial assets have expired; or

2) BRI and subsidiaries have transferred their rights to receive cash flows arising from the financial assets or has assumed an obligation to pay the cash flows received in full without significant delay to third parties under a pass-through arrangement; and either (a) BRI and subsidiaries have substantially transferred all the risks and rewards of the assets, or (b) BRI and subsidiaries have neither transferred nor retained substantially all the risks and rewards of the assets, but have transferred control of the assets.

When BRI and subsidiaries have transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement and has neither transferred nor retained substantially all the risks and rewards of the asset or has not transferred the control of the asset, the asset is recognized to the extent of BRI and subsidiaries implication of the asset.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(iv) Penghentian pengakuan (lanjutan)

a. Aset keuangan dihentikan pengakuannya jika (lanjutan):

BRI dan entitas anak melepaskan aset keuangan, seperti kredit yang diberikan, ketika syarat dan kondisi telah direnegosiasi hingga secara substansial, kredit yang diberikan tersebut menjadi baru, dengan perbedaan akan dicatat sebagai keuntungan atau kerugian dari pelepasan, jika kerugian penurunan nilai belum dicatat. Kredit yang diberikan tersebut akan diklasifikasikan sebagai *Stage* 1 untuk penilaian *Expected Credit Losses* (ECL), kecuali kredit yang diberikan tersebut dianggap aset keuangan yang dibeli atau yang berasal dari aset keuangan memburuk (*Purchased or Originated Credit-Impaired financial assets* - POCI*)*.

Jika modifikasi tidak akan menghasilkan arus kas yang secara substansi berbeda, maka modifikasi tidak akan berujung pada pelepasan aset. Berdasarkan perbedaan arus kas yang didiskonto pada *Effective Interest Rate* (EIR) awal, BRI akan mencatat keuntungan atau kerugian akibat modifikasi, sampai dengan jumlah kerugian penurunan nilai yang belum diakui.

Penghapusbukuan kredit yang diberikan dilakukan ketika tidak terdapat lagi prospek yang realistis mengenai pengembalian pinjaman atau hubungan normal antara BRI dan entitas anak dan debitur telah berakhir. Kredit yang tidak dapat dilunasi tersebut dihapusbukukan dengan mendebet cadangan kerugian penurunan nilai.

Pada saat aset keuangan dihentikan pengakuannya atau terjadi penurunan nilai, maka keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam ekuitas harus direklasifikasi ke laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(iv) Derecognition (continued)

a. Financial assets are derecognized when (continued):

BRI and subsidiaries derecognize financial assets, such as loans, when the terms and conditions have been renegotiated substantially, so that the granted loan becomes new, with the difference being recorded as a profit or loss from the derecognition, if the impairment loss has not been recorded. Such loan will be classified as Stage 1 for Expected Credit Losses (ECL) assessment, unless the granted loan is considered a purchased or derived financial asset (Purchased or Originated Credit-Impaired Financial Assets - "POCI").

If the modification will not result in a cash flow that is substantially different, then the modification will not result in the derecognition of the asset. Based on the difference in cash flow discounted at the initial Effective Interest Rate (EIR), BRI will record gains or losses resulting from modifications, up to the amount of impairment losses that have not been recognized.

Loans are written off when there is no longer a realistic prospect of loan repayment or the normal relationship between BRI and subsidiaries and the debtors have ended. These uncollectible loans, are written off against allowance for impairment losses.

When a financial asset is derecognized or an impairment occurs, the cumulative gain or loss previously recognized both in equity must be reclassified to the consolidated statement of profit or loss and other comprehensive income.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(iv) Penghentian pengakuan (lanjutan)

b. Liabilitas keuangan dihentikan pengakuannya jika liabilitas keuangan tersebut berakhir, yaitu ketika liabilitas yang ditetapkan dalam kontrak dilepaskan, dibatalkan atau kedaluwarsa.

Jika suatu liabilitas keuangan yang ada digantikan dengan yang lain oleh pemberi pinjaman yang sama pada keadaan yang secara substansial berbeda, atau berdasarkan suatu liabilitas yang ada yang secara substansial telah diubah, maka pertukaran atau modifikasi tersebut diperlakukan sebagai penghentian pengakuan liabilitas awal dan pengakuan liabilitas baru dan perbedaan nilai tercatat masing-masing diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

(v) Pengakuan pendapatan dan beban

a. Pendapatan dan beban bunga, untuk aset yang diukur pada nilai wajar melalui penghasilan komprehensif lain serta aset keuangan dan liabilitas keuangan yang dicatat berdasarkan biaya perolehan diamortisasi, diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian dengan menggunakan suku bunga efektif.

b. Keuntungan dan kerugian yang timbul dari perubahan nilai wajar aset keuangan dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi, diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(iv) Derecognition (continued)

b. Financial liabilities are derecognized when they end, that is when the liabilities under the contract is discharged, cancelled or has expired.

When an existing financial liability is replaced by another from the same creditor on a substantially different terms, or the terms of an existing liability are substantially modified, then the exchange or modification is treated as derecognition of the initial liability amount and the recognition of a new liability and the difference in the respective carrying amounts is recognized in the consolidated statement of profit or loss and other comprehensive income.

(v) Income and expense recognition

a. Interest income and expense on financial assets measured at fair value through other comprehensive income as well as financial assets and financial liabilities recorded at amortized cost are recognized in the consolidated statement of profit or loss and other comprehensive income using the effective interest method.

b. Gains and losses arising from changes in the fair value of the financial assets and liabilities measured at fair value through profit or loss are included in the consolidated statement of profit or loss and other comprehensive income.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(v) Pengakuan pendapatan dan beban (lanjutan)

c. Keuntungan dan kerugian yang timbul dari perubahan nilai wajar dan lainnya atas aset keuangan yang diklasifikasikan dalam kelompok nilai wajar melalui penghasilan komprehensif lain diakui secara langsung dalam ekuitas, kecuali keuntungan atau kerugian akibat perubahan nilai tukar dari *item* moneter, dihentikan pengakuannya atau adanya penurunan nilai dari aset keuangan tersebut.

Jumlah tercatat bruto aset keuangan adalah biaya perolehan diamortisasi aset keuangan sebelum disesuaikan dengan cadangan penurunan nilai.

Dalam menghitung pendapatan dan beban bunga, tingkat bunga efektif diterapkan pada jumlah tercatat bruto aset (ketika aset tersebut bukan aset keuangan memburuk) atau terhadap biaya perolehan diamortisasi dari liabilitas.

Untuk aset keuangan yang memburuk setelah pengakuan awal, pendapatan bunga dihitung dengan menerapkan tingkat bunga efektif terhadap biaya perolehan diamortisasi dari aset keuangan tersebut. Jika aset tersebut tidak lagi memburuk, maka perhitungan pendapatan bunga akan dihitung dengan menerapkan tingkat bunga efektif terhadap nilai tercatat bruto dari aset keuangan tersebut.

Untuk aset keuangan yang telah memburuk pada saat pengakuan awal, pendapatan bunga dihitung dengan menerapkan tingkat bunga efektif terhadap biaya perolehan diamortisasi dari aset keuangan tersebut. Jika aset tersebut tidak lagi memburuk, maka perhitungan pendapatan bunga akan tetap dihitung dengan menerapkan tingkat bunga efektif terhadap biaya perolehan diamortisasi dari aset keuangan tersebut.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(v) Income and expense recognition (continued)

c. Gains and losses arising from changes in the fair value of financial assets classified as at fair value through other comprehensive income are recognized directly in equity, except for gains or losses due to changes in the exchange rate of monetary items, derecognition or impairment of the financial asset.

The gross carrying amount of a financial asset is the amortized cost of a financial asset before adjusted by allowance for impairment.

In calculating interest income and expenses, the effective interest rate is applied to the gross carrying amount of an asset (when the asset is not a deteriorated financial asset) or to the amortized cost of a liability.

For financial assets that have deteriorated after initial recognition, interest income is calculated by applying an effective interest rate to the amortized cost of the financial assets. If the asset no longer deteriorates, the calculation of interest income will be calculated by applying an effective interest rate to the gross carrying amount of the financial asset.

For financial assets that have deteriorated at initial recognition, interest income is calculated by applying the effective interest rate to the amortized cost of the financial assets. If the asset no longer deteriorates, the calculation of interest income will still be calculated by applying the effective interest rate to the amortized cost of the financial asset.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(vi) Reklasifikasi aset keuangan

BRI dan entitas anak mereklasifikasi aset keuangan jika dan hanya jika, model bisnis untuk pengelolaan aset keuangan berubah. Tidak terdapat reklasifikasi untuk liabilitas keuangan.

(vii) Saling hapus

Aset keuangan dan liabilitas keuangan dilakukan saling hapus dan nilai netonya disajikan dalam laporan posisi keuangan konsolidasian jika dan hanya jika BRI dan entitas anak memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan adanya maksud untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

Hal yang berkekuatan hukum harus tidak kontinjen atas peristiwa di masa depan dan harus dapat dipaksakan di dalam situasi bisnis yang normal, peristiwa kegagalan atau kebangkrutan dari entitas atas seluruh pihak lawan.

Pendapatan dan beban disajikan dalam jumlah neto hanya jika diperkenankan oleh Standar Akuntansi Keuangan Indonesia.

(viii) Pengukuran biaya diamortisasi

Biaya perolehan diamortisasi dari aset keuangan atau liabilitas keuangan adalah jumlah aset keuangan atau liabilitas keuangan yang diukur pada saat pengakuan awal dikurangi pembayaran pokok pinjaman, ditambah atau dikurangi amortisasi kumulatif menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai pengakuan awal dan nilai jatuh temponya dan dikurangi penurunan nilai.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(vi) Reclassification of financial assets

BRI and subsidiaries reclassifies financial assets if and only if, the business model for managing financial assets changes. There is no reclassification for financial liabilities.

(vii) Offsetting

Financial assets and liabilities are offset and the net amount is presented in the consolidated statement of financial position if and only if, BRI and its subsidiaries has a legal right to offset the recognized amounts and intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business, event of default, or bankruptcy of the entity over all the counterparties.

Income and expenses are presented on a net basis only when permitted by the Indonesian Financial Accounting Standards.

(viii) Amortized cost measurement

The amortized cost of a financial asset or financial liability is the amount of the financial asset or financial liability measured at initial recognition, less principal repayments, plus or minus the cumulative amortization using the effective interest rate method calculated from the difference between the amount at initial recognition and the amount at maturity, less any impairment.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(ix) Pengukuran nilai wajar

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran.

Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:

- Di pasar utama untuk aset dan liabilitas tersebut; atau
- Jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Nilai wajar suatu aset atau liabilitas diukur menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset dan liabilitas tersebut dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomik terbaiknya.

BRI dan entitas anak menggunakan teknik penilaian yang sesuai dalam keadaan dan dimana data yang memadai tersedia untuk mengukur nilai wajar, memaksimalkan penggunaan input yang dapat diobservasi yang relevan, dan meminimalkan penggunaan input yang tidak dapat diobservasi.

Semua aset dan liabilitas dimana nilai wajar diukur atau diungkapkan dalam laporan keuangan konsolidasian dapat dikategorikan pada level hierarki nilai wajar, berdasarkan tingkatan input terendah yang signifikan atas pengukuran nilai wajar secara keseluruhan:

- Level 1: Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses pada tanggal pengukuran.
- Level 2: Input selain harga kuotasian yang termasuk dalam level 1 yang dapat diobservasi untuk aset dan liabilitas, baik secara langsung atau tidak langsung.
- Level 3 : Input yang tidak dapat diobservasi untuk aset dan liabilitas.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(ix) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The fair value measurement is based on the assumption that the transaction to sell an asset or to transfer a liability takes place either:

- *In the principal market for the assets and liabilities; or*
- *In the absence of a principal market, in the most advantageous market for the asset or liability.*

The fair value of an asset or a liability is measured using the assumptions that market participants would use when determining the price of the asset and liability assuming that market participants act in their own best economic interest.

BRI and its subsidiaries use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statement are classified within a fair value hierarchy, based on the lowest input level significant to the overall fair value measurement:

- *Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities accessible at the measurement date.*
- *Level 2: Inputs other than quoted prices included in level 1 for the assets and liabilities, which is directly or indirectly observable.*
- *Level 3: Unobservable inputs for the assets and liabilities.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(ix) Pengukuran nilai wajar (lanjutan)

Untuk aset dan liabilitas yang diakui pada laporan keuangan konsolidasian secara berulang, BRI dan entitas anak menentukan apakah terjadi transfer antara level di dalam hierarki dengan cara mengevaluasi kategori (berdasarkan *input* level terendah yang signifikan dalam pengukuran nilai wajar) setiap akhir periode pelaporan.

BRI dan entitas anak untuk tujuan pengungkapan nilai wajar telah menentukan kelas aset dan liabilitas berdasarkan sifat, karakteristik, risiko aset dan liabilitas, dan level hierarki nilai wajar (Catatan 40).

(x) Aset keuangan sukuk

Berdasarkan PSAK No. 410, BRI dan entitas anak menentukan klasifikasi investasi pada sukuk sebagai berikut:

a. Diukur pada biaya perolehan

- Investasi tersebut dimiliki dalam suatu model usaha yang bertujuan utama untuk memperoleh arus kas kontraktual dan terdapat persyaratan kontraktual dalam menentukan tanggal tertentu atas pembayaran pokok dan atau hasilnya.
- Biaya perolehan sukuk termasuk biaya transaksi, dan selisih antara biaya perolehan dan nilai nominal diamortisasi secara garis lurus selama jangka waktu sukuk dan diakui dalam laba rugi.

b. Diukur pada nilai wajar melalui penghasilan komprehensif lain

- Investasi tersebut dimiliki dalam suatu model usaha yang bertujuan utama untuk memperoleh arus kas kontraktual dan melakukan penjualan sukuk, terdapat persyaratan kontraktual dalam menentukan tanggal tertentu atas pembayaran pokok dan atau hasilnya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(ix) Fair value measurement (continued)

For assets and liabilities recognized in the consolidated financial statement on a recurring basis, BRI and subsidiaries determine whether transfers have occurred between levels in the hierarchy by re-assess the categories (based on the lowest input level significant to the fair value measurement) at the end of each reporting period.

For the fair value disclosures purposes, BRI and subsidiaries have determined the classes of assets and liabilities based on the nature, characteristics, risks of the asset and liability, and the level of the fair value hierarchy (Note 40).

(x) Sukuk financial assets

Based on SFAS No. 410, BRI and subsidiaries determine the classification of investment in sukuk as follows:

a. Measured at acquisition cost

- *The investment is owned in a business model whose main purpose is to obtain contractual cash flows and there are contractual requirements in determining a certain date for the payment of principal and/or results.*
- *Sukuk acquisition costs include transaction costs, and the difference between acquisition cost and par value is amortized in a straight line over the term of the sukuk and recognized in profit and loss.*

b. Measured at fair value through other comprehensive income

- *The investment is owned in a business model whose main purpose is to obtain contractual cash flow and make sukuk sales, there are contractual requirements in determining a certain date for the payment of principal and/or proceeds.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Aset keuangan dan liabilitas keuangan (lanjutan)

(x) Aset keuangan sukuk (lanjutan)

Berdasarkan PSAK No. 410, BRI dan entitas anak menentukan klasifikasi investasi pada sukuk sebagai berikut (lanjutan):

b. Diukur pada nilai wajar melalui penghasilan komprehensif lain

- Biaya perolehan sukuk termasuk biaya transaksi, dan selisih antara biaya perolehan dan nilai nominal diamortisasi secara garis lurus selama jangka waktu sukuk dan diakui dalam laba rugi.
- Keuntungan atau kerugian dari perubahan nilai wajar diakui dalam penghasilan komprehensif lain setelah memperhitungkan saldo selisih biaya perolehan dan nilai nominal yang belum diamortisasi dan saldo akumulasi keuntungan atau kerugian nilai wajar yang telah diakui dalam penghasilan komprehensif lain sebelumnya. Ketika investasi sukuk dihentikan pengakuannya, akumulasi keuntungan atau kerugian yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi ke laba rugi.

c. Diukur pada nilai wajar melalui laba rugi

Biaya perolehan sukuk tidak termasuk biaya transaksi, dan selisih antara nilai wajar dan jumlah tercatat diakui dalam laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Financial assets and financial liabilities (continued)

(x) Sukuk financial assets (continued)

Based on SFAS No. 410, BRI and subsidiaries determine the classification of investment in sukuk as follows (continued):

b. Measured at fair value through other comprehensive income

- *Sukuk acquisition costs include transaction costs, and the difference between acquisition cost and par value is amortized in a straight line over the term of the sukuk and recognized in profit and loss.*
- *The gain or loss from the change in fair value is recognized in other comprehensive income after accounting for the balance of the difference between acquisition cost and unamortized par value and the accumulated balance of the gain or loss of fair value that has been recognized in other previous comprehensive income. When sukuk investments derecognized, accumulated gains or losses previously recognized in other comprehensive income are reclassified to profit and loss.*

c. Measured at fair value through profit and loss

The cost of sukuk acquisition does not include transaction costs, and the difference between fair value and carrying amount is recognized in profit and loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Transaksi dengan pihak-pihak berelasi

BRI dan entitas anaknya melakukan transaksi dengan pihak-pihak berelasi seperti yang didefinisikan dalam PSAK No. 224 tentang "Pengungkapan Pihak-pihak Berelasi".

Suatu pihak dianggap berelasi dengan BRI dan entitas anak jika:

1) Secara langsung atau tidak langsung yang melalui satu atau lebih perantara, suatu pihak (i) mengendalikan, atau dikendalikan oleh, atau berada di bawah pengendalian bersama, dengan BRI dan entitas anak; (ii) memiliki kepentingan dalam BRI dan entitas anak yang memberikan pengaruh signifikan atas BRI dan entitas anak; atau (iii) memiliki pengendalian bersama atas BRI dan entitas anak;
2) Suatu pihak yang berada dalam kelompok usaha yang sama dengan BRI dan entitas anak;
3) Suatu pihak adalah ventura bersama di mana BRI dan entitas anak sebagai *venturer*;
4) Suatu pihak adalah anggota dari personil manajemen kunci BRI dan entitas anak;
5) Suatu pihak adalah anggota keluarga dekat dari individu yang diuraikan dalam butir (1) atau (4);
6) Suatu pihak adalah entitas yang dikendalikan, dikendalikan bersama atau dipengaruhi signifikan oleh atau untuk dimana hak suara signifikan pada beberapa entitas, langsung maupun tidak langsung, individu seperti diuraikan dalam butir (4) atau (5); dan
7) Suatu pihak adalah suatu program imbalan pasca kerja untuk imbalan kerja dari BRI dan entitas anak atau entitas yang terkait dengan BRI dan entitas anak.

Transaksi dengan pihak berelasi dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

Seluruh transaksi dan saldo yang material dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan konsolidasian yang relevan dan rinciannya telah disajikan dalam Catatan 44 atas laporan keuangan konsolidasian.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

d. Transactions with related parties

BRI and subsidiaries engage in transactions with related parties as defined in SFAS No. 224 on "Related Parties Disclosures".

A party is considered related parties to BRI and subsidiaries if:

1) Directly or indirectly, through one or more intermediaries, a party (i) controls, or is controlled by, or is under common control with BRI and subsidiaries; (ii) has an interest in BRI and subsidiaries that provides significant influence on BRI and subsidiaries; or (iii) has joint control over BRI and subsidiaries;
2) It is a related entity with BRI and subsidiaries;
3) It is a joint venture in which BRI and subsidiaries have ventured in;
4) It is a member of key management personnel in BRI and subsidiaries or the parent entity;
5) It is a close family member of the individual described in clause (1) or (4);
6) It is an entity that is controlled, jointly controlled or significantly influenced by or for whom has significant voting rights in several entities, directly or indirectly, by the individual described in clause (4) or (5); and
7) It is a post-employment benefit plan for the employees benefit of either BRI and subsidiaries or entities related to BRI and subsidiaries.

Transactions with related parties are carried out based on terms agreed between both parties, which may not be the same as other transactions carried out with unrelated parties.

All material transactions and balances with related parties are disclosed in the relevant notes to the consolidated financial statement and the details have been presented in Note 44 to the consolidated financial statements.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan

BRI dan entitas anak mengakui cadangan kerugian penurunan nilai pada instrumen keuangan yang tidak diukur pada nilai wajar melalui laba rugi.

BRI dan entitas anak mengukur cadangan kerugian penurunan nilai sejumlah kerugian kredit ekspektasian seumur hidup, kecuali untuk hal berikut, diukur sejumlah kerugian kredit ekspektasian 12 bulan:

a. Instrumen utang yang memiliki risiko kredit rendah pada tanggal pelaporan; dan
b. Instrumen keuangan lainnya yang risiko kreditnya tidak meningkat secara signifikan sejak pengakuan awal.

BRI dan entitas anak menganggap instrumen utang memiliki risiko kredit yang rendah ketika peringkat risiko kreditnya setara dengan definisi *investment grade* yang dipahami secara global.

Kerugian kredit ekspektasian 12 bulan adalah bagian dari kerugian kredit ekspektasian sepanjang umurnya yang merepresentasikan kerugian kredit ekspektasian yang timbul dari peristiwa gagal bayar instrumen keuangan yang mungkin terjadi dalam 12 bulan setelah tanggal pelaporan.

Kerugian yang terjadi diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan dicatat pada akun cadangan kerugian penurunan nilai sebagai pengurang terhadap aset keuangan yang dicatat pada biaya perolehan diamortisasi. Jika pada suatu periode berikutnya, jumlah kerugian penurunan nilai berkurang dan pengurangan tersebut dapat dikaitkan secara objektif pada peristiwa yang terjadi setelah penurunan nilai diakui (seperti meningkatnya peringkat kredit debitur atau penerbit) maka kerugian penurunan nilai yang sebelumnya diakui harus dipulihkan dengan menyesuaikan akun cadangan. Jumlah pemulihan aset keuangan diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian pada periode berjalan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets

BRI and subsidiaries recognize the allowance for expected credit losses on financial instruments that are not measured at fair value through profit or loss.

BRI and subsidiaries measure the allowance for losses for the lifetime of an expected credit loss, except for the following, which are measured according to 12 months expected credit loss:

a. Debt instruments that have low credit risk at the reporting date; and
b. Other financial instruments for which credit risk has not increased significantly since initial recognition.

BRI and subsidiaries consider debt instruments to have low credit risk when the credit risk rating is at par with the globally accepted definition of investment grade.

The 12 months expected credit loss is part of the expected credit loss throughout its lifetime that represents an expected credit loss arising from a default on financial instruments that might occur 12 months after reporting date.

The loss that occurred is recognized in the consolidated statements of profit or loss and other comprehensive income and recorded on the allowance account for impairment losses as a deduction for financial assets recorded at amortized costs. If in the following period, the amount of impairment losses decreases and the deduction can be objectively attributed to events that occur after the impairment is recognized (such as the increase in the debtor or issuer's credit rating), then the previously recognized impairment loss must be recovered, by adjusting the allowance account. The amount of recovery of financial assets is recognized in the consolidated statements of profit or loss and other comprehensive income in the current period.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Cadangan kerugian penurunan nilai untuk instrumen utang yang diukur pada nilai wajar melalui penghasilan komprehensif lain tidak mengurangi nilai tercatat di dalam aset keuangan di laporan posisi keuangan konsolidasian, yaitu nilai wajar. Cadangan kerugian penurunan nilai diakui sebagai penambah dari penghasilan komprehensif lainnya di dalam laporan posisi keuangan.

Instrumen ekuitas yang diukur pada nilai wajar tidak dilakukan penilaian penurunan nilai sesuai PSAK No. 109.

Pengukuran Kerugian Kredit Ekspektasian

Kerugian Kredit Ekspektasian adalah estimasi probabilitas tertimbang dari kerugian kredit yang diukur sebagai berikut:

- Aset keuangan yang tidak memburuk pada tanggal pelaporan, kerugian kredit ekspektasian diukur sebesar selisih antara nilai kini dari seluruh kekurangan kas (yaitu selisih antara arus kas yang terutang kepada BRI dan entitas anak sesuai dengan kontrak dan arus kas yang diperkirakan akan diterima oleh BRI dan entitas anak);
- Aset keuangan yang memburuk pada tanggal pelaporan, kerugian kredit ekspektasian diukur sebesar selisih antara jumlah tercatat bruto dan nilai kini arus kas masa depan yang diestimasi;
- Komitmen pinjaman yang belum ditarik, kerugian kredit ekspektasian diukur sebesar selisih antara nilai kini jumlah arus kas jika komitmen ditarik dan arus kas yang diperkirakan akan diterima oleh BRI dan entitas anak; dan
- Kontrak jaminan keuangan, kerugian kredit ekspektasian diukur sebesar selisih antara pembayaran yang diperkirakan untuk mengganti pemegang atas kerugian kredit yang terjadi dikurangi jumlah yang diperkirakan dapat dipulihkan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets (continued)

Expected credit losses for debt instruments measured at fair value through other comprehensive income do not reduce the carrying value in financial assets in the consolidated statements of financial position, i.e. fair value. Expected credit losses are recognized as an increase in other comprehensive income in the statement of financial position.

Equity instruments measured at fair value are not assessed for impairment in accordance with SFAS No. 109.

Measurement of Expected Credit Losses

Expected Credit Loss is an estimate of the weighted probability of a credit loss measured as follows:

- *Financial assets that do not deteriorate at the reporting date, the expected credit loss is measured at the difference between the present value of all cash shortages (i.e. the difference between the cash flows owed to the BRI and subsidiaries in accordance with the contract and the cash flows expected to be received by the BRI and subsidiaries);*
- *Financial assets that deteriorate at the reporting date, the expected credit loss is measured at the difference between the gross carrying amount and the present value of estimated future cash flows;*
- *Undisbursed loan commitments, expected credit losses are measured at the difference between the present value of the amount of cash flow if the commitments is withdrawn and the cash flow expected to be received by the Bank;*
- *Financial guarantee contracts, expected credit losses are measured at the difference between the estimated payments to replace the holder for the credit losses incurred less the amount estimated to be recoverable.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Aset Keuangan yang Direstrukturisasi

Jika ketentuan aset keuangan dinegosiasikan ulang atau dimodifikasi atau aset keuangan yang ada diganti dengan yang baru karena kesulitan keuangan peminjam, maka dilakukan penilaian apakah aset keuangan yang ada harus dihentikan pengakuannya dan kerugian kredit ekspektasian diukur sebagai berikut:

- Jika restrukturisasi tidak mengakibatkan penghentian pengakuan aset yang ada, maka arus kas yang diperkirakan yang timbul dari aset keuangan yang dimodifikasi dimasukkan dalam perhitungan kekurangan kas dari aset yang ada.
- Jika restrukturisasi akan menghasilkan penghentian pengakuan aset yang ada, maka nilai wajar aset baru diperlakukan sebagai arus kas akhir dari aset keuangan yang ada pada saat penghentian pengakuannya. Jumlah ini dimasukkan dalam perhitungan kekurangan kas dari aset keuangan yang ada yang didiskontokan dari tanggal penghentian pengakuan ke tanggal pelaporan menggunakan suku bunga efektif awal dari aset keuangan yang ada.

Aset Keuangan yang Memburuk

Pada setiap tanggal pelaporan, BRI dan entitas anak menilai apakah aset keuangan yang dicatat pada biaya perolehan diamortisasi dan aset keuangan instrumen utang yang dicatat pada nilai wajar melalui penghasilan komprehensif lain mengalami penurunan nilai kredit (memburuk). Aset keuangan memburuk ketika satu atau lebih peristiwa yang memiliki dampak merugikan atas estimasi arus kas masa depan dari aset keuangan telah terjadi.

Bukti bahwa aset keuangan mengalami penurunan nilai kredit (memburuk) termasuk data yang dapat diobservasi mengenai peristiwa berikut ini:

- Kesulitan keuangan signifikan yang dialami penerbit atau pihak peminjam;
- Pelanggaran kontrak, seperti peristiwa gagal bayar atau peristiwa tunggakan;

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets (continued)

Restructured Financial Asset

If the terms of the financial assets are renegotiated or modified or the existing financial assets are replaced with new ones due to the borrower's financial difficulties, an assessment is made whether recognition of existing financial assets must be derecognized and expected credit losses measured as follows:

- *If the restructuring does not result in the termination of recognition of existing assets, then the estimated cash flows arising from the modified financial assets are included in the calculation of cash shortages of existing assets.*
- *If the restructuring will result in a derecognition of the existing assets, the fair value of the new asset is treated as the final cash flow of the existing financial assets at the time of derecognition. This amount is included in the calculation of cash shortages from existing financial assets which are discounted from the date of derecognition to the reporting date using the original effective interest rate of the existing financial assets.*

Deteriorated Financial Asset

At each reporting date, BRI and subsidiaries assess whether the financial assets recorded at amortized cost and the financial assets of debt instruments which are recorded at fair value through other comprehensive income are impaired (deteriorated) in credit value. Financial assets deteriorate when one or more events that have an adverse effect on the estimated future cash flows of the financial assets have occurred.

Evidence that financial assets are impaired (deteriorated) credit value including observable data regarding the following events:

- *Significant financial difficulties experienced by the issuer or the borrower;*
- *Breach of contract, such as a default or arrears;*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Bukti bahwa aset keuangan mengalami penurunan nilai kredit (memburuk) termasuk data yang dapat diobservasi mengenai peristiwa berikut ini (lanjutan):

- Pihak pemberi pinjaman, untuk alasan ekonomik atau kontraktual sehubungan dengan kesulitan keuangan yang dialami pihak peminjam, telah memberikan konsesi pada pihak peminjam yang tidak mungkin diberikan jika pihak peminjam tidak mengalami kesulitan tersebut;
- Terjadi kemungkinan bahwa pihak peminjam akan dinyatakan pailit atau melakukan reorganisasi keuangan lainnya;
- Hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan;
- Pembelian atau penerbitan aset keuangan dengan diskon sangat besar yang mencerminkan kerugian kredit yang terjadi; atau
- Sulit untuk mengidentifikasi peristiwa diskrit tunggal, namun demikian, dampak kombinasi dari beberapa peristiwa dapat menyebabkan aset keuangan mengalami penurunan nilai kredit.

Aset Keuangan yang Dibeli atau yang berasal dari aset keuangan memburuk

Aset keuangan dikategorikan sebagai POCI apabila terdapat bukti objektif penurunan nilai pada saat pengakuan awal. Pada saat pengakuan awal, tidak ada penyisihan kerugian kredit yang diakui karena harga pembelian atau nilainya telah termasuk estimasi kerugian kredit sepanjang umurnya. Selanjutnya, perubahan kerugian kredit sepanjang umurnya, apakah positif atau negatif, diakui dalam laporan laba rugi sebagai bagian dari penyisihan kerugian kredit.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets (continued)

Evidence that financial assets are impaired (deteriorated) credit value including observable data regarding the following events (continued):

- *The lender, for economic or contractual reasons in relation to the financial difficulties experienced by the borrower, has given concessions to the borrower which is not possible if the borrower does not experience such difficulties;*
- *It is probable that the borrower will enter bankruptcy or other financial reorganization;*
- *Loss of an active market for financial assets due to financial difficulties;*
- *Purchase or issuance of financial assets at a very large discount reflecting credit losses incurred; or*
- *It is difficult to identify a single discrete event, however, the combined impact of multiple events can cause financial assets to experience a decrease in credit value.*

Purchased or originated credit-impaired financial assets - POCI

Financial assets are categorized as POCI if there is objective evidence of impairment at initial recognition. At initial recognition, no allowance for credit losses is recognized because the purchase price or value has included estimated credit losses for the entire lifetime. Furthermore, changes in credit losses over their lifetime, whether positive or negative, are recognized in the statement of profit or loss as part of the allowance for credit losses.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

BRI dan entitas anak melakukan pembagian aset keuangan atas *Stage* 1, *Stage* 2, *Stage* 3, dan POCI, sebagai berikut:

- *Stage* 1 : Mencakup instrumen keuangan yang tidak memiliki peningkatan risiko kredit secara signifikan sejak pengakuan awal atau memiliki risiko kredit rendah pada tanggal pelaporan. Untuk instrumen-instrumen keuangan ini akan berlaku perhitungan ECL 12 bulan. Aset keuangan di dalam *Stage* 1 termasuk fasilitas dimana risiko kredit telah membaik dan aset keuangan dapat direklasifikasi dari *Stage* 2.
- *Stage* 2 : Mencakup instrumen keuangan yang mengalami peningkatan risiko kredit sejak pengakuan awal (kecuali BRI dan entitas anak merasa risiko kredit tergolong rendah pada tanggal pelaporan) namun belum terbukti adanya bukti penurunan nilai secara objektif. Untuk instrumen-instrumen ini akan berlaku perhitungan ECL Seumur Hidup. ECL Seumur Hidup adalah kerugian kredit ekspektasian yang diharapkan dari semua kejadian gagal bayar yang mungkin terjadi selama perkiraan umur dari instrumen keuangan tersebut. *Stage* 2 juga mencakup fasilitas dimana risiko kedit telah membaik dan aset keuangan telah direklasifikasi dari *Stage* 3.
- *Stage 3 :* Mencakup instrumen keuangan yang telah terbukti mengalami penurunan nilai secara objektif pada tanggal pelaporan. Kelompok ini biasanya terdiri atas debitur yang mengalami gagal bayar. BRI dan entitas anak mencatat cadangan ECL Seumur Hidup.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets (continued)

BRI and its subsidiaries classify financial assets on Stage 1, Stage 2, Stage 3 and POCI, as follows:

- *Stage 1: Includes financial instruments that do not have a significant increase in credit risk since initial recognition or have low credit risk as of the reporting date. For these financial instruments, a 12 months ECL calculation will apply. Financial assets in Stage 1 include facilities where credit risk has improved and financial assets can be reclassified from Stage 2.*
- *Stage 2: Includes financial instruments that have experienced an increase in credit risk since the initial recognition (unless BRI and its subsidiaries consider the credit risk is relatively low as of the reporting date), but there has been no evidence of an objective impairment. For these instruments, a lifetime ECL calculation will apply. Lifetime ECL is the expected credit loss of all possible default events during the estimated life of the financial instrument. Stage 2 also includes facilities where credit risk has improved and financial assets have been reclassified from Stage 3.*
- *Stage 3 : Includes financial instruments that have been objectively impaired as of the reporting date. This classification usually consists of debtors who have defaulted. BRI and its subsidiaries record lifetime ECL allowances.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

BRI dan entitas anak melakukan pembagian aset keuangan atas *Stage* 1, *Stage* 2, *Stage* 3, dan POCI, sebagai berikut (lanjutan):

- POCI : Aset POCI adalah aset keuangan yang mengalami penurunan nilai berdasarkan penilaian risiko kredit pada saat pengakuan awal. Aset tersebut dicatat pada nilai wajar pada saat pengakuan awal, dan pendapatan bunga akan diakui selanjutnya berdasarkan metode suku bunga efektif yang disesuaikan. Cadangan ECL hanya dicatat atau dilepaskan jika ada perubahan selanjutnya pada kerugian kredit ekspektasian.

Terdapat kriteria kualitatif dan kuantitatif untuk memastikan aset keuangan tercakup dalam *stage* tertentu.

Perhitungan penurunan nilai secara individual dilakukan untuk aset keuangan yang signifikan dan pernah mengalami gagal bayar ataupun restrukturisasi. Selain itu, perhitungan penurunan nilai akan dilakukan secara kolektif.

Penurunan nilai individual

Metode perhitungan penurunan nilai secara individual akan mempertimbangkan 3 (tiga) skenario kemungkinan pengembalian, yaitu: (i) skenario dasar (*Base*), (ii) skenario buruk (*Bad*), dan (iii) skenario terburuk (*Worst*). Pembuatan skenario dilakukan dengan menggunakan metode *discounted cash flow* (DCF) dan mempertimbangkan *confidence level* yang menggambarkan kondisi industri dan perusahaan terkait. Nantinya ECL yang dihasilkan oleh masing-masing skenario akan dirata-ratakan secara tertimbang terhadap bobot skenario yang telah diatur.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets (continued)

BRI and its subsidiaries classify financial assets on Stage 1, Stage 2, Stage 3 and POCI, as follows (continued):

- *POCI : POCI assets are financial assets that experience impairment based on credit risk assessment at the time of initial recognition. The asset is recorded at fair value at the time of initial recognition, and interest income will be further recognized based on the adjusted effective interest rate method. ECL allowances are only recorded or reversed if there are further changes to expected credit losses.*

There are qualitative and quantitative criteria to ensure financial assets are covered in certain stages.

Individual impairment are calculated for significant financial assets that have experienced default or restructuring. Aside from individual impairment, the impairment will be calculated collectively.

Individual impairment

The calculation method of individual impairment will take into account 3 (three) possible return scenarios, namely: (i) the base scenario, (ii) the bad scenario, and (iii) the worst-case scenario. Scenario creation is done using discounted cash flow (DCF) method and considering confidence level that describes the condition of the industry and related companies. ECL generated by each scenario will later be weighted against the weight of the scenario that has been set.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Penurunan nilai kolektif

Evaluasi penurunan nilai secara kolektif didasarkan pada konsep *Probability of Default* (PD), *Loss Given Default* (LGD), dan *Exposure at Default* (EAD) yang mempertimbangkan informasi masa lalu, terkini, dan masa mendatang.

BRI dan entitas anak menggunakan model (i) *Skalar Bayesian*, (ii) *Credit Index* dan (iii) *Vasicek* maupun pendekatan lainnya dalam menentukan nilai PD dari setiap debitur.

BRI dan entitas anak menggunakan metode (i) *Historical*, (ii) *Diminish Balance* dan (iii) *Value to Loan* dalam menentukan nilai LGD dari setiap debitur. LGD menggambarkan persentase nominal fasilitas yang tidak akan dapat di-*recover* oleh Bank terhadap debitur *default*. LGD biasa dihitung dengan 1-*Recovery Rate*. *Recovery rate* dihitung mempertimbangkan *Time Value of Money* dari pengembalian dari kewajiban yang telah *default*. Tingkat suku bunga yang digunakan untuk menghitung *Time Value of Money* dari *Recovery* adalah EIR awal.

EAD merupakan estimasi nilai buku pada saat terjadi gagal bayar, dengan mempertimbangkan arus kas instrumen keuangan terkait, serta kemungkinan penarikan tambahan dari limit kredit sampai dengan tanggal gagal bayar. EAD juga mempertimbangkan jadwal pembayaran dan amortisasi serta perubahan dalam utilisasi saldo yang belum ditarik menjelang terjadinya kegagalan bayar. Pemodelan EAD akan dilakukan berdasarkan karakteristik dari instrumen keuangan terkait, yang dibagi ke dalam beberapa kategori: (i) kredit angsuran, (ii) kredit *revolving*, (iii) *trade finance,* dan (iv) *treasury*.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets (continued)

Collective impairment

The collective impairment evaluation is based on the concepts of Probability of Default (PD), Loss Given Default (LGD), and Exposure at Default (EAD) that consider information from past, current, and future events.

BRI and its subsidiaries use the (i) Scalar Bayesian model, (ii) Credit Index, and (iii) Vasicek and other approaches in determining the PD value of each debtor.

BRI and its subsidiaries use the (i) Historical, (ii) Diminish Balance, and (iii) Value to Loan methods in determining the LGD value of each debtor. LGD describes the nominal percentage of facilities that the Bank will not be able to cover against defaulted debtors. LGD is usually calculated with a 1-Recovery Rate. Recovery rate is calculated considering the Time Value of Money from the return of the obligation that has defaulted. The interest rate used to calculate the Time Value of Money from Recovery is the initial Effective Interest Rate (EIR).

Exposure at Default (EAD) is an estimation of the book value at the time of default, which consider the cash flow of relevant financial instruments, as well as the possibility of additional withdrawals from the credit limit up to the date of default. EAD also considers payment schedules and amortization as well as changes in the utilization of undrawn loan facilities ahead of the default. EAD modeling is conducted based on the characteristics of related financial instruments, which are divided into several categories: (i) installment credits, (ii) revolving credits, (iii) trade finance, and (iv) treasury.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Pengukuran ECL berdasarkan PSAK No. 109 mewajibkan BRI dan entitas anak untuk memodelkan ECL sesuai dengan skenario *forward-looking* yang ada, dengan mempertimbangkan kemungkinan ekonomi baik dan buruk. Oleh karena itu, nilai ECL yang dihasilkan BRI dan entitas anak harus berdasarkan hasil probabilitas dari tiga skenario (kasus ekonomi normal, baik, dan buruk). PD akan dihitung menurut tiga skenario dengan nilai makro-ekonomi sesuai dengan skenario-skenario tersebut. Bobot dari skenario baik, normal dan buruk dapat disesuaikan seiring dengan perubahan kondisi ekonomi dan diskresi BRI dan entitas anak.

Penyajian Penyisihan Kerugian Kredit Ekspektasian dalam Laporan Posisi Keuangan

Penyisihan kerugian kredit ekspektasian disajikan dalam laporan posisi keuangan sebagai berikut:

- Aset keuangan yang diukur pada biaya perolehan diamortisasi, cadangan kerugian penurunan nilai disajikan sebagai pengurang dari jumlah tercatat bruto aset;
- Komitmen pinjaman dan kontrak jaminan keuangan, umumnya penyisihan kerugian kredit ekspektasian disajikan sebagai provisi; dan
- Instrumen utang yang diukur pada nilai wajar melalui penghasilan komprehensif lain, cadangan kerugian penurunan nilai tidak diakui dalam laporan posisi keuangan sebagai pengurang nilai tercatat karena jumlah tercatat dari aset-aset ini adalah nilai wajarnya. Namun demikian, cadangan kerugian penurunan nilai diungkapkan dan diakui dalam penghasilan komprehensif lain dalam laporan posisi keuangan konsolidasian.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets (continued)

ECL measurements based on SFAS No. 109 requires the Bank to model ECL according to existing forward-looking scenarios, taking into account the possibilities of economic conditions. Therefore, the ECL value generated by the Bank must be based on the probability results of three scenarios (normal economic cases, good and bad). PD will be calculated according to three scenarios with macro-economic values according to those scenarios. The weight of good, normal, and bad scenarios can be adjusted in line with changes in economic conditions and BRI and subsidiaries' discretion.

Presentation of Expected Credit Loss Allowance in Statement of Financial Position

The allowance for expected credit loss is presented in the statement of financial position as follow:

- *For financial assets measured at amortized cost, allowance for expected credit losses is presented as a deduction from the gross carrying amount of the asset;*
- *For loan commitments and financial guarantee contracts, generally allowance for expected credit losses is presented as a provision; and*
- *For debt instruments measured at fair value through other comprehensive income, allowance for expected loan losses are not recognized in the statement of financial position as a deduction in carrying value because the carrying amounts of these assets are their fair values. However, allowance for expected loan losses is disclosed and recognized in other comprehensive income in consolidated statement of financial position.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Penghapusan

Pinjaman dan instrumen utang dihapusbukukan ketika tidak ada prospek yang realistis untuk memulihkan aset keuangan secara keseluruhan atau secara parsial. Hal ini pada umumnya terjadi ketika BRI dan entitas anak menentukan bahwa peminjam tidak memiliki aset atau sumber penghasilan yang dapat menghasilkan arus kas yang cukup untuk membayar jumlah yang dihapusbukukan. Namun demikian, aset keuangan yang dihapusbukukan masih bisa dilakukan tindakan penyelamatan sesuai dengan prosedur BRI dan entitas anak dalam rangka pemulihan jumlah yang jatuh tempo.

f. Giro pada Bank Indonesia dan bank lain

Giro pada Bank Indonesia dan bank lain dinyatakan sebesar biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi cadangan kerugian penurunan nilai. Giro pada Bank Indonesia dan bank lain diklasifikasikan sebagai biaya perolehan diamortisasi.

g. Penempatan pada Bank Indonesia dan lembaga keuangan lain

Penempatan pada Bank Indonesia dan lembaga keuangan lain adalah penanaman dana pada Bank Indonesia berupa *Deposit Facility,* dan *Term Deposit*, sedangkan penempatan dana pada bank lain merupakan penanaman dana dalam bentuk penempatan pada pasar uang (*inter-bank call money*), deposito berjangka, *deposit on call*, *banker's acceptance*, dan *margin deposit*.

Penempatan pada Bank Indonesia dan lembaga keuangan dinyatakan sebesar biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi cadangan kerugian penurunan nilai. Penempatan pada Bank Indonesia dan lembaga keuangan lain diklasifikasikan masing-masing sebagai biaya perolehan diamortisasi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Allowance for impairment losses on financial assets (continued)

Write-off

Loans and debt instruments are written off when there is no realistic prospect of recovering financial assets in whole or in part. This generally occurs when the BRI and subsidiaries determines that the borrower does not have assets or sources of income that can generate sufficient cash flow to pay the amount written off. However, the written off financial assets can still be carried out in accordance with the BRI and subsidiaries's mitigation procedures in order to recover the amount due.

f. Current account with Bank Indonesia and other bank

Current accounts with Bank Indonesia and other banks are recognized at amortized cost using the effective interest rate method minus the allowance for impairment losses. Current accounts with Bank Indonesia and other banks are classified as amortized cost.

g. Placement with Bank Indonesia and other Financial Institutions

Placements with Bank Indonesia and other Financial Institutions are investment funds in Bank Indonesia in the form of Deposit Facility and Term Deposits, while placement of funds to other financial institutions are investment in the form of placement in the money market (Inter-bank call money), time deposits, deposit on call, banker's acceptance, and margin deposit.

Placements with Bank Indonesia and other Financial Institutions are stated at amortized cost using the effective interest rate method minus the allowance for impairment losses. The placements with Bank Indonesia and other Financial Institutions are classified respectively as amortized cost.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Efek-efek

Efek-efek terdiri atas surat berharga yang diperdagangkan di pasar uang dan modal seperti Sertifikat Bank Indonesia, Sertifikat Bank Indonesia Syariah, Obligasi Pemerintah, obligasi subordinasi, unit penyertaan reksadana, *Medium-Term Notes, U.S.Treasury Bonds, U.S Treasury Bills, Singapore Government Securities, Negotiable Certificate of Deposits, Monetary Authority of Singapore* (MAS) *bills*, Obligasi Pemerintah Taiwan, dan surat berharga komersial lainnya serta obligasi yang diperdagangkan di bursa efek.

Termasuk di dalam efek-efek adalah obligasi yang diterbitkan oleh Pemerintah yang tidak terkait dengan program rekapitalisasi seperti Surat Utang Negara (SUN), Surat Perbendaharaan Negara (SPN) dan obligasi Pemerintah dalam mata uang asing yang diperoleh melalui pasar perdana dan juga pasar sekunder.

Efek-efek pada awalnya disajikan sebesar nilai wajarnya. Setelah pengakuan awal, efek-efek dicatat sesuai dengan kategorinya yaitu biaya perolehan diamortisasi, nilai wajar melalui penghasilan komprehensif lain atau nilai wajar melalui laba rugi.

Penilaian efek-efek didasarkan atas klasifikasinya sebagai berikut:

1) Efek-efek yang diklasifikasikan sebagai biaya perolehan yang diamortisasi diukur dengan biaya perolehan yang diamortisasi menggunakan metode suku bunga efektif. Pendapatan bunga diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian menggunakan metode suku bunga efektif.

2) Efek-efek yang diklasifikasikan sebagai nilai wajar melalui laba rugi (FVTPL) diukur dengan menggunakan nilai wajar. Keuntungan atau kerugian yang belum direalisasi akibat kenaikan atau penurunan nilai wajarnya disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Atas penjualan portofolio efek-efek dan obligasi pemerintah untuk nilai wajar melalui laba rugi, perbedaan antara harga jual dengan harga beli diakui sebagai keuntungan atau kerugian penjualan pada tahun dimana efek-efek dan obligasi pemerintah tersebut dijual.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

h. Securities

Securities consist of securities traded in the money and capital market such as Bank Indonesia Certificates, Sharia Bank Indonesia Certificates, Government bonds, subordinated bonds, mutual fund units, Medium-Term Notes, U.S. Treasury Bonds, U.S. Treasury Bills, Singapore Government Securities, Negotiable Certificates of Deposit, Monetary Authority of Singapore (MAS) bills, Taiwan government Bonds, and other commercial bonds traded in the stock exchange.

Securities include bonds issued by the Government that are not related with the recapitalization program such as Government Debentures (Surat Utang Negara or SUN), Government Treasury Bills (Surat Perbendaharaan Negara or SPN) and Government bonds in foreign currency obtained from primary and secondary markets.

Securities are initially recorded at fair value. After initial recognition, the securities are recorded based on its category at amortized cost, fair value through other comprehensive income, or fair value through profit or loss.

Securities measurement are based on the following classification:

1) Securities classified as amortized cost are recorded at amortized acquisition cost using effective interest rate method. Interest income is recognized in the consolidated statements profit or loss and other comprehensive income using the effective interest rate method.

2) Securities classified as trading (fair value through profit or loss) are stated at fair value. Gains and losses arising from changes in fair value of Securities are recognized in the consolidated statements of profit or loss and other comprehensive income. On the sale of a portfolio of securities for fair value through profit and loss, the difference between the sale price and purchase price is recognized as the gain or loss of sale in the year in which the securities were sold.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Efek-efek (lanjutan)

Penilaian efek-efek didasarkan atas klasifikasinya sebagai berikut (lanjutan):

3) Efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain (FVTOCI) diukur dengan menggunakan nilai wajar. Pendapatan bunga diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian menggunakan metode suku bunga efektif. Perubahan nilai wajar diakui langsung dalam ekuitas sampai efek-efek dan obligasi pemerintah dijual atau mengalami penurunan nilai, dimana akumulasi keuntungan dan kerugian yang sebelumnya diakui dalam ekuitas diakui dalam laporan laba rugi penghasilan komprehensif lain konsolidasian.

i. Wesel ekspor dan tagihan lainnya

Wesel ekspor dan tagihan lainnya adalah wesel ekspor yang dinegosiasikan secara diskonto dan dijaminkan oleh bank lainnya sedangkan wesel tagih merupakan tagihan ataupun dokumen penagihan dalam bentuk wesel/*bill of exchange* kepada pihak tertagih/*drawee* atas dasar diskonto ataupun suatu pembiayaan tertentu. Wesel ekspor dan tagihan lainnya dicatat pada biaya perolehan diamortisasi setelah dikurangi cadangan kerugian penurunan nilai.

j. Kredit yang diberikan

Kredit yang diberikan adalah penyediaan uang atau tagihan yang dapat dipersamakan dengan itu, berdasarkan persetujuan atau kesepakatan pinjam-meminjam dengan debitur yang mewajibkan debitur untuk melunasi utangnya setelah jangka waktu tertentu dengan imbalan bunga.

Kredit yang diberikan pada awalnya diukur pada nilai wajar ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung dan merupakan biaya tambahan untuk memperoleh aset keuangan tersebut dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi dengan cadangan kerugian penurunan nilai.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

h. Securities (continued)

Securities measurement are based on the following classification (continued):

3) Securities classified as fair value through other comprehensive income are stated at fair value. Interest income is recognized in the consolidated statements of profit or loss and other comprehensive income by using effective interest rate methods. Fair value changes are directly recognized in equity until the securities are sold or impaired, and cumulative gains and losses which previously recognized in equity should be recognized in the consolidated statements of profit or loss and other comprehensive income.

i. Report bill and other receivables

Export bills and other receivables are export bills that are negotiated on a discounted basis and guaranteed by other banks while notes receivable is a bill or billing document in the form of a bill of exchange to the collectible party/drawee on the basis of a discount or a particular financing. Export bills and other receivables are recorded at amortized costs after deducting allowance for impairment losses.

j. Loans

Loans represent the granting of money or other similar form of receivables under agreements or borrowing and lending commitments with debtors, whereby the debtors are required to repay their debts after a specified period of time in return for interest.

Loans are initially measured at fair value plus transaction costs that are directly attributable and incremental costs to obtain the financial assets and after the initial recognition measured at amortized cost using the effective interest rate method less allowance for impairment losses.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Kredit yang diberikan (lanjutan)

Kredit yang diberikan diklasifikasikan sebagai biaya perolehan diamortisasi.

Kredit dalam rangka pembiayaan bersama (kredit sindikasi) dinyatakan sebesar pokok kredit sesuai dengan porsi risiko yang ditanggung oleh BRI dan entitas anak.

Kredit yang direstrukturisasi disajikan sebesar nilai yang lebih rendah antara nilai tercatat kredit pada tanggal restrukturisasi atau nilai kini penerimaan kas masa depan setelah restrukturisasi. Kerugian akibat selisih antara nilai tercatat kredit pada tanggal restrukturisasi dengan nilai tunai penerimaan kas masa depan setelah restrukturisasi diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Setelah restrukturisasi, semua penerimaan kas masa depan yang ditetapkan dalam persyaratan baru dicatat sebagai pengembalian pokok kredit yang diberikan dan pendapatan bunga sesuai dengan syarat-syarat restrukturisasi.

Kredit yang diberikan dihapusbukukan ketika tidak terdapat prospek yang realistis mengenai pengembalian di masa datang dan semua jaminan telah diupayakan untuk direalisasi atau sudah diambil alih. Kredit yang tidak dapat dilunasi dihapusbukukan dengan mendebit cadangan kerugian penurunan nilai. Penerimaan kembali atas aset keuangan yang dihapusbuku diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian pada tahun berjalan.

k. Pinjaman syariah

Pinjaman yang diberikan terutama terdiri dari piutang *murabahah*, pembiayaan *mudharabah,* dan pembiayaan *musyarakah*.

Murabahah adalah akad jual beli antara nasabah dengan entitas anak, dimana entitas anak membiayai kebutuhan konsumsi, investasi dan modal kerja nasabah yang dijual dengan harga pokok ditambah dengan keuntungan yang diketahui dan disepakati bersama. Pembayaran atas pembiayaan ini dilakukan dengan cara mengangsur dalam jangka waktu yang ditentukan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

j. Loans (continued)

Loans are classified as amortized cost.

Syndicated loans are stated at the loans' principal amount to the extent of the risks borne by BRI and subsidiaries.

Restructured loans are stated at the lower of the carrying amount on the date of restructuring or the present value of future cash receipts after the restructuring. Losses resulting from the difference between the carrying amount on the date of restructuring and the present value of future cash inflows after the restructuring are recognized in the consolidated statement of profit or loss and other comprehensive income. After the restructuring, all future cash inflows specified by the new terms are recorded as a principal payment of loans and interest income in accordance with the terms of the restructuring.

Loans are written-off when there is no realistic prospect of collections in the future and all collateral have been sought to be realized or foreclosed. The uncollectible loans are written-off against the allowance for impairment losses. Recovery for financial assets that have been written-off is recognized in the consolidated statements of profit or loss and other comprehensive income in the current year.

k. Sharia loans

These receivables consist of murabahah receivables, mudharabah financing and musyarakah financing.

Murabahah is a sale and purchase contract between the customer and subsidiary, whereby the subsidiary finance the consumption, investment and working capital needs of the customers that are sold with a principal price plus a given margin that is mutually informed and agreed. Payments on this financing is made in installments for a specified period of time.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Pinjaman syariah (lanjutan)

Piutang *murabahah* pada awalnya diukur pada nilai wajar ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung dan merupakan biaya tambahan untuk memperoleh aset keuangan tersebut dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi menggunakan metode *margin* efektif dikurangi dengan cadangan kerugian penurunan nilai.

Mudharabah adalah akad pembiayaan kerjasama antara entitas anak sebagai pemilik dana (*shahibul maal*) dengan nasabah sebagai pelaksana usaha (*mudharib*) selama jangka waktu tertentu. Pembagian hasil keuntungan dari proyek atau usaha tersebut ditentukan sesuai dengan *nisbah* (*pre-determined ratio*) yang telah disepakati bersama. Pada tanggal laporan posisi keuangan, pembiayaan *mudharabah* dinyatakan sebesar saldo pembiayaan dikurangi dengan saldo cadangan kerugian penurunan nilai yang dibentuk berdasarkan hasil *review* oleh manajemen terhadap kualitas pembiayaan yang ada.

Musyarakah adalah akad kerjasama yang terjadi di antara para pemilik modal (mitra *musyarakah*) untuk menggabungkan modal dan melakukan usaha secara bersama dalam suatu kemitraan dengan *nisbah* pembagian hasil sesuai dengan kesepakatan, sedangkan kerugian ditanggung secara proporsional sesuai dengan kontribusi modal. Pada tanggal laporan posisi keuangan, pembiayaan *musyarakah* dinyatakan sebesar saldo pembiayaan dikurangi dengan saldo cadangan kerugian penurunan nilai yang dibentuk berdasarkan hasil *review* oleh manajemen terhadap kualitas pembiayaan yang ada.

l. Piutang sewa pembiayaan

Piutang sewa pembiayaan merupakan jumlah piutang sewa pembiayaan ditambah nilai sisa yang akan diterima pada akhir masa sewa pembiayaan dikurangi dengan pendapatan sewa pembiayaan tangguhan, simpanan jaminan dan cadangan kerugian penurunan nilai. Selisih antara nilai piutang usaha bruto dan nilai tunai piutang diakui sebagai pendapatan sewa pembiayaan tangguhan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Sharia loans (continued)

Murabahah receivables are initially measured at fair value plus directly attributable transaction costs and is the additional cost to obtain the financial assets. After the initial recognition, Murabahah receivables are measured at amortized cost using the effective margin method less allowance for impairment losses.

Mudharabah is a joint financing contract between subsidiaries as the owner of the funds (shahibul maal) and the customer as a business executor (mudharib) for a certain period of time. The profit sharing from the project or business is determined in accordance with the mutually agreed nisbah (pre-determined ratio). On the statement of financial position date, mudharabah financing is stated at the outstanding financing balance less allowance for impairment losses which is provided based on the management's review of the existing financing quality.

Musyarakah is a partnership contract among capital owners (musyarakah partners) to joint the capital and conduct a business on a joint basis through partnership with an agreed profit-sharing nisbah, while the losses are borne proportional to the capital contribution. On the statement of financial position date, musyarakah financing is stated at the outstanding financing balance less allowance for impairment losses which is provided based on the management's review on the existing financing quality.

l. Finance lease receivables

Finance lease receivables represent lease receivables plus the residual value at the end of the lease period and stated net of unearned lease income, security deposits and allowances for impairment losses. The difference between the gross lease receivable and the present value of the lease receivable is recognized as unearned lease income.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

I. Piutang sewa pembiayaan (lanjutan)

Pendapatan sewa pembiayaan yang ditangguhkan diakui sebagai pendapatan sewa pembiayaan menggunakan metode suku bunga efektif.

Penyewa pembiayaan memiliki hak opsi untuk membeli aset yang disewakan pada akhir masa sewa pembiayaan dengan harga yang telah disetujui bersama pada saat dimulainya perjanjian sewa pembiayaan.

Penyelesaian kontrak sebelum masa sewa pembiayaan berakhir diperlakukan sebagai pembatalan kontrak sewa dan laba atau rugi yang timbul diakui dalam laporan laba rugi dan penghasilan komprehensif lain tahun berjalan.

Entitas anak sebagai *lessor*

Dalam sewa pembiayaan, entitas anak, sebagai *lessor*, mengakui aset berupa piutang sewa pembiayaan di laporan posisi keuangan sebesar jumlah yang sama dengan sewa pembiayaan neto. Penerimaan piutang sewa diperlakukan sebagai pembayaran pokok dan penghasilan pembiayaan.

Pengakuan pendapatan sewa pembiayaan didasarkan pada suatu pola yang mencerminkan suatu tingkat pengembalian periodik yang konstan atas investasi neto entitas anak sebagai *lessor* dalam sewa pembiayaan.

Dalam sewa menyewa operasi, entitas anak mengakui aset untuk sewa operasi di laporan posisi keuangan sesuai sifat aset tersebut. Biaya langsung awal sehubungan proses negosiasi sewa operasi ditambahkan ke nilai tercatat dari aset sewaan dan diakui sebagai beban selama masa sewa dengan dasar yang sama dengan pendapatan sewa. Rental kontinjen, apabila ada, diakui sebagai pendapatan pada periode terjadinya. Pendapatan sewa operasi diakui sebagai pendapatan atas metode garis lurus selama masa sewa.

Piutang sewa pembiayaan diklasifikasikan sebagai aset keuangan yang diukur pada biaya perolehan diamortisasi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

I. Finance lease receivables (continued)

Unearned financing lease income is recognized as financing lease income using effective interest rates method.

The lessee has the option to purchase the leased asset at the end of the lease period at a price mutually agreed upon at the commencement of the agreement.

Early termination is treated as a cancellation of an existing contract and the resulting gain or loss is credited or charged to the current year statement of profit or loss and other comprehensive income.

The subsidiary as a lessor

Under a finance lease, the Subsidiary, as a lessor, recognizes assets held under a finance lease in its statement of financial position and present them as a receivable at an amount equal to the net investment in direct financing leases.

Lease payment receivable is treated as repayment of principal and finance income. The recognition of lease income is based on a pattern reflecting a constant periodic rate of return on the Subsidiaries's net investment in direct financing lease.

Under an operating lease, the Subsidiary presents assets subject to operating leases in its statement of financial position according to the nature of the asset. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents, if any, are recognized as revenue in the periods in which they are earned. Lease income from operating leases is recognized as income on a straight-line method over the lease term.

Finance lease receivables are classified as financial assets measured at amortized cost.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

I. Piutang sewa pembiayaan (lanjutan)

Restrukturisasi kredit dapat dilakukan dengan cara pengalihan kredit, melanjutkan kredit, mengangsur kembali, merubah jatuh tempo, merubah tenor dan/atau menambah *down payment*.

Kerugian yang timbul dari restrukturisasi kredit yang berkaitan dengan modifikasi persyaratan kredit hanya diakui bila nilai tunai penerimaan kas masa depan yang telah ditentukan dalam persyaratan kredit yang baru, termasuk penerimaan yang diperuntukkan sebagai bunga maupun pokok, adalah lebih kecil dari nilai kredit yang diberikan yang tercatat sebelum restrukturisasi di laporan keuangan.

Piutang pembiayaan konsumen

Piutang pembiayaan konsumen neto merupakan total piutang setelah dikurangi pendapatan pembiayaan konsumen yang belum diakui dan cadangan kerugian penurunan nilai.

Piutang pembiayaan konsumen diakui pada awalnya dengan nilai wajar ditambah biaya-biaya transaksi dan dikurangi *yield enhancing income* yang dapat diatribusikan secara langsung dan selanjutnya diukur dengan biaya perolehan diamortisasi menggunakan metode tingkat bunga efektif. Piutang pembiayaan konsumen diklasifikasikan sebagai aset keuangan yang diukur pada biaya perolehan diamortisasi.

Pendapatan pembiayaan konsumen yang belum diakui merupakan selisih antara jumlah keseluruhan pembayaran angsuran yang akan diterima dari konsumen dan jumlah pokok pembiayaan, yang diakui sebagai pendapatan selama jangka waktu kontrak berdasarkan tingkat suku bunga efektif dari piutang pembiayaan konsumen.

Penyelesaian kontrak sebelum masa pembiayaan konsumen berakhir diperlakukan sebagai pembatalan kontrak pembiayaan konsumen dan keuntungan atau kerugian yang timbul diakui dalam laporan laba rugi dan penghasilan komprehensif lain tahun berjalan pada tanggal terjadinya transaksi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

I. Finance lease receivables (continued)

Credit restructuring can be done by over contract, asset replacement, repay back, change in due date, change in tenor and/or increase in down payment.

Losses on loan restructuring in respect of modification of the terms of the loans are recognized only if the cash value of total future cash receipt specified in the new terms of the loans, including both receipts designated as interest, and those designated as loan principal, are less than the recorded amounts of loans before restructuring in financial statements.

Consumer financing receivables

Net consumer financing receivables are presented net of amounts financed, unearned consumer financing income and allowance for impairment losses.

Consumer financing receivables are recognized initially at fair value, added with directly attributable transactions costs and deducted by yield enhancing income, and subsequently measured at amortized cost using the effective interest rate method. Consumer financing receivables are classified as financial assets measured at amortized cost.

Consumer financing receivables presented the difference between total installment payments to be received from customer with total principal amount, recognized as an income over the contract term based on the effective interest rate of consumer financing receivables.

The completion of the contract before its maturity is treated as a cancellation of an existing contract and the resulting gain or loss is recognized in the current year statement of profit or loss and other comprehensive income at the transaction date.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

l. Piutang sewa pembiayaan (lanjutan)

Piutang pembiayaan konsumen (lanjutan)

Restrukturisasi kredit dapat dilakukan dengan cara pengalihan kredit, melanjutkan kredit, mengangsur kembali, merubah jatuh tempo, merubah tenor dan/atau menambah *down payment*.

Kerugian yang timbul dari restrukturisasi kredit yang berkaitan dengan modifikasi persyaratan kredit hanya diakui bila nilai tunai penerimaan kas masa depan yang telah ditentukan dalam persyaratan kredit yang baru, termasuk penerimaan yang diperuntukkan sebagai bunga maupun pokok, adalah lebih kecil dari nilai kredit yang diberikan yang tercatat sebelum restrukturisasi di laporan keuangan.

Tagihan anjak piutang

Anjak piutang dicatat sebesar nilai piutang yang diperoleh dan dinyatakan sebesar nilai neto yang dapat direalisasi, setelah dikurangi pendapatan anjak piutang ditangguhkan. Selisih antara tagihan anjak piutang dengan jumlah pembayaran ke konsumen diakui sebagai pendapatan anjak piutang ditangguhkan, yang akan diakui sebagai pendapatan anjak piutang berdasarkan proporsi waktu selama periode kontrak menggunakan tingkat suku bunga efektif.

Anjak piutang diklasifikasikan sebagai aset keuangan yang diukur pada biaya perolehan diamortisasi.

m. Tagihan dan liabilitas akseptasi

Tagihan dan liabilitas akseptasi merupakan transaksi L*etter of Credit* (L/C) dan Surat Kredit Berdokumen Dalam Negeri (SKBDN) yang diaksep oleh bank pengaksep (*accepting bank*).

Tagihan dan liabilitas akseptasi dinyatakan sebesar biaya perolehan diamortisasi. Tagihan akseptasi disajikan setelah dikurangi cadangan kerugian penurunan nilai.

Tagihan akseptasi diklasifikasikan sebagai biaya perolehan diamortisasi sedangkan liabilitas akseptasi diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

l. Finance lease receivables (continued)

Consumer financing receivables (continued)

Credit restructuring can be done by over contract, asset replacement, repay back, change in due date, change in tenor and/or increase in down payment.

Losses on loan restructuring in respect of modification of the terms of the loans are recognized only if the cash value of total future cash receipt specified in the new terms of the loans, including both receipts designated as interest, and those designated as loan principal, are less than the recorded amounts of loans before restructuring in financial statements.

Factoring receivables

Factoring receivables are recognized at the amounts of receivables acquired and are presented at the realizable value, net of deferred income. The difference between the factoring receivables and the amount of payments made to the client is recognized as deferred factoring income and will be recognized as factoring income over the terms of the respective factoring agreements using the effective interest rate.

Factoring receivables are classified as financial assets measured at amortized cost.

m. Acceptances receivable and payable

Acceptances receivable and payable represent Letter of Credit (L/C) and Domestic Document Letter of Credit transactions that are accepted by the accepting banks.

Acceptances receivable and payable are stated at amortized cost. Acceptances receivable are presented net of allowance for impairment losses.

Acceptance receivables are classified as amortized cost although acceptance payables are classified as financial liabilities measured at amortized cost.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Penyertaan saham

Investasi BRI pada entitas asosiasi diukur dengan menggunakan metode ekuitas. Entitas asosiasi adalah suatu entitas dimana BRI mempunyai pengaruh signifikan atau kepemilikan saham lebih dari 20% hak suara. Pengakuan awal investasi pada entitas asosiasi diakui sebesar biaya perolehan, dan jumlah tercatat tersebut ditambah atau dikurangkan untuk mengakui bagian BRI atas laba rugi entitas asosiasi setelah tanggal perolehan. Bagian BRI atas laba rugi entitas asosiasi diakui dalam laba rugi BRI. Penerimaan distribusi dari entitas asosiasi mengurangi nilai tercatat investasi.

Laporan laba rugi dan penghasilan komprehensif lain konsolidasian mencerminkan bagian atas hasil operasi entitas asosiasi. Bila terdapat perubahan yang diakui langsung pada ekuitas entitas asosiasi, BRI mengakui bagiannya atas perubahan tersebut dan mengungkapkan hal ini, jika berlaku, dalam laporan perubahan ekuitas.

Setelah menerapkan metode ekuitas, BRI menentukan apakah diperlukan untuk mengakui tambahan rugi penurunan nilai atas investasi BRI dalam entitas asosiasi. BRI menentukan pada setiap tanggal pelaporan apakah terdapat bukti yang objektif yang mengindikasikan bahwa investasi dalam entitas asosiasi mengalami penurunan nilai. Dalam hal ini, BRI menghitung jumlah penurunan berdasarkan selisih jumlah terpulihkan atas investasi dalam entitas asosiasi dan nilai tercatatnya dan mengakuinya dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Investasi BRI pada entitas asosiasi yang tidak memiliki pengaruh yang signifikan atau kepemilikan di bawah 20% dicatat pada nilai wajar sesuai dengan PSAK No. 109.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Investment in shares

BRI's investments in its associates are measured using the equity method. An associate is an entity in which BRI has significant influence or share ownership more than 20% of the voting rights. The initial recognition of investments in associate are recognized at acquisition cost and the carrying amount is added or deducted to recognize BRI's portion of profit or loss of the associate after the acquisition date. BRI's portion of profit or loss of the associate is recognized in profit or loss of BRI. Receipt of distributions from associate reduces the carrying amount of the investment.

The consolidated statement of profit or loss and other comprehensive income reflects the share of the results of operations of the associate. If there is any change recognized directly in the equity of the associate, BRI recognizes its share of these changes and discloses this, when applicable, in the statement of changes in equity.

After applying the equity method, BRI determines each reporting date whether it is necessary to recognize additional impairment loss on BRI's investment in its associates. BRI determines at each reporting date whether there is any objective evidence indicating that the investment in the associates is impaired. In this case, BRI calculates the amount of impairment as the difference between the recoverable amount of the investment in the associates and its carrying value, and recognizes it in the consolidated statement of profit or loss and other comprehensive income.

BRI's investment in its associate with no significant influence or share ownership under 20% is recorded at fair value in accordance with SFAS No. 109.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Aset tetap

Aset tetap awalnya diakui sebesar biaya perolehan, yang terdiri atas harga perolehan dan biaya-biaya tambahan yang dapat diatribusikan secara langsung untuk membawa aset ke lokasi dan kondisi yang diperlukan supaya aset siap digunakan sesuai dengan maksud manajemen. Setelah pengakuan awal, aset tetap kecuali tanah, dinyatakan pada biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai.

Aset tetap yang diperoleh dalam pertukaran aset non-moneter atau kombinasi aset moneter dan non-moneter diukur pada nilai wajar, kecuali:

(i) Transaksi pertukaran tidak memiliki substansi komersial; atau
(ii) Nilai wajar dari aset yang diterima dan diserahkan tidak dapat diukur secara andal.

Penyusutan aset dimulai pada saat aset tersebut siap untuk digunakan sesuai maksud penggunaannya dan dihitung dengan menggunakan metode garis lurus berdasarkan estimasi umur manfaat ekonomis sebagai berikut:

	Tahun/*Years*	
Bangunan	15	*Buildings*
Kendaraan bermotor	5	*Motor vehicles*
Kapal	15	*Vessels*
Komputer dan mesin	3 - 8	*Computers and machineries*
Perlengkapan kantor	3 - 8	*Furniture and fixtures*
E-Channel	3 - 5	*E-Channel*
Satelit	15	*Satellite*
Main system	5	*Main System*
Non main system	3	*Non-Main System*

Penilaian aset tetap dilakukan atas penurunan dan kemungkinan penurunan nilai wajar aset jika terjadi peristiwa atau perubahan keadaan yang mengindikasikan bahwa nilai tercatat mungkin tidak dapat seluruhnya terealisasi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Premises and equipment

Premises and equipment are initially recognized at acquisition cost, which comprises its purchase price and additional costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by the management. Subsequent to initial recognition, premises and equipment, except lands, are stated at acquisition cost less accumulated depreciation and impairment losses.

Premises and equipment acquired in exchange for a non-monetary asset or a combination of monetary and non-monetary assets are measured at fair values, unless:

(i) The exchange transaction lacks commercial substance; or:
(ii) The fair value of the assets received or the assets given up cannot be measured reliably

Depreciation of an asset begins when it is ready for its intended use and is calculated using the straight-line method based on the estimated economic useful lives of use the assets as follows:

Premises and equipment valuation is carried out on the impairment and possible impairment of the fair value of asset if an event or change in circumstances indicates that the carrying amount may not be fully realized.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Aset tetap (lanjutan)

Jumlah tercatat komponen dari suatu aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat sudah tidak ada lagi manfaat ekonomi masa depan yang diekspektasikan dari penggunaan maupun pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan tersebut dimasukkan ke dalam laba rugi untuk tahun dimana penghentian pengakuan tersebut dilakukan.

Nilai residu, umur manfaat dan metode penyusutan dievaluasi setiap akhir tahun dan disesuaikan secara prospektif jika diperlukan.

Tanah awalnya dinyatakan sebesar biaya perolehan dan tidak disusutkan. Setelah pengakuan awal, tanah diukur pada nilai wajar pada tanggal revaluasi dikurangi akumulasi rugi penurunan nilai setelah tanggal revaluasi. Penilaian terhadap tanah dilakukan oleh penilai yang memiliki kualifikasi profesional dan dilakukan secara berkala untuk memastikan bahwa jumlah tercatat tanah tidak berbeda secara material dengan jumlah yang ditentukan dengan menggunakan nilai wajarnya pada akhir periode pelaporan (Catatan 16).

Jika nilai wajar dari aset yang direvaluasi mengalami perubahan yang signifikan dan fluktuatif, maka perlu dilakukan revaluasi secara tahunan, sedangkan jika nilai wajar dari aset yang direvaluasi tidak mengalami perubahan yang signifikan dan fluktuatif maka perlu dilakukan revaluasi setiap 3 (tiga) tahun sekali.

Kenaikan nilai tercatat yang timbul dari revaluasi dicatat sebagai "surplus revaluasi aset tetap", dan disajikan dalam penghasilan komprehensif lain. Namun, kenaikan tersebut diakui dalam laba rugi hingga sebesar jumlah penurunan nilai aset yang sama akibat revaluasi yang pernah dilakukan sebelumnya dalam laba rugi. Penurunan nilai tercatat yang timbul dari revaluasi diakui dalam laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Premises and equipment (continued)

The carrying amount of an item of premises and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from the derecognition is recognized in profit or loss in the year of the derecognition.

The residual values, useful lives and depreciation methods are evaluated at the end of each year and adjusted prospectively, if necessary.

Land is initially stated at acquisition cost and not depreciated. Subsequent to initial recognition, land is measured at fair value at the revaluation date less any accumulated impairment losses after the revaluation date. Valuation of land is performed by appraisers with professional qualifications, and is conducted periodically to ensure that the carrying amount does not differ materially from its fair value at the end of the reporting period (Note 16).

If the fair value of the revalued asset experiences significant and fluctuating changes, it has to be revalued annually, whereas if the fair value of the revalued asset does not experience significant and fluctuating changes, it has to be revalued once every 3 (three) years.

Increase in the carrying amount arising from revaluation is recorded in "Revaluation Surplus arising from Premises and Equipment" and presented in other comprehensive income. However, the increase is recognized in profit or loss, to the extent of the amount of impairment of the same assets due to revaluation previously recognized in profit or loss. A decrease in the carrying amount arising from the revaluation is recognized in profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Aset tetap (lanjutan)

Beban pemeliharaan dan perbaikan dibebankan pada laba rugi pada saat terjadinya. Beban pemugaran dan penambahan dalam jumlah besar dikapitalisasi pada jumlah tercatat aset tetap terkait, bila besar kemungkinan bagi BRI dan entitas anak manfaat ekonomi masa depan menjadi lebih besar dari standar kinerja awal yang ditetapkan sebelumnya dan disusutkan sepanjang sisa masa manfaat aset tetap terkait.

Aset tetap dalam penyelesaian dicatat sebesar biaya perolehan, yang mencakup kapitalisasi beban pinjaman dan biaya-biaya lainnya yang terjadi sehubungan dengan pendanaan aset tetap dalam penyelesaian tersebut. Akumulasi biaya perolehan akan direklasifikasi ke akun "aset tetap" yang bersangkutan pada saat aset tetap tersebut telah selesai dikerjakan dan siap untuk digunakan. Aset tetap dalam penyelesaian tidak disusutkan karena belum tersedia untuk digunakan.

Biaya pengurusan legal hak atas tanah dalam bentuk Hak Guna Usaha ("HGU"), Hak Guna Bangunan ("HGB") dan Hak Pakai ("HP") ketika tanah diperoleh pertama kali diakui sebagai bagian dari biaya perolehan tanah pada akun "aset tetap". Biaya pengurusan perpanjangan atau pembaruan legal hak atas tanah diakui sebagai aset tidak berwujud dan diamortisasi sepanjang umur hak hukum atau umur ekonomi tanah, mana yang lebih pendek.

Sewa

Suatu sewa diklasifikasikan sebagai sewa pembiayaan jika sewa tersebut mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset. Suatu sewa diklasifikasikan sebagai sewa operasi jika sewa tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Premises and equipment (continued)

Maintenance and repairment expenses are charged to profit or loss when incurred. Restoration and addition expenses in significant amounts are capitalized to the carrying amount of the related premises and equipment when it is probable that the future economic benefits exceeded the predefined initial performance standard and are depreciated over the remaining useful life of the related premises and equipment.

Assets under construction are stated at cost, including capitalized borrowing costs and other costs incurred regarding the financing of the assets under constructions. The accumulated costs will be reclassified to the appropriate "Premises and Equipment" account when the construction is completed and the assets are ready for their intended use. Assets under construction are not depreciated as these are not yet available for use.

The legal cost of landrights in the form of Business Usage Rights ("Hak Guna Usaha" or "HGU"), Building Usage Right ("Hak Guna Bangunan" or "HGB") and Usage Rights ("Hak Pakai" or "HP") when the land was initially acquired are recognized as part of the acquisition cost of the land under the "Premises and Equipment" account. The legal extension or renewal costs of landrights are recognized as intangible assets and amortized over life of the legal rights or the economic life of the land, whichever is shorter.

Lease

A lease is classified as a financing lease if the lease substantially diverts all the risks and benefits associated with ownership of the asset. A lease is classified as an operating lease if the lease does not divert substantially all the risks and benefits associated with ownership of the asset.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Aset tetap (lanjutan)

Sewa (lanjutan)

BRI dan entitas anak menerapkan PSAK No. 116 tentang Sewa untuk seluruh sewa dengan mengakui aset hak guna dan liabilitas terkait. BRI menerapkan sewa yang termasuk PSAK No. 116 atas kelas aset tanah bangunan dan kendaraan roda empat dengan aset pendasar bernilai di atas Rp75.000.000 (nilai penuh) dan mempunyai jangka waktu sewa lebih dari 12 bulan.

Pada tanggal insepsi suatu kontrak, BRI dan entitas anak menilai apakah suatu kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan, atau mengandung, sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan suatu aset selama suatu jangka waktu tertentu untuk dipertukarkan dengan imbalan. Untuk menilai apakah suatu kontrak memberikan hak untuk mengendalikan suatu aset identifikasian, BRI dan entitas anak menilai apakah:

- Kontrak melibatkan penggunaan suatu aset identifikasian;
- BRI dan entitas anak memiliki hak untuk memperoleh secara substansial seluruh manfaat ekonomi dari penggunaan aset selama periode penggunaan; dan
- BRI dan entitas anak memiliki hak untuk mengendalikan aset identifikasian dalam bentuk:
  a. BRI dan entitas anak memiliki hak untuk mengoperasikan aset.
  b. BRI dan entitas anak mempunyai hak untuk menetapkan tujuan apa aset akan digunakan.

BRI dan entitas anak mengakui aset hak guna dan liabilitas sewa pada tanggal dimulainya sewa. Aset hak guna awalnya diukur pada biaya perolehan, yang terdiri dari jumlah pengukuran awal dari liabilitas sewa disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Premises and equipment (continued)

Lease (continued)

BRI and its subsidiaries apply SFAS No. 116: Lease for all leases by recognizing right-of-use assets and related liabilities. BRI applies leases which include SFAS No. 116 for class of asset for land building and four-wheeled vehicles with underlying assets valued above Rp75,000,000 (full amount) and has a lease period of more than 12 months.

On the date of the inception of a contract, BRI and subsidiaries assess whether a contract is, or contains, a lease. A contract constitutes, or contains, a lease if the contract grants the right to control the use of an asset for a certain period of time to gain compensation. To assess whether a contract grants a right to control an identifying asset, BRI and subsidiaries assess whether:

- *The contracts involve the use of an identifying asset;*
- *BRI and subsidiaries have the right to substantially acquire all of the economic benefits of using the asset during the period of use; and*
- *BRI and subsidiaries have the right to control identifying assets in the form of:*
  a. BRI and subsidiaries have the right to operate assets.
  b. BRI and subsidiaries have the right to determine for what objectives will the asset be used.

BRI and subsidiaries recognize right-of-use assets and lease liabilities on the commencement date of the lease. Right-of-use assets are initially measured at the cost of acquisition, consist of the initial measurement amount of the lease liabilities adjusted to the rental payments made on or before the commencement date, added with the initial direct cost incurred.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Aset tetap (lanjutan)

Sewa (lanjutan)

Setelah tanggal permulaan, aset hak guna diukur dengan model biaya. Aset hak guna diukur sebesar harga perolehan dikurangi akumulasi depresiasi dan akumulasi penurunan nilai serta disesuaikan dengan pengukuran kembali liabilitas sewa. Liabilitas sewa diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif.

Sewa jangka pendek dengan durasi kurang dari 12 bulan dan sewa aset bernilai rendah, serta elemen-elemen sewa tersebut, sebagian atau seluruhnya tidak menerapkan prinsip-prinsip pengakuan yang ditentukan oleh PSAK No. 116. BRI dan entitas anak akan mengakui pembayaran sewa tersebut dengan dasar garis lurus selama masa sewa dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Beban ini ditunjukkan pada beban umum dan administrasi dalam laporan laba rugi.

p. Penurunan nilai aset non-keuangan

Pada setiap akhir periode pelaporan, BRI dan entitas anak menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut atau pada saat pengujian pada tanggal laporan diperlukan penurunan atas nilai aset tertentu (yaitu aset tidak berwujud dengan umur manfaat tidak terbatas, aset tidak berwujud yang belum dapat digunakan, atau *goodwill* yang diperoleh dalam suatu kombinasi bisnis), maka BRI dan entitas anak akan membuat estimasi atas jumlah terpulihkan aset tersebut.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Premises and equipment (continued)

Lease (continued)

After the initial date, the right-of-use assets is measured by the cost model. The right-of-use assets is measured by the acquisition price substracted by accumulated depreciation and accumulated impairment and adjusted to the remeasurement of lease liabilities. Lease liabilities are measured at amortized cost using effective interest rate methods.

Short-term leases with a duration of less than 12 months and leases of low-value assets, as well as elements of such leases, partially or entirely do not apply the recognition principles specified by SFAS No. 116. BRI and its subsidiaries will recognize such lease payments on a straight-line basis during the lease period in the consolidated statements of profit or loss and other comprehensive income. This expense is indicated on general and administrative expenses in the statement of profit or loss.

p. Impairment of Non-Financial Assets

BRI assesses, at the end of each reporting period, whether there is an indication that an asset may be impaired. If any such indication exists, or when the testing at the reporting date, impairment is required for a certain asset (i.e. an intangible asset with an indefinite useful life, an intangible asset not yet available for use, or goodwill acquired in a business combination), then BRI and subsidiaries will make an estimate of the asset's recoverable amount.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Penurunan nilai aset non-keuangan (lanjutan)

Jumlah terpulihkan yang ditentukan untuk aset individual adalah jumlah yang lebih tinggi antara nilai wajar aset atau Unit Penghasil Kas (UPK) dikurangi biaya pelepasan dengan nilai pakainya, kecuali aset tersebut tidak menghasilkan arus kas masuk yang sebagian besar independen dari aset atau kelompok aset lain. Jika nilai tercatat aset lebih besar daripada nilai terpulihkannya, maka aset tersebut dianggap mengalami penurunan nilai dan nilai tercatat aset diturunkan menjadi sebesar nilai terpulihkannya. Rugi penurunan nilai dari operasi yang berkelanjutan diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai "rugi penurunan nilai". Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini atas nilai waktu uang dan risiko spesifik aset.

Dalam menentukan nilai wajar dikurangi biaya pelepasan, mengacu pada PSAK No. 113: "Pengukuran Nilai Wajar" (Catatan 2c).

Kerugian penurunan nilai dari operasi yang berkelanjutan, jika ada, diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sesuai dengan kategori biaya yang konsisten dengan fungsi aset yang diturunkan nilainya.

q. Agunan yang diambil alih

Agunan yang diambil alih sehubungan dengan penyelesaian kredit (disajikan dalam akun "aset lain-lain") diakui sebesar nilai neto yang dapat direalisasi atau sebesar nilai tercatat dari kredit, mana yang lebih rendah. Nilai neto yang dapat direalisasi adalah nilai wajar agunan setelah dikurangi estimasi biaya pelepasan. Kelebihan saldo kredit yang diberikan, yang belum dilunasi oleh peminjam di atas nilai dari agunan yang diambil alih, dibebankan sebagai penyisihan penghapusan kredit yang diberikan pada tahun berjalan. Selisih antara nilai agunan yang diambil alih dengan hasil penjualannya diakui sebagai keuntungan atau kerugian pada saat penjualan agunan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

p. Impairment of Non-Financial Assets (continued)

The specified recoverable amount for an individual asset is the higher amount between an asset's or Cash Generating Unit's (CGU) fair value less costs of disposal, and its value in use, unless the asset does not generate cash inflows that are largely independent from other assets or groups of assets. If the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and the asset's carrying amount is reduced to its recoverable amount. Impairment losses from continuing operations are recognized in the consolidated statement of profit or loss and other comprehensive income as "impairment losses". In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects the current market assessments of the time value of money and the risks specific to the asset.

In determining the fair value less costs of disposal, refer to SFAS No. 113, "Fair Value Measurements" (Note 2c).

Impairment losses from continuing operations, if any, are recognized in the consolidated statement of profit or loss and other comprehensive income in accordance with expense categories that are consistent with the functions of other impaired assets.

q. Foreclosed collaterals

Foreclosed collaterals in relation to the settlement of loans (presented in "Other Assets") are recognized at net realizable values or the carrying amount of the loans, whichever is lower. Net realizable value is the fair value of the collateral after deducting the estimated costs of disposal. The excess in loan balances, which has not been paid by debtors over the value of foreclosed collaterals, is charged as provisions for possible losses on loans in the current year. The difference between the value of the foreclosed collateral and the proceeds from the sale are recognized as a gain or loss at the time of sale of the collateral.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Agunan yang diambil alih (lanjutan)

BRI dan entitas anak mengevaluasi nilai agunan yang diambil alih secara berkala. Penyisihan kerugian agunan yang diambil alih dibentuk berdasarkan penurunan nilai agunan yang diambil alih.

Beban perbaikan (*reconditioning cost*) yang timbul setelah pengambilalihan agunan dikapitalisasi dalam akun agunan yang diambil alih tersebut.

r. Biaya dibayar dimuka

Biaya dibayar dimuka diamortisasi selama masa manfaat dengan menggunakan metode garis lurus *(straight-line method*).

s. Liabilitas segera

Liabilitas segera merupakan liabilitas BRI dan entitas anak kepada pihak lain yang sifatnya wajib segera dibayarkan sesuai dengan perintah pemberi amanat perjanjian yang ditetapkan sebelumnya. Liabilitas segera diklasifikasikan sebagai liabilitas keuangan dan dihitung berdasarkan biaya perolehan diamortisasi.

t. Simpanan nasabah dan bank lain serta lembaga keuangan lain

Giro merupakan simpanan nasabah yang penarikannya dapat dilakukan setiap saat menggunakan cek, atau dengan cara pemindahbukuan dengan bilyet giro atau sarana perintah pembayaran lainnya. Giro dinyatakan sebesar nilai liabilitas kepada pemegang giro.

Tabungan merupakan simpanan nasabah yang penarikannya hanya dapat dilakukan menurut syarat tertentu yang disepakati. Tabungan dinyatakan sebesar nilai liabilitas kepada pemilik tabungan.

Deposito berjangka merupakan simpanan nasabah yang penarikannya hanya dapat dilakukan pada waktu tertentu sesuai perjanjian antara penyimpan dengan BRI dan Bank Raya. Deposito berjangka dinyatakan sebesar nilai nominal yang tercantum dalam bilyet deposito atau yang diperjanjikan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

q. Foreclosed collaterals (continued)

BRI and subsidiaries evaluate the value of foreclosed collaterals periodically. The allowance for losses on foreclosed collaterals is assessed based on the impairment of the foreclosed collaterals.

Reconditioning costs arising after the foreclosure of the collateral are capitalized in the accounts of the foreclosed collaterals.

r. Prepaid expenses

Prepaid expenses are amortized over the useful lives using the straight-line method.

s. Liabilities due immediately

Liabilities due immediately represent the liability of BRI and subsidiaries to external parties which by nature should be paid immediately in accordance with the requirements in the agreement which have been previously determined. Liabilities due immediately is classified as financial liabilities and measured at amortized cost.

t. Deposits from customers and other banks and other financial institutions

Demand deposits are funds deposited by customers whereby the withdrawal can be done at any time using a cheque, or through transfer with a bank draft or other forms of payment order. Demand deposits are stated at the amount due to the account holder.

Saving deposits are the funds deposited by customers which can only be withdrawn under certain agreed conditions. Saving deposits are stated at the amount due to the account holders.

Time deposits are funds deposited by customers that may only be withdrawn after a certain time based on agreement between the depositor and BRI and Bank Raya. Time deposits are stated at the nominal amount stated in the certificates of deposit or at the amount stated in the agreement.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

t. Simpanan nasabah dan bank lain serta lembaga keuangan lain (lanjutan)

Simpanan dari bank lain dan lembaga keuangan lain terdiri dari liabilitas terhadap bank lain, baik lokal maupun luar negeri, dalam bentuk giro, tabungan, deposito berjangka, *deposit on call*, dan *inter-bank call money* dengan promes yang berjangka waktu sampai dengan 90 (sembilan puluh) hari serta dinyatakan sesuai dengan jumlah liabilitas terhadap bank dan lembaga keuangan lainnya tersebut.

Simpanan nasabah dan bank lain serta lembaga keuangan lain diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi menggunakan suku bunga efektif. Biaya tambahan yang dapat diatribusikan secara langsung dengan perolehan simpanan nasabah dikurangkan dari jumlah simpanan yang diterima.

u. Efek-efek yang dibeli dengan janji dijual kembali dan efek-efek yang dijual dengan janji dibeli kembali

Efek-efek yang dibeli dengan janji dijual kembali

Efek-efek yang dibeli dengan janji untuk dijual kembali disajikan sebagai aset keuangan dalam laporan posisi keuangan konsolidasian sebesar jumlah penjualan kembali dikurangi dengan bunga yang belum diamortisasi dan cadangan kerugian penurunan nilai. Selisih antara harga beli dan harga jual kembali diperlakukan sebagai pendapatan bunga yang ditangguhkan (belum diamortisasi) dan diakui sebagai pendapatan selama periode sejak efek-efek tersebut dibeli hingga dijual kembali dengan menggunakan suku bunga efektif.

Efek-efek yang dibeli dengan janji untuk dijual kembali diklasifikasikan sebagai biaya perolehan diamortisasi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

t. Deposits from customers and other banks and other financial institutions (continued)

Deposits from other banks and other financial institutions consist of liabilities to other banks, either domestic or overseas, in the form of demand deposits, saving deposits, time deposits, deposit on call and inter-bank call money with promissory notes with a term of up to 90 (ninety) days and stated at the amount due to other banks and financial institutions.

Deposits from customers and other banks and other financial institutions are classified as financial liabilities measured at amortized cost using effective interest rate. Additional costs directly attributable to the acquisition of deposits from customers are deducted from the amount of the deposits received.

u. Securities purchased under agreement to resell and securities sold under agreement to repurchase

Securities purchased under agreement to resell

Securities purchase under agreements to resell are presented as the financial asset in the consolidated statements of financial position at the resale prices less unamortized interest income and allowance for impairment losses. The difference between the purchase price and the agreed resale price is treated as a deferred interest income (unamortized) and recognized as income over the period commencing from the acquisition date to the resale date using the effective interest rate.

Securities purchased under agreement to resell are classified as amortized costs.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

u. Efek-efek yang dibeli dengan janji dijual kembali dan efek-efek yang dijual dengan janji dibeli kembali (lanjutan)

Efek-efek yang dijual dengan janji dibeli kembali

Efek-efek yang dijual dengan janji untuk dibeli kembali disajikan sebagai liabilitas keuangan dalam laporan posisi keuangan konsolidasian sebesar jumlah pembelian kembali, dikurangi dengan bunga dibayar dimuka yang belum diamortisasi. Selisih antara harga jual dan harga beli kembali diperlakukan sebagai biaya dibayar dimuka dan diakui sebagai beban selama jangka waktu sejak efek tersebut dijual hingga dibeli kembali menggunakan suku bunga efektif.

Efek-efek yang dijual dengan janji untuk dibeli kembali diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

v. Surat berharga yang diterbitkan

Surat berharga yang diterbitkan oleh BRI, BRI Multifinance, Pegadaian dan PNM adalah Obligasi, *Medium Term Notes* (MTN), *Long Term Notes* (LTN) dan Sukuk *Mudharabah*. Surat berharga yang diterbitkan pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif (EIR). Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal dan biaya transaksi yang tidak terpisah dari suku bunga efektif.

w. Pinjaman yang diterima

Pinjaman yang diterima merupakan dana yang diterima dari bank lain, Bank Indonesia atau pihak lain dengan liabilitas pembayaran kembali sesuai dengan persyaratan perjanjian pinjaman.

Pinjaman yang diterima diakui sebesar nilai wajar pada awalnya dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif (EIR). Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal dan biaya transaksi yang tidak terpisah dari suku bunga efektif.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

u. Securities purchased under agreement to resell and securities sold under agreement to repurchase (continued)

Securities sold under agreement to repurchase

Securities sold under agreement to repurchase are presented as financial liabilities in the consolidated statement of financial position at the repurchase prices less unamortized prepaid interest. The difference between the selling and the repurchase price is treated as prepaid expense and recognized as expense over the period commencing from the selling date to the repurchase date using effective interest rate.

Securities sold under agreement to repurchase are classified as financial liabilities measured at amortized cost.

v. Marketable securities issued

Securities issued by BRI, BRI Multifinance, Pegadaian and PNM are Bonds, Medium Term Notes (MTN), Long Term Notes (LTN) and Sukuk Mudharabah. Securities issued were initially recognized at fair value and subsequently measured at amortized cost using the Effective Interest Rate (EIR) method. The amortized cost is calculated by taking into account any discount or premium related to the initial recognition and transaction costs that are an integral part of the effective interest rate.

w. Fund borrowings

Fund borrowings represent funds received from other banks, Bank Indonesia or other parties with a repayment obligation in accordance with the terms of the borrowing agreements.

Fund borrowings are recognized initially at fair value and subsequently measured at amortized cost using the Effective Interest Rate (EIR) method. The amortized cost is calculated by taking into account any discount or premium related to the initial recognition and transaction costs that are an integral part of the effective interest rate.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

x. Pinjaman dan surat berharga subordinasi

Pinjaman dan surat berharga subordinasi diakui sebesar nilai wajar pada awalnya dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif (EIR). Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal dan biaya transaksi yang tidak terpisah dari suku bunga efektif.

y. Provisi

Provisi diakui jika BRI dan entitas anak memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) yang akibat peristiwa masa lalu, besar kemungkinannya penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Provisi ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling terkini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi dibalik.

z. Pendapatan dan beban bunga

Pendapatan dan beban bunga untuk semua instrumen keuangan yang *interest bearing* diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian dengan menggunakan metode suku bunga efektif. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas di masa datang selama perkiraan umur dari aset keuangan atau liabilitas keuangan (atau, jika lebih tepat, digunakan periode yang lebih singkat) untuk memperoleh nilai tercatat neto dari aset keuangan atau liabilitas keuangan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

x. Subordinated loans and marketable securities

Subordinated loans and marketable securities are recognized initially at fair value and subsequently measured at amortized cost using the Effective Interest Rate (EIR) method. The amortized cost is calculated by taking into account any discount or premium related to the initial recognition and transaction costs that are an integral part of the effective interest rate.

y. Provisions

Provisions are recognized when BRI and subsidiaries have a current obligation (both legal or constructive) that, as a result of past events, the settlement of these obligations will likely result in an outflow of resources that contain economic benefits and a reliable estimation of the amount of the obligation can be made.

Provisions are reviewed at each reporting date and adjusted to reflect the best estimate. If the outflow of resources to settle the obligation is unlikely to occur, then the provision is reversed.

z. Interest income and interest expense

Interest income and expense for all interest bearing financial instruments are recognized in the consolidated statement of profit or loss and other comprehensive income using the effective interest rate method. The effective interest rate is the interest rate that precisely discounts the estimated future cash payments or inflows through the expected life of the financial asset or financial liability (or, if more precise, a shorter period) to obtain the net carrying amount of the financial asset or financial liability.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

z. Pendapatan dan beban bunga (lanjutan)

Pada saat menghitung suku bunga efektif, BRI dan entitas anak mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian kredit di masa mendatang. Perhitungan ini mencakup seluruh komisi, provisi dan bentuk lain yang diterima oleh para pihak dalam kontrak yang merupakan bagian tak terpisahkan dari suku bunga efektif, biaya transaksi, dan seluruh premi atau diskon lainnya.

Jika aset keuangan atau kelompok aset keuangan serupa telah diturunkan nilainya sebagai akibat kerugian penurunan nilai, maka pendapatan bunga yang diperoleh setelahnya diakui berdasarkan suku bunga yang digunakan untuk mendiskonto arus kas masa datang dalam menghitung kerugian penurunan nilai.

aa. Pendapatan provisi dan komisi

Pendapatan provisi dan komisi yang berkaitan langsung dengan kegiatan pemberian kredit, atau pendapatan provisi dan komisi yang berhubungan dengan jangka waktu tertentu, diamortisasi sesuai dengan jangka waktu kontrak menggunakan suku bunga efektif dan diklasifikasikan sebagai bagian dari pendapatan bunga pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Pendapatan provisi dan komisi yang tidak berkaitan dengan kegiatan pemberian kredit atau suatu jangka waktu dan/atau terkait dengan pemberian suatu jasa, diakui sebagai pendapatan pada saat terjadinya transaksi dan dicatat pada akun pendapatan operasional lainnya.

ab. Pendapatan dan beban syariah

Pendapatan syariah terdiri dari pendapatan dari transaksi piutang *murabahah*, dan pendapatan bagi hasil dari pembiayaan *mudharabah* dan *musyarakah*.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

z. Interest income and interest expense (continued)

When calculating the effective interest rate, BRI and subsidiaries estimate the future cash flows by considering all contractual terms in the financial instruments except the future credit losses. This calculation includes all commissions, provisions and other fees received between parties of the contract that are an integral part of the effective interest rate, transaction costs and all other premium or discounts.

If a financial asset or group of similar financial assets have been impaired as a result of impairment losses, then the interest income subsequently obtained is recognized based on the interest rate used to discount the future cash flows in calculating the impairment losses.

aa. Fee and commissions income

Fees and commissions income directly related to lending activities, or fees and commissions income related to a specific period of time, are amortized over the term of the contract using the effective interest rate and classified as part of interest income in the consolidated statement of profit or loss and other comprehensive income.

Fees and commissions income not related to the lending activities or a specific period of time and/or related to provision of a service, are recognized as income at the time that the transaction occurred and recorded in other operating income account.

ab. Shariah income and expense

Sharia income consists of income from transaction of Murabahah receivables, profit sharing from Mudharabah and Musyarakah financing.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ab. Pendapatan dan beban syariah (lanjutan)

Pendapatan atas piutang *murabahah* menggunakan metode *margin* efektif. *Margin* efektif adalah margin yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas di masa datang selama perkiraan umur dari piutang *murabahah*. Pada saat menghitung *margin* efektif, entitas anak mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian piutang di masa mendatang. Perhitungan ini mencakup seluruh komisi, provisi dan bentuk lain yang diterima oleh para pihak dalam kontrak yang merupakan bagian tidak terpisahkan dari margin efektif, biaya transaksi, dan seluruh premi atau diskon lainnya.

Pendapatan bagi hasil pembiayaan *mudharabah* dan *musyarakah* diakui pada saat diterima atau dalam periode terjadinya hak bagi hasil sesuai porsi bagi hasil (*nisbah*) yang disepakati.

ac. Pendapatan premi dan beban klaim

Premi kontrak asuransi jangka pendek diakui sebagai pendapatan dalam periode kontrak sesuai dengan proporsi jumlah proteksi asuransi yang diberikan. Premi kontrak asuransi bukan jangka pendek diakui sebagai pendapatan pada saat jatuh tempo dari pemegang polis. Premi yang diterima sebelum diterbitkannya polis asuransi atau tanggal premi jatuh tempo dicatat sebagai titipan premi.

Premi terkait kontrak investasi dan jumlah komponen risiko keuangan kontrak asuransi dicatat sebagai deposit melalui laporan posisi keuangan konsolidasian sebagai penyesuaian terhadap akun liabilitas kontrak investasi.

Premi reasuransi bruto diakui sebagai beban pada saat dibayarkan atau pada tanggal di mana polis tersebut efektif.

Klaim dan manfaat asuransi merupakan klaim-klaim yang telah disetujui (*approved claim*). Klaim dan manfaat tersebut diakui sebagai beban pada saat timbulnya liabilitas untuk memenuhi klaim. Bagian klaim yang diperoleh dari reasuradur diakui dan dicatat sebagai klaim reasuransi pada periode yang sama dengan pengakuan beban klaim.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ab. Shariah income and expense (continued)

Income from Murabahah receivables is recognized using the effective margin method. Effective margin is the margin that precisely discounts the estimated future cash payments or inflows through the expected life of the Murabahah receivables. When calculating the effective margin, BRI's subsidiaries estimates the future cash flows by considering all contractual terms in the financial instrument, except the future credit losses. This calculation includes all commissions, fees and other forms received by the parties in the contract that are inseparable from the effective margin, transaction costs and all other premiums or discounts.

Mudharabah and Musyarakah financing profit sharing income are recognized upon receipt or in a period when the right of profit sharing occurred in accordance with the agreed profit-sharing portion (nisbah).

ac. Premium income and claim expense

Premiums of short-term insurance contracts are recognized as income within the contract period in accordance with the proportion of the amount of the insurance protection provided. Premiums of non short-term insurance contracts are recognized as income when due from the policy holders. Premiums received prior to the issuance of insurance policies or premium due date are recorded as premium deposit.

Premiums related to investment contract and the amount of financial risk component of insurance contract are recorded as deposit through the consolidated statement of financial position as an adjustment to the investment contract liabilities accounts.

Gross reinsurance premiums are recognized as expenses when paid or on the date when the policy becomes effective.

Insurance claims and benefits are approved claims. These claims and benefits are recognized as expense when the liabilities to cover the claims are incurred. A portion of claims from the reinsurers is recognized and recorded as reinsurance claim in the same period as the recognition of claim expenses.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ac. Pendapatan premi dan beban klaim (lanjutan)

Klaim dan manfaat asuransi terkait kontrak investasi dan jumlah komponen risiko keuangan kontrak asuransi dicatat sebagai penarikan (*withdrawal*) melalui laporan posisi keuangan konsolidasian sebagai penyesuaian terhadap akun liabilitas kontrak investasi.

ad. Liabilitas kontrak asuransi dan reasuransi

Liabilitas kontrak asuransi

a. Liabilitas manfaat polis masa depan

Liabilitas manfaat polis masa depan merupakan nilai kini estimasi pembayaran seluruh manfaat yang diperjanjikan termasuk seluruh opsi yang disediakan, nilai kini estimasi seluruh biaya yang dikeluarkan dan juga mempertimbangkan penerimaan premi di masa depan. Liabilitas manfaat polis masa depan merupakan liabilitas atas kontrak asuransi bukan jangka pendek.

Kenaikan liabilitas manfaat polis masa depan diakui sebagai beban pada laba rugi tahun berjalan sedangkan penurunan liabilitas manfaat polis masa depan diakui sebagai pendapatan pada laba rugi tahun berjalan. Liabilitas tersebut dihentikan pengakuannya pada saat kontrak berakhir, dikeluarkan atau dibatalkan.

b. Estimasi liabilitas klaim

Estimasi liabilitas klaim merupakan klaim dalam proses penyelesaian yang ditentukan berdasarkan estimasi kerugian dari klaim yang masih dalam proses penyelesaian pada tanggal laporan posisi keuangan konsolidasian, termasuk klaim yang telah terjadi namun belum dilaporkan (*Incurred But Not Reported* (IBNR)).

Perubahan dalam estimasi liabilitas klaim diakui dalam laba rugi tahun berjalan. Liabilitas tersebut dihentikan pengakuannya pada saat kontrak berakhir, dikeluarkan atau dibatalkan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ac. Premium income and claim expense (continued)

Insurance claims and benefits related to investment contract and the amount of financial risk component of insurance contract are recorded as withdrawal through the consolidated statement of financial position as an adjustment to the investment contract liabilities accounts.

ad. Insurance contract liabilities and reinsurance

Insurance contract liabilities

a. Liabilities for future policy benefits

Liabilities for future policy benefits represent the present value of estimated payments of all the agreed benefits including all the available options, the estimated present value of all costs incurred and also considering the future premium receipt. Liabilities for future policy benefits represent liabilities of non short-term insurance contracts.

The increase in liability for future policy benefits is recognized as expense in the profit or loss for the period, while the decrease in liability for future policy benefits is recognized as income in the profit or loss for the year. The liabilities are derecognized when the contract has expired, discharged or cancelled.

b. Estimated claim liabilities

Estimated claim liabilities represents claims in the settlement process which are determined based on the estimated loss from claims that are still in settlement process at the consolidated statement of financial position date, including claims that have incurred but not reported ("IBNR").

The changes in estimated claim liabilities are recognized in the profit or loss for the period. The liabilities are derecognized when the contract has expired, discharged or cancelled.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ad. Liabilitas kontrak asuransi dan reasuransi (lanjutan)

Liabilitas kontrak asuransi (lanjutan)

c. Premi yang belum merupakan pendapatan

Premi yang belum merupakan pendapatan merupakan bagian premi yang telah dilunasi, namun belum merupakan pendapatan karena masa pertanggungan asuransi masih berjalan pada akhir tahun. Premi yang belum merupakan pendapatan merupakan liabilitas atas kontrak asuransi jangka pendek.

Premi yang belum merupakan pendapatan dihitung secara individual dari tiap pertanggungan yang besarnya ditetapkan secara proporsional terhadap jumlah proteksi yang diberikan selama periode pertanggungan atau periode risiko, konsisten dengan pengakuan pendapatan premi asuransi jangka pendek.

Kenaikan premi yang belum merupakan pendapatan diakui sebagai beban pada laba rugi tahun berjalan sedangkan penurunan premi yang belum merupakan pendapatan diakui sebagai pendapatan pada laba rugi tahun berjalan. Liabilitas ini dihentikan pengakuannya pada saat kontrak berakhir, dilepaskan atau dibatalkan.

Reasuransi

BRI Life dan BRI Insurance menreasuransikan risiko asuransi dalam bisnis normal pada setiap lini bisnisnya.

Manfaat BRI Life dan BRI Insurance atas kontrak reasuransi yang dimiliki diakui sebagai aset reasuransi. Aset ini terdiri dari piutang yang bergantung pada klaim yang diperkirakan dan manfaat yang timbul dalam kontrak reasuransi terkait. Sebagaimana disyaratkan oleh PSAK No. 104, aset reasuransi tidak saling hapus dengan liabilitas kontrak asuransi terkait.

Piutang reasuransi diestimasi secara konsisten dengan klaim yang disetujui terkait dengan kebijakan reasuradur dan sesuai dengan kontrak reasuransi terkait.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ad. Insurance contract liabilities and reinsurance (continued)

Insurance contract liabilities (continued)

c. Unearned premium

Unearned premium represents part of the premiums that were already received but not yet earned, because the insurance coverage period were not yet due at the end of the year. Unearned premium represents liabilities of short-term insurance contract.

Unearned premium is calculated individually from each coverage, where the amount determined proportionally to the amount of protection provided during the coverage period or risk period, consistent with the recognition of short-term insurance premium income.

The increase in unearned premium is recognized as expense in the profit or loss for the year, while the decrease in unearned premium is recognized as income in the profit or loss for the year. The liabilities are derecognized when the contract has expired, discharged or cancelled.

Reinsurance

BRI Life and BRI Insurance reinsured its insurance risk in the normal course of business for all of its businesses.

The benefits of BRI Life and BRI Insurance on reinsurance contracts owned are recognized as reinsurance assets. These assets consist of receivables that depend on the expected claims and benefits arising under the related reinsurance contracts. As required by SFAS No. 104, reinsurance assets are not offset against the related insurance contract liabilities.

Reinsurance receivables are estimated consistently with approved claims related to the reinsurer's policies and in accordance with the related reinsurance contract.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ad. Liabilitas kontrak asuransi dan reasuransi (lanjutan)

Reasuransi (lanjutan)

BRI Life dan BRI Insurance mereasuransikan sebagian risiko atas ekspektasi pertanggungan yang diperoleh kepada perusahaan asuransi lain dan perusahaan reasuransi. Jumlah premi yang dibayar atau bagian premi atas transaksi reasuransi prospektif diakui sebagai premi reasuransi sesuai periode kontrak reasuransi secara proporsional dengan proteksi yang diberikan. Pembayaran atau liabilitas atas transaksi reasuransi retrospektif diakui sebagai piutang reasuransi sebesar liabilitas yang dibukukan sehubungan dengan kontrak asuransi tersebut.

Aset reasuransi termasuk saldo yang diharapkan dibayarkan oleh perusahaan reasuransi untuk *ceded* liabilitas manfaat polis masa depan, *ceded* estimasi liabilitas klaim, dan *ceded* premi yang belum merupakan pendapatan. Jumlah manfaat yang ditanggung oleh reasuradur diperkirakan secara konsisten sesuai dengan liabilitas yang terkait dengan polis reasuransi.

Aset reasuransi mengalami penurunan nilai jika ada bukti objektif, sebagai akibat dari suatu peristiwa yang terjadi setelah pengakuan awal aset reasuransi, bahwa BRI Life dan BRI Insurance tidak dapat menerima seluruh jumlah karena di bawah syarat-syarat kontrak, dan dampak pada jumlah yang akan diterima dari reasuradur dapat diukur secara andal.

Jika aset reasuransi mengalami penurunan nilai, BRI Life dan BRI Insurance mengurangi nilai tercatat dan mengakui kerugian penurunan nilai tersebut dalam laba rugi tahun berjalan.

Aset atau liabilitas reasuransi dihentikan pengakuannya ketika hak kontraktualnya hilang atau berakhir, atau ketika kontrak dialihkan kepada pihak lain.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ad. Insurance contract liabilities and reinsurance (continued)

Reinsurance (continued)

BRI Life and BRI Insurance reinsure a portion of risk of the expectation of obtained coverage to other insurance and reinsurance companies. The amount of the premium paid or the premium portion of the prospective reinsurance transaction is recognized as reinsurance premium over the reinsurance contract period proportional to the protection provided. Payment or obligation for retrospective reinsurance transaction is recognized as reinsurance receivable in the equivalent amount to the recorded liability related to the reinsurance contract.

Reinsurance assets include balances expected to be paid by the reinsurance companies for ceded liability for future policy benefits, ceded estimated claim liabilities, and ceded unearned premium. The amounts of benefits borne by the reinsurers are estimated consistently with the liability associated with the reinsurance policy.

Reinsurance asset is impaired if there is objective evidence, as a result of an event that occurred after initial recognition of the reinsurance asset, that BRI Life and BRI Insurance may not receive the whole amount because it is under the terms of the contract, and the impact of the amount to be received from the reinsurer can be measured reliably.

If the reinsurance asset is impaired, BRI Life and BRI Insurance reduce the carrying amount and recognizes the impairment loss in the profit or loss for the year.

Reinsurance assets or liabilities are derecognized when the contractual rights are extinguished or expired or when the contract is transferred to other parties.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ae. Imbalan kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek seperti upah, iuran jaminan sosial, cuti jangka pendek, bonus dan imbalan non-moneter lainnya diakui selama periode jasa diberikan. Imbalan jangka pendek dihitung sebesar jumlah yang tidak didiskontokan.

Program pensiun iuran pasti

Merupakan iuran kepada dana pensiun sebesar persentase tertentu gaji pekerja yang menjadi peserta program pensiun iuran pasti BRI. Iuran dicadangkan dan diakui sebagai biaya ketika jasa telah diberikan oleh pekerja-pekerja tersebut dan pembayaran dikurangkan dari utang iuran. Iuran terutang dihitung berdasarkan jumlah yang tidak didiskontokan.

Program imbalan pasti dan imbalan kerja jangka panjang lainnya

Imbalan pasca kerja dan imbalan kerja jangka panjang lainnya seperti penghargaan tanda jasa, cuti besar, program kesehatan pasca kerja BPJS dan program manfaat lain manfaat dana tambahan dicadangkan dan diakui sebagai biaya ketika jasa telah diberikan oleh pekerja yang memenuhi syarat. Imbalan kerja ditentukan berdasarkan peraturan BRI dan peraturan yang berlaku.

Imbalan pasca kerja dan imbalan kerja jangka panjang lainnya secara aktuaris ditentukan berdasarkan metode *Projected Unit Credit.*

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto, yang diakui sebagai penghasilan komprehensif lain, terdiri atas:
(i) Keuntungan dan kerugian aktuarial.
(ii) Imbal hasil atas aset program, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset).
(iii) Setiap perubahan dampak batas aset, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset).

Pengukuran kembali liabilitas (aset) imbalan pasti neto, yang diakui sebagai penghasilan komprehensif lain yang tidak direklasifikasi ke laba rugi pada periode berikutnya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ae. Employee benefits

Short-term employee benefits

Short-term employee benefits such as salaries, social security contributions, short-term leaves, bonuses, and other non-monetary benefits are recognized during the period when the services are rendered. Short-term employee benefits are calculated using undiscounted amounts.

Defined contribution pension plan

Defined contribution pension plan is the contribution to pension fund at a certain percentage of salaries of employees who are participants of BRI's defined contribution pension plan. The contribution is accrued and recognized as expense when services have been rendered by the qualified employees and actual payments are deducted from the contribution payable. Contribution payable is measured using undiscounted amounts.

Defined benefit plan and other long-term employee benefits

The post-employment benefits and other long-term employee benefits such as gratuity for services, grand leaves and BPJS post-employment health program are accrued and recognized as expense when services have been rendered by these employees. The benefits are determined based on BRI's policy and applicable regulations.

The post-employment benefits and other long-term employee benefits are determined using the Projected Unit Credit method by an actuary.

Remeasurement of net defined benefit liabilities (assets), which is recognized as other comprehensive income, consist of:
(i) Actuarial gains and losses.
(ii) Return on defined benefit plan assets, excluding amounts that are included in the net interest on liabilities (assets).
(iii) Any change in the impact of the asset limit, excluding amounts that are included in the net interest on the liabilities (assets).

Remeasurement of net defined benefit liabilities (assets) is recognized as other comprehensive income which is not reclassified to profit or loss in the subsequent period.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ae. Imbalan kerja (lanjutan)

Program imbalan pasti dan imbalan kerja jangka panjang lainnya (lanjutan)

Untuk imbalan kerja jangka panjang lain atas biaya jasa kini, biaya bunga neto atas liabilitas (aset) imbalan pasti neto, dan pengukuran kembali liabilitas (aset) imbalan pasti neto langsung diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian periode berjalan.

Biaya jasa lalu diakui sebagai beban pada tanggal yang lebih awal antara ketika amandemen atau kurtailmen program terjadi, dan ketika biaya restrukturisasi atau pesangon diakui, sehingga biaya jasa lalu yang belum *vested* tidak lagi dapat ditangguhkan dan diakui selama periode *vesting* masa depan.

af. Opsi saham

Biaya kompensasi saham pada tanggal penerbitan dihitung berdasarkan nilai wajar dari opsi saham tersebut dan diakui dalam akun "Beban Tenaga Kerja dan Tunjangan" berdasarkan program hak yang diakui pada tahun berjalan (*cliff-vesting scheme*) dengan metode garis lurus selama masa tunggu (*vesting period*). Akumulasi dari biaya kompensasi saham diakui sebagai "opsi saham" dalam bagian ekuitas. Nilai wajar dari opsi saham tersebut dinilai dengan menggunakan model penentuan harga opsi *Black-Scholes.*

ag. Laba per lembar saham

Laba per lembar saham dasar dihitung dengan membagi laba tahun berjalan yang diatribusikan kepada Entitas Induk (BRI) dengan jumlah rata-rata tertimbang saham yang ditempatkan dan disetor penuh pada tahun yang bersangkutan.

Laba per lembar saham dilusian dihitung setelah melakukan penyesuaian yang diperlukan terhadap jumlah rata-rata tertimbang saham biasa yang beredar.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ae. Employee benefits (continued)

Defined benefit plan and other long-term employee benefits (continued)

For other long-term employee benefits, the current service cost, the net interest expense on net defined benefit liabilities (assets), and the remeasurement of net defined benefit liabilities (assets) are recognized immediately in the current period consolidated statement of profit or loss and other comprehensive income.

Past service costs are recognized as expense at the earlier date between the occurrence of the amendment or curtailment program and when the restructuring or severance costs are recognized, therefore, unvested past service cost can no longer be deferred and recognized over the future vesting period.

af. Stock Option

The stock compensation cost at the issuance date is calculated based on the fair value of the stock options and recognized in "Salaries and Employee Benefits Expense" based on the cliff-vesting scheme using the straight-line method over the vesting period. The accumulation of stock compensation cost is recognized as "Stock Option" in equity. The fair values of the stock options are assesed using the Black-Scholes option pricing model. The fair values of the stock options are assesed using the Black-Scholes option pricing model.

ag. Earnings per share

Basic earnings per share is calculated by dividing the income for the year attributable to the Parent Entity (BRI) with the weighted average number of issued and fully paid shares during the related year.

Diluted earnings per share is calculated after making the necessary adjustments to the weighted average number of ordinary shares outstanding.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ah. Transaksi dan saldo dalam mata uang asing

BRI dan entitas anaknya menyelenggarakan catatan akuntansi dalam Rupiah. Transaksi yang melibatkan mata uang asing dicatat pada nilai tukar pada saat terjadinya transaksi. Pada tanggal-tanggal 31 Desember 2024 dan 2023, semua aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam Rupiah dengan menggunakan kurs *spot* Reuters pada pukul 16.00 WIB (Waktu Indonesia bagian Barat). Keuntungan atau kerugian yang timbul dibebankan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Nilai tukar yang digunakan untuk menjabarkan mata uang asing ke dalam Rupiah adalah sebagai berikut (nilai penuh):

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ah. Foreign currency transactions and balances

BRI and its subsidiaries maintain their accounting records in Indonesian Rupiah. Transactions involving foreign currency are recorded at the prevailing exchange rates at the time of the transactions. As of December 31, 2024 and 2023, all foreign currency denominated monetary assets and liabilities are translated into Rupiah using the Reuters spot rates at 4.00 p.m. WIB (Western Indonesian Time). The resulting gains or losses are recognized in the consolidated statement of profit or loss and other comprehensive income.

The exchange rates used in the translation of foreign currency amounts into Rupiah are as follows (full amount):

	31 Desember 2024/ ***December 31, 2024***	**31 Desember 2023/** ***December 31, 2023***	
1 Dolar Amerika Serikat	16.095,00	15.397,00	*1 United States Dollar*
1 Pound Sterling Inggris	20.218,54	19.626,56	*1 Great Britain Pound Sterling*
1 Yen Jepang	103,03	108,88	*1 Japanese Yen*
1 Euro Eropa	16.758,12	17.038,32	*1 European Euro*
1 Dolar Hong Kong	2.073,11	1.970,73	*1 Hong Kong Dollar*
1 Riyal Arab Saudi	4.284,00	4.106,00	*1 Saudi Arabian Riyal*
1 Dolar Singapura	11.844,58	11.676,34	*1 Singaporean Dollar*
1 Ringgit Malaysia	3.597,86	3.355,20	*1 Malaysian Ringgit*
1 Dolar Australia	10.013,51	10.520,77	*1 Australian Dollar*
1 Renminbi	2.204,99	2.170,06	*1 Renminbi*
1 Baht Thailand	469,79	449,75	*1 Thailand Baht*
1 Franc Swiss	17.815,04	18.299,27	*1 Swiss Franc*
1 Dolar Kanada	11.201,59	11.629,59	*1 Canadian Dollar*
1 Dolar Brunei Darussalam	11.844,57	11.581,05	*1 Bruneian Dollar*
1 Kroner Denmark	2.247,01	2.285,87	*1 Danish Krone*
1 Won Korea Selatan	10,92	11,88	*1 South Korean Won*
1 Dolar Selandia Baru	9.067,93	9.765,55	*1 New Zealand Dollar*
1 Kina Papua Nugini	3.963,42	4.131,03	*1 Papua New Guinean Kina*
1 Dirham Uni Emirat Arab	4.382,10	4.192,40	*1 United Arab Emirates Dirham*
1 Kroner Swedia	1.463,26	1.541,54	*1 Swedish Krone*
1 Kroner Norwegia	1.419,75	1.509,55	*1 Norwegian Krone*
1 Rupee India	187,98	185,18	*1 Indian Rupee*
1 Peso Filipina	278,32	277,98	*1 Phillipine Peso*
1 Dolar Taiwan Baru	490,93	503,50	*1 New Taiwanese Dollar*
1 Dong Vietnam	0,63	0,64	*1 Vietnamese Dong*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ai. Penjabaran laporan keuangan Kantor Cabang dan Perwakilan di luar negeri

BRI memiliki 1 (satu) Entitas Anak di Hong Kong, 5 (lima) Kantor Cabang di New York, Cayman Islands, Singapura, Timor-Leste dan Taipei serta 1 (satu) Kantor Perwakilan di luar negeri yang berlokasi di Hong Kong yang merupakan entitas asing yang terpisah.

Untuk tujuan penggabungan laporan keuangan konsolidasian, seluruh akun entitas anak, kantor cabang dan perwakilan di luar negeri dijabarkan dalam Rupiah dengan kurs sebagai berikut:

a) Aset dan liabilitas serta komitmen dan kontinjensi menggunakan kurs *spot* Reuters pada pukul 16.00 WIB pada tanggal laporan posisi keuangan.
b) Pendapatan, beban, laba dan rugi menggunakan kurs tengah rata-rata yang berlaku pada bulan yang bersangkutan. Saldo akhir periode merupakan penjumlahan saldo bulanan pendapatan, beban, laba dan rugi selama tahun yang bersangkutan.
c) Modal saham dan tambahan modal disetor menggunakan kurs historis.
d) Laporan arus kas menggunakan kurs *spot* Reuters pada pukul 16.00 WIB pada tanggal laporan posisi keuangan, kecuali pos-pos laba rugi yang menggunakan kurs tengah rata-rata dan pos-pos ekuitas yang menggunakan kurs historis.

Selisih yang timbul dari proses penjabaran laporan keuangan tersebut disajikan di kelompok ekuitas sebagai "Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing".

aj. Instrumen derivatif

Instrumen keuangan derivatif dinilai dan diakui di laporan posisi keuangan konsolidasian pada nilai wajar. Setiap kontrak derivatif dicatat sebagai aset apabila memiliki nilai wajar positif dan sebagai liabilitas apabila memiliki nilai wajar negatif.

Tagihan dan liabilitas derivatif diklasifikasikan sebagai aset dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ai. Translation of the financial statements of Overseas Branch and Representative Office

BRI has 1 (one) Subsidiary in Hong Kong, 5 (five) Branch Offices in New York, Cayman Islands, Singapore, Timor-Leste and Taipei and 1 (one) Representative Office in Hong Kong which are considered as separate foreign entities.

For consolidated financial statement purposes, all accounts of subsidiary, overseas branch and representative offices are translated into Rupiah with the following exchange rates:

a) Assets and liabilities, as well as commitments and contingencies - use Reuters spot rates at 4.00 p.m. WIB on the statement of financial position date.
b) Income, expenses, gains and losses - use the average middle rate prevailing in the related month. The year-end balances is the sum of the monthly balances of income, expenses, gains and losses during the year.
c) Equity - capital stock and additional paid-in capital use historical rates.
d) Statement of cash flows - use the Reuters spot rates at 4.00 p.m. WIB on the statement of financial position date, except for the profit and loss accounts which use middle rates and equity accounts which use historical rates.

The difference arising from the translation process of the financial statements are presented in equity as "Differences arising from the translation of foreign currency financial statements".

aj. Derivatives Instruments

Derivatives financial instruments are assessed and recognized in the consolidated statement of financial position at fair value. Each derivatives contract is recorded as asset when the fair value is positive and as liability when the fair value is negative.

Derivatives receivable and payable are classified as financial assets and liabilities measured at fair value through profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

aj. Instrumen derivatif (lanjutan)

Keuntungan atau kerugian yang terjadi dari perubahan nilai wajar diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Nilai wajar instrumen derivatif ditentukan diskonto arus kas dan model penentu harga atau harga yang diberikan oleh broker (*quoted price*) atas instrumen lainnya yang memiliki karakteristik serupa, yang mengacu pada PSAK No. 113: ”Pengukuran Nilai Wajar” (Catatan 2c).

Derivatif melekat tidak lagi dipisahkan dari kontrak utama non-derivatif yang merupakan aset keuangan/liabilitas keuangan, BRI dan entitas anak mengklasifikasikan aset/liabilitas keuangan secara keseluruhan berdasarkan model bisnis dan jangka waktu kontraktualnya sebagaimana diungkapkan dalam Catatan 2c.

ak. Perpajakan

Beban pajak tahun berjalan ditetapkan berdasarkan taksiran penghasilan kena pajak tahun berjalan. Aset dan liabilitas pajak tangguhan diakui atas perbedaan temporer aset dan liabilitas antara pelaporan komersial dan pajak pada setiap tanggal pelaporan.

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang boleh dikurangkan dan saldo rugi fiskal yang belum dikompensasikan, sepanjang perbedaan temporer dan rugi fiskal yang belum dikompensasikan tersebut dapat dimanfaatkan untuk mengurangi laba fiskal pada masa yang akan datang.

Jumlah tercatat aset pajak tangguhan ditelaah pada setiap tanggal posisi keuangan dan nilai tercatat aset pajak tangguhan tersebut diturunkan apabila tidak lagi terdapat kemungkinan besar bahwa laba fiskal yang memadai akan tersedia untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

aj. Derivatives Instruments (continued)

Gains or losses resulting from fair value changes are recognized in the consolidated statement of profit or loss and other comprehensive income.

The fair value of derivatives instruments are determined based on discounted cash flows and pricing models or quoted prices from the brokers of other instruments with similar characteristics, which refers to SFAS No. 113: "Fair Value Measurement" (Note 2c).

Embedded derivatives are no longer separated from major non-derivative contracts which are financial assets/financial liabilities, the Bank and its subsidiaries classify financial assets/liabilities as a whole based on its business model and contractual term as disclosed in Note 2c.

ak. Taxation

Current tax expense is determined based on the estimated taxable income for the current year. Deferred tax assets and liabilities are recognized for temporary differences between the commercial and the fiscal reporting of assets and liabilities at each reporting date.

Deferred tax assets are recognized for all deductible temporary differences and uncompensated tax loss balance to the extent that it is probable that the temporary differences and uncompensated tax loss balance will be utilized to deduct the future taxable profit.

The carrying value of deferred tax assets is reviewed at each financial position date and is reduced if it is no longer probable that sufficient taxable profits will be available to compensate part or all of the benefit of the deferred tax assets.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ak. Perpajakan (lanjutan)

Aset dan kewajiban pajak tangguhan diukur berdasarkan tarif pajak yang akan berlaku pada tahun saat aset direalisasikan atau liabilitas diselesaikan berdasarkan peraturan perpajakan yang berlaku atau yang telah secara substantif telah diberlakukan pada tanggal laporan posisi keuangan. Pengaruh pajak terkait dengan penyisihan untuk dan/atau pembalikan seluruh perbedaan temporer selama tahun berjalan, termasuk pengaruh perubahan tarif pajak, diakui sebagai "Manfaat (Beban) Pajak Penghasilan Tangguhan" dan termasuk dalam laba atau rugi neto tahun berjalan, kecuali untuk transaksi-transaksi yang sebelumnya telah langsung dibebankan atau dikreditkan ke ekuitas.

Perubahan terhadap kewajiban perpajakan diakui pada saat penetapan pajak diterima atau jika BRI dan entitas anak mengajukan keberatan, pada saat keputusan atas keberatan telah ditetapkan.

Untuk setiap entitas yang dikonsolidasi, pengaruh pajak atas perbedaan temporer dan akumulasi rugi pajak, yang masing-masing dapat berupa aset atau liabilitas, disajikan dalam jumlah neto untuk masing-masing entitas tersebut.

Aset dan liabilitas atas pajak tangguhan dan pajak kini dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus.

Pajak Penghasilan Pilar Dua

Pada tanggal 31 Desember 2024, Pemerintah Indonesia telah menerbitkan undang-undang Pajak Penghasilan Pilar Dua sesuai dengan Peraturan Menteri Keuangan No. 136 Tahun 2024 ("PMK 136/2024") sehubungan dengan Pengenaan Pajak Minimum Global ("GloBE"), yang akan mulai berlaku pada tanggal 1 Januari 2025.

Aturan Pengenaan Pajak Minimum Global ini memperkenalkan mekanisme perpajakan baru dimana perusahaan multinasional akan membayar pajak tambahan adisional di suatu yurisdiksi setiap kali ETR, yang ditentukan berdasarkan yurisdiksi di bawah aturan Pilar Dua, berada di bawah tarif minimum 15%.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ak. Taxation (continued)

Deferred tax assets and liabilities are measured based on the tax rates that are expected to apply on the year when the asset is realized or the liability is settled based on the tax regulations that have been enacted or substantively enacted at the statement of financial position date. The tax effect related to the provisions for and/or reversals of all temporary differences during the year, including the effect of change in tax rates, are recognized as "Deferred Income Tax Benefit (Expense)" and included in the net income or loss for the year, except for transactions previously charged or credited directly to equity.

Amendments to tax obligations are recorded when the tax assessment is received or, if the BRI and subsidiaries submitted an appeal, when the decision on the appeal is determined.

For each of the consolidated entity, the tax effects on temporary differences and accumulated tax loss, which can be either asset or liability, are presented in the net amounts for each of the entity.

Assets and liabilities on deferred tax and current tax can be offset if there is a legal enforceable right to offset.

Pillar Two Income Taxes

On December 31, 2024, the Government of Indonesia has issued the Pillar Two income taxes legislation with Ministry of Finance Regulation No. 136 Year 2024 ("PMK 136/2024") in regards to Global Anti-Base Erosion Rules ("GloBE"), which will come into effect starting January 1, 2025.

These GloBE rules introduce new taxing mechanisms under which a multinational enterprise would pay a top-up tax in a jurisdiction whenever the ETR, determined on a jurisdictional basis under the Pillar Two rules, is below a 15% minimum rate.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ak. Perpajakan (lanjutan)

BRI dan entitas anak berada dalam lingkup model Pilar Dua sebagaimana diatur dalam PMK 136/2024. Grup telah mengadopsi amandemen PSAK 212: Reformasi Pajak Internasional—Pilar Dua Model Rules, sebagaimana diterbitkan oleh DSAK IAI pada Desember 2023, yang meliputi:

- Pengecualian atas pengakuan dan pengungkapan pajak tangguhan terkait dengan pajak penghasilan Pilar Dua;
- Pengungkapan terpisah beban pajak (penghasilan) tahun berjalan terkait dengan pajak penghasilan Pilar Dua; dan
- Dalam periode dimana undang-undang Pilar Dua diberlakukan atau diberlakukan secara substantif tetapi belum berlaku, persyaratan pengungkapan bagi entitas yang terkena dampak untuk membantu pengguna laporan keuangan lebih memahami eksposur entitas terhadap pajak penghasilan Pilar Dua yang timbul dari undang-undang tersebut.

BRI dan entitas anak telah menerapkan pengecualian atas pengakuan dan pengungkapan pajak tangguhan terkait dengan pajak penghasilan Pilar Dua.

al. Informasi segmen

Segmen adalah bagian yang dapat dibedakan dari BRI dan entitas anak yang terlibat baik dalam menyediakan produk tertentu (segmen operasi), maupun dalam menyediakan produk dalam lingkungan ekonomi tertentu (segmen geografis), yang memiliki risiko dan imbalan yang berbeda dengan segmen lainnya.

Pendapatan, beban, hasil, aset dan liabilitas segmen mencakup item-item yang dapat diatribusikan langsung kepada suatu segmen serta hal-hal yang dapat dialokasikan dengan dasar yang sesuai kepada segmen tersebut. Item-item segmen ditentukan sebelum saldo dan transaksi antar Kelompok Usaha, dieliminasi sebagai bagian dari proses konsolidasi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ak. Taxation (continued)

BRI and subsidiaries is in scope of the Pillar Two model in as regulated in the PMK 136/2024. The Group has adopted the amendments to PSAK 212: International Tax Reform—Pillar Two Model Rules, as issued by DSAK IAI on December 2023, which includes:

- *A exception to the recognition and disclosure of deferred taxes related to the Pillar Two income taxes;*
- *Separate disclosure of the current tax expense (income) related to Pillar Two income taxes; and*
- *In periods in which Pillar Two legislation is enacted or substantively enacted but not yet in effect, disclosure requirements for affected entities to help users of the financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation.*

BRI and subsidiaries has applied the exception to the recognition and disclosure of deferred taxes related to the Pillar Two income taxes.

al. Segment information

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.

The segment income, expenses, results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on an appropriate basis to that segment. The segment items are determined before intercompany balances and transactions are eliminated as part of consolidation process.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

al. Informasi segmen (lanjutan)

BRI dan entitas anak menyajikan segmen usaha berdasarkan laporan internal konsolidasian yang disajikan kepada pengambil keputusan operasional yaitu Direksi.

BRI telah mengidentifikasi dan mengungkapkan informasi keuangan berdasarkan kegiatan bisnis utama (segmen operasi) yang terbagi atas kelompok mikro, ritel, korporasi, lainnya dan entitas anak, serta berdasarkan segmen geografis.

Segmen geografis meliputi penyediaan barang maupun jasa di dalam lingkungan ekonomi tertentu yang memiliki risiko serta tingkat pengembalian yang berbeda dengan segmen operasi lainnya yang berada dalam lingkungan ekonomi lain. Segmen geografis BRI adalah berdasarkan wilayah Indonesia, Amerika Serikat, Hong Kong, Singapura, Timor-Leste dan Taiwan.

am. Pendapatan dan Beban Penjualan Emas

Pendapatan dari penjualan emas diakui pada saat kewajiban pelaksanaan dipenuhi entitas anak pada waktu tertentu, yaitu pada saat pengendalian atas barang telah berpindah kepada pelanggan. Pendapatan bisnis emas juga diakui ketika suatu produk telah diserahkan kepada pelanggan atau memenuhi skema "penjualan ketika pengiriman ditunda". Pengakuan pendapatan tersebut menerapkan PSAK No. 115, "Pendapatan dari Kontrak dengan Pelanggan". Pendapatan disajikan neto setelah dikurangi pajak pertambahan nilai, retur, potongan harga dan diskon. Beban diakui pada saat terjadinya berdasarkan metode akrual.

an. Saham treasuri

Instrumen ekuitas BRI yang diperoleh kembali (saham treasuri) diakui pada harga perolehan kembali dan dikurangi dari ekuitas. Tidak ada laba atau rugi yang diakui pada laba rugi atas perolehan, penjualan kembali, penerbitan atau pembatalan dari instrumen ekuitas BRI. Selisih antara jumlah tercatat dan penerimaan, bila diterbitkan kembali, diakui sebagai bagian dari tambahan modal disetor pada ekuitas.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

al. Segment information (continued)

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 are Indonesia, United States of America, Hong Kong, Singapore, Timor-Leste, and Taiwan.

am. Gold Sales Revenue and Expenses

Revenue from the sale of gold is recognized when the performance obligation is satisfied by the subsidiary at the point in time when the control of goods has been transferred to the customer. Revenue on gold business is also recognized when the product delivered to customers or has met the criteria of "bill and hold" scheme. The revenue recognition adopted SFAS No. 115, "Revenue from Contract with Customer". Revenue is shown net of value added tax, returns, rebates and discounts. Expenses are recognized as incurred on an accrual basis.

an. Treasury stock

Reacquired BRI equity instruments (treasury stocks) are recognized at reacquisition price and deducted from equity. No gain or loss is recognized in profit or loss on the acquisition, resale, issuance or cancellation of BRI equity instruments. The difference between the carrying amount and receipts, if reissued, is recognized as part of additional paid-in capital in equity.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ao. Penggunaan pertimbangan, estimasi dan asumsi akuntansi yang signifikan

Penyusunan laporan keuangan konsolidasian BRI dan entitas anak mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan atas liabilitas kontinjensi pada akhir periode pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan berikutnya.

Pertimbangan

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi BRI dan entitas anak yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan konsolidasian BRI dan entitas anak sebagai berikut:

Nilai wajar atas instrumen keuangan

Semua aset dan liabilitas dimana nilai wajar diukur atau diungkapkan dalam laporan keuangan konsolidasian dapat dikategorikan pada level hierarki nilai wajar, berdasarkan tingkatan input terendah yang signifikan atas pengukuran nilai wajar secara keseluruhan:

- Level 1 : Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses pada tanggal pengukuran.
- Level 2 : Input selain harga kuotasian yang termasuk dalam level 1 yang dapat diobservasi untuk aset dan liabilitas, baik secara langsung atau tidak langsung.
- Level 3 : Input yang tidak dapat diobservasi untuk aset dan liabilitas.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ao. Use of significant accounting judgments, estimates and assumptions

The preparation of the consolidated financial statement for BRI and subsidiaries requires management to make judgments, estimates and assumptions that affect the reported amounts of income, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. Uncertainty about these assumptions and estimates could result in material adjustments to the carrying amounts of the assets and liabilities in the subsequent reporting periods.

Judgements

The following judgments are made by management in applying BRI and subsidiaries' accounting policies that have the most significant effects on the amounts recognized in the consolidated financial statement for BRI and subsidiaries, as follows:

Fair value of financial instruments

All assets and liabilities in which fair value is measured or disclosed in the consolidated financial statement are classified within fair value hierarchy, based on the lowest level of input that is significant to the overall fair value measurement:

- *Level 1 : Quoted prices (unadjusted) in active markets for identical assets or liabilities accessible at the measurement date.*
- *Level 2 : Inputs other than quoted prices included in level 1 for the assets and liabilities, which is directly or indirectly observable.*
- *Level 3 : Unobservable inputs for the assets and liabilities*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ao. Penggunaan pertimbangan, estimasi dan asumsi akuntansi yang signifikan (lanjutan)

Pertimbangan (lanjutan)

Kontinjensi

Manajemen BRI dan entitas anak sedang terlibat dalam proses hukum. Perkiraan biaya kemungkinan bagi penyelesaian klaim telah dikembangkan melalui konsultasi dengan bantuan konsultan hukum BRI dan entitas anak didasarkan pada analisis hasil yang potensial. Manajemen BRI dan entitas anak tidak berkeyakinan bahwa hasil dari hal ini akan mempengaruhi hasil usaha. Besar kemungkinan, bagaimanapun, bahwa hasil operasi di masa depan dapat secara material terpengaruh oleh perubahan dalam estimasi atau efektivitas dari strategi yang terkait dengan hal tersebut.

Estimasi dan Asumsi

Asumsi utama masa depan dan sumber utama estimasi ketidakpastian lain pada tanggal pelaporan yang memiliki risiko untuk dapat menyebabkan penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun berikutnya seperti yang diungkapkan di bawah ini. BRI dan entitas anak mendasarkan asumsi dan estimasi yang digunakan pada parameter yang tersedia pada saat laporan keuangan konsolidasian disusun.

Asumsi dan situasi mengenai perkembangan masa depan dapat berubah akibat perubahan pasar atau situasi yang timbul di luar kendali BRI dan entitas anak. Perubahan tersebut dicerminkan dalam asumsi yang digunakan pada saat terjadinya.

Cadangan kerugian penurunan nilai dari kredit yang diberikan, pinjaman syariah serta piutang sewa pembiayaan

Manajemen BRI dan entitas anak menelaah portofolio kredit yang diberikan, pinjaman syariah serta piutang sewa pembiayaan setiap tahun, untuk menilai penurunan nilai dengan memperbarui cadangan kerugian penurunan nilai yang dibentuk selama periode yang diperlukan berdasarkan analisis berkelanjutan dan pemantauan terhadap rekening individual oleh petugas terkait.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ao. Use of significant accounting judgments, estimates and assumptions (continued)

Judgements (continued)

Contingencies

The management of BRI and subsidiaries are currently involved in legal proceedings. The estimates of the probable cost for the settlement of claims have been developed through consultation with the aid of the legal consultant of BRI and subsidiaries and are based on the analysis of potential results. BRI and subsidiaries' management does not believe that the outcome of this matter will affect the results of operations. It is probable, however, that future results of operations could be materially affected by changes in the estimates or effectiveness of the strategies related to these proceedings.

Estimates and Assumptions

The key assumptions concerning the future and other key sources for estimates uncertainty at the reporting date that have a risk of causing a material adjustment to the carrying amounts of assets and liabilities for the subsequent year are disclosed below. BRI and subsidiaries based its assumptions and estimates used on the parameters available when the consolidated financial statement were prepared.

Assumptions and circumstances regarding future developments may change due to market changes or circumstances arising beyond the control of BRI and subsidiaries. These changes are reflected in the assumptions used when they occur.

Allowance for impairment losses on loans, sharia loans and finance lease receivables

The management of BRI and subsidiaries review its loans, sharia loans and finance lease receivables portfolio to assess impairment on an annual basis by updating the allowance for impairment losses formed during the required period based on the continuing analysis and monitoring of individual accounts by the loan officers.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ao. Penggunaan pertimbangan, estimasi dan asumsi akuntansi yang signifikan (lanjutan)

Estimasi dan Asumsi (lanjutan)

Dalam menentukan apakah penurunan nilai harus dibentuk dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian, BRI dan entitas anak membuat penilaian, apakah terdapat data yang dapat diobservasi yang menunjukkan bahwa terdapat penurunan yang dapat diukur dalam laporan perkiraan arus kas masa depan dari portofolio pinjaman sebelum penurunan tersebut dapat diidentifikasi secara individual dalam portofolio tersebut.

Bukti seperti ini termasuk data yang dapat diobservasi yang menunjukkan bahwa terjadi perubahan yang merugikan pada status pembayaran kelompok peminjam, atau kondisi ekonomi nasional atau lokal yang berkorelasi dengan wanprestasi atas aset dalam kelompok. BRI dan entitas anak menggunakan perkiraan dalam menentukan jumlah dan waktu dari arus kas masa depan ketika menentukan tingkat cadangan kerugian yang diperlukan. Estimasi tersebut didasarkan pada asumsi mengenai sejumlah faktor dan hasil aktual yang dapat berbeda, yang mengakibatkan perubahan terhadap jumlah cadangan kerugian di masa yang akan datang.

Penurunan nilai untuk efek-efek

Manajemen BRI menentukan bahwa efek-efek memiliki kriteria penurunan nilai yang sama dengan aset keuangan yang dicatat pada biaya perolehan diamortisasi.

Penurunan nilai aset non-keuangan

BRI dan entitas anak mengevaluasi penurunan nilai aset non-keuangan apabila terdapat kejadian atau perubahan keadaan yang mengindikasikan bahwa nilai tercatat aset non-keuangan tidak dapat dipulihkan kembali. Faktor-faktor penting yang dapat menyebabkan penelaahan penurunan nilai adalah sebagai berikut:

a) Performa yang tidak tercapai secara signifikan terhadap ekspektasi historis atau proyeksi hasil operasi di masa yang akan datang;
b) Perubahan yang signifikan dalam cara penggunaan aset atau strategi bisnis secara keseluruhan; dan
c) Industri atau tren ekonomi yang secara signifikan bernilai negatif.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ao. Use of significant accounting judgments, estimates and assumptions (continued)

Estimates and Assumptions (continued)

In determining whether impairment loss should be formed in the consolidated statement of profit or loss and other comprehensive income, BRI and subsidiaries assess for any observable data indicating the existence of measurable decrease in the estimated future cash flows from loan portfolio before the decrease could be individually identified in the portfolio.

This evidence may include observable data indicating that there has been adverse change in the payment status of the borrower group, or national or local economic conditions that correlate with the default on assets in the group. BRI and subsidiaries use estimates in determining the amount and timing of future cash flows when determining the level of allowance for impairment losses required. These estimations are based on assumptions of several factors and actual results may differ resulting in changes in the amount of allowance for impairment losses in the future.

Impairment of securities

The management of BRI determines that securities are impaired based on the same criteria as for financial assets recorded at amortized cost.

Impairment of non-financial assets

BRI and subsidiaries assess impairment of non-financial assets whenever events or changes in circumstances indicate that the carrying amount of non-financial asset may not be recoverable. The factors that considered important which may lead to impairment assessment are as follow:

a) Significant underperformance against historical expectation or projection of operating results in the future;
b) Significant changes in the manner of use of the assets or the overall business strategy; and
c) Significant negative industry or economic trends.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ao. Penggunaan pertimbangan, estimasi dan asumsi akuntansi yang signifikan (lanjutan)

Estimasi dan Asumsi (lanjutan)

Manajemen BRI dan entitas anak mengakui kerugian penurunan nilai apabila nilai tercatat aset melebihi nilai yang dapat dipulihkan. Jumlah terpulihkan adalah nilai yang lebih tinggi antara nilai wajar dikurang biaya pelepasan dengan nilai pakai aset (atau unit penghasil kas). Jumlah terpulihkan diestimasi untuk aset individual atau, jika tidak memungkinkan, untuk unit penghasil kas yang mana aset tersebut merupakan bagian daripada unit tersebut.

Pengakuan aset pajak tangguhan

Aset pajak tangguhan diakui untuk seluruh saldo rugi fiskal yang belum digunakan dalam hal terdapat kemungkinan bahwa penghasilan kena pajak akan tersedia untuk dikompensasi terhadap kerugian yang dapat digunakan. Pertimbangan manajemen yang signifikan diperlukan untuk menentukan jumlah aset pajak tangguhan yang dapat diakui, sesuai dengan saat dan jumlah penghasilan kena pajak di masa mendatang seiring dengan strategi perencanaan pajak.

BRI dan entitas anak menelaah aset pajak tangguhan pada setiap tanggal laporan posisi keuangan dan mengurangi jumlah tercatat dalam hal tidak adanya lagi kemungkinan bahwa penghasilan kena pajak yang cukup akan tersedia untuk mengompensasi sebagian atau seluruh aset pajak tangguhan.

Nilai kini atas imbalan kerja

Biaya atas program pensiun dan imbalan pasca kerja lainnya ditentukan dengan perhitungan aktuaris. Perhitungan aktuaris melibatkan penggunaan asumsi mengenai tingkat diskonto, tingkat pengembalian yang diharapkan dari aset, kenaikan gaji di masa depan, tingkat kematian dan tingkat kecacatan. Dikarenakan program tersebut memiliki sifat jangka panjang, maka perkiraan tersebut memiliki ketidakpastian yang signifikan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ao. Use of significant accounting judgments, estimates and assumptions (continued)

Estimates and Assumptions (continued)

The management of BRI and subsidiaries recognizes an impairment loss if the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the higher amount between the fair value less the costs of disposal and the use of asset value (or cash-generating unit). The recoverable amounts are estimated for individual assets or, if not possible, for the cash-generating unit to which the asset belongs to the unit.

Recognition of deferred tax assets

Deferred tax assets are recognized for all unused tax losses to the extent that it is probable that the taxable income will be available to be compensated against the losses that can be used. Significant management judgment is required to determine the amount of deferred tax assets that can be recognized, in accordance with the timing and amount of future taxable income in line with tax planning strategies.

BRI reviews its deferred tax assets at each statement of financial position date and reduces the carrying amount to the extent that it is no longer probable that sufficient taxable income will be available to compensate part or all of the deferred tax assets.

Present value of employee benefits

The cost of defined pension plan and other post employment benefits is determined using actuarial valuations. The actuarial valuation involves the use of assumptions regarding discount rates, expected rates of return on assets, future salary increases, mortality rates and disability rates. Due to the long-term nature of these plans, then the estimates are subject to significant uncertainty.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ao. Penggunaan pertimbangan, estimasi dan asumsi akuntansi yang signifikan (lanjutan)

Estimasi dan Asumsi (lanjutan)

Estimasi liabilitas klaim

Estimasi liabilitas klaim merupakan liabilitas yang disisihkan untuk memenuhi liabilitas klaim yang terjadi dan yang masih dalam proses penyelesaian atas polis-polis asuransi yang masih berlaku (*policies in force*). Pertimbangan manajemen BRI diperlukan untuk menentukan jumlah estimasi liabilitas klaim yang dapat diakui.

Liabilitas manfaat polis masa depan

BRI mencatat liabilitas kontrak asuransi jangka panjang dengan metode nilai kini estimasi pembayaran seluruh manfaat yang diperjanjikan termasuk seluruh opsi yang disediakan ditambah dengan nilai kini estimasi seluruh biaya yang akan dikeluarkan dan juga mempertimbangkan penerimaan premi di masa depan. Asumsi utama yang mendasari metode tersebut adalah pengalaman klaim masa lalu dan tingkat diskonto.

ap. Perubahan kebijakan akuntansi dan pengungkapan

BRI dan entitas anaknya telah menerapkan standar akuntansi yang berlaku efektif sejak tanggal 1 Januari 2024, yang dianggap relevan dengan laporan keuangan konsolidasian, yaitu:

a. Nomenklatur Standar Akuntansi Keuangan

Penomoran baru untuk setiap PSAK dan ISAK diurut ulang dan diubah sebagaimana yang dipublikasikan oleh DSAK IAI untuk periode akuntansi yang dimulai pada dan setelah 1 Januari 2024. Isi dari PSAK dan ISAK terkait tidak berubah dan tidak menimbulkan dampak akuntansi pada laporan keuangan konsolidasi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ao. Use of significant accounting judgments, estimates and assumptions (continued)

Estimates and Assumptions (continued)

Estimated claim liability

Estimated claims liability is a liability set aside to provide for the incurred and still in the settlement process claims liability arising from insurance policies in force. BRI's management judgment is required to determine the recognizable amount of estimated claims liability.

Liabilities for future policy benefits

BRI records long-term insurance contract liabilities using the present value method of estimated payment for all agreed benefits including all the available options plus the present value of all estimated expenses that will be incurred and considering the future receipt of premium. The main assumption underlying this method is the past claim experience and discount rate.

ap. Changes in accounting policies and disclosures

BRI and its subsidiaries have implemented accounting standards on January 1, 2024, which is considered relevant to the consolidated financial statements, namely:

a. Financial Accounting Standards Nomenclature

The new reference numbers of individual PSAK and ISAK are reordered and amended based on those as published by DSAK IAI for accounting periods beginning on and after January 1, 2024. Contents of related PSAK and ISAK are not changed and not resulted in any accounting impact to the consolidated financial statements.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ap. Perubahan kebijakan akuntansi dan pengungkapan (lanjutan)

BRI dan entitas anaknya telah menerapkan standar akuntansi yang berlaku efektif sejak tanggal 1 Januari 2024, yang dianggap relevan dengan laporan keuangan konsolidasian, yaitu (lanjutan):

b. Amandemen PSAK 201 (sebelumnya dirujuk sebagai PSAK 1): Liabilitas Jangka Panjang dengan Kovenan

Amandemen ini menentukan persyaratan untuk mengklasifikasikan suatu liabilitas sebagai jangka pendek atau jangka panjang dan menjelaskan:

- hal yang dimaksud sebagai hak untuk menangguhkan pelunasan,
- hak untuk menangguhkan pelunasan harus ada pada akhir periode pelaporan,
- klasifikasi tersebut tidak dipengaruhi oleh kemungkinan entitas akan menggunakan hakya untuk menangguhkan liabilitas, dan
- hanya jika derivatif melekat pada liabilitas konversi tersebut adalah suatu instrumen ekuitas, maka syarat dan ketentuan dari suatu liabilitas konversi tidak akan berdampak pada klasifikasinya.

Selain itu, persyaratan telah diperkenalkan untuk mewajibkan pengungkapan ketika suatu kewajiban timbul dari pinjaman perjanjian diklasifikasikan sebagai tidak lancar dan hak entitas untuk menunda penyelesaian bergantung pada kepatuhan terhadap persyaratan di masa depan dalam waktu dua belas bulan.

c. Amandemen PSAK 116 (sebelumnya dirujuk sebagai PSAK 73): Liabilitas Sewa dalam Jual Beli dan Sewa-balik

Amandemen PSAK 116: Sewa menetapkan persyaratan yang digunakan penjual-penyewa dalam mengukur kewajiban sewa yang timbul dalam transaksi jual beli dan sewa-balik, untuk memastikan penjual-penyewa tidak mengakui jumlah setiap keuntungan atau kerugian yang terkait dengan hak guna yang dipertahankan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ap. Changes in accounting policies and disclosures (continued)

BRI and its subsidiaries have implemented accounting standards on January 1, 2024, which is considered relevant to the consolidated financial statements, namely (continued):

b. Amendment of PSAK 201 (previously referred to as PSAK 1): Non-current Liabilities with Covenants

The amendments specify the requirements for classifying liabilities as current or non-current and clarify:

- *what is meant by a right to defer settlement,*
- *the right to defer must exist at the end of the reporting period,*
- *classification is not affected by the likelihood that an entity will exercise its deferral right, and*
- *only if an embedded derivative in a convertible liability is an equity instrument would the terms and conditions of a liability will not impact its classification.*

In addition, a requirement has been introduced to require disclosure when a liability arising from a loan agreement is classified as non-current and the entity's right to defer settlement is contingent on compliance with future covenants within twelve months.

c. Amendment of PSAK 116 (previously referred to as PSAK 73): Lease liability in a Sale and Leaseback

The amendment to PSAK 116: Leases specifies the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ap. Perubahan kebijakan akuntansi dan pengungkapan (lanjutan)

BRI dan entitas anaknya telah menerapkan standar akuntansi yang berlaku efektif sejak tanggal 1 Januari 2024, yang dianggap relevan dengan laporan keuangan konsolidasian, yaitu (lanjutan):

d. Amandemen PSAK 207 (sebelumnya dirujuk sebagai PSAK 2) dan PSAK 107 (sebelumnya dirujuk sebagai PSAK 60): Pengaturan Pembiayaan Pemasok

Amandemen PSAK 207 dan PSAK 107 mengklarifikasi karakteristik pengaturan pembiayaan pemasok dan mensyaratkan pengungkapan tambahan atas pengaturan pembiayaan pemasok tersebut. Persyaratan pengungkapan dalam amandemen ini dimaksudkan untuk membantu pengguna laporan keuangan dalam memahami dampak pengaturan pembiayaan pemasok terhadap liabilitas, arus kas, dan eksposur terhadap risiko likuiditas suatu entitas.

e. Penyesuaian Tahunan 2024 atas PSAK No. 407, "Akuntansi Ijarah". Penyesuaian ini menyelaraskan dan menjaga konsistensi pengaturan untuk pengakuan pendapatan dan penyajian ijarah atas jasa secara tidak langsung.

Penerapan PSAK di atas tidak berdampak material terhadap pelaporan keuangan dan pengungkapan dalam laporan keuangan konsolidasian.

aq. Tanggung jawab sosial dan lingkungan

Berdasarkan PER-05/MBU/04/2021, istilah PKBL (Program Kemitraan dan Bina Lingkungan) tidak digunakan lagi dan diganti menjadi TJSL (Tanggung Jawab Sosial & Lingkungan). Alokasi dana tidak dialokasikan dari saldo laba berdasarkan hasil keputusan Rapat Umum Pemegang Saham (RUPS) akan tetapi diakui dan dibebankan ke laporan laba rugi dan penghasilan komprehensif lain konsolidasian tahun berjalan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ap. Changes in accounting policies and disclosures (continued)

BRI and its subsidiaries have implemented accounting standards on January 1, 2024, which is considered relevant to the consolidated financial statements, namely (continued):

d. Amendment of PSAK 207 (previously referred to as PSAK 2) and PSAK 107 (previously referred to as PSAK 60): Supplier Finance Arrangements

The amendments to PSAK 207 and PSAK 107 clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

e. 2024 Annual Adjustment to SFAS No. 407 "Akuntansi Ijarah". This adjustment harmonizes and maintains consistency in the arrangements for revenue recognition and presentation of ijarah for indirect services.

The implementation of SFAS above does not cause significant change to the financial reporting and disclosure in the consolidated financial statements.

aq. Social and environmental responsibility

Based on PER-05/MBU/04/2021, the term PEDP (Partnership and Environmental Development Program) is no longer used and changed to SER (Social & Environmental Responsibility). The allocation of funds is not allocated from the balance of earnings based on the results of the General Meeting of Shareholders (GMS) decision but is recognized and charged to the consolidated statement of profit or loss and other comprehensive income for the current year.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ar. Dividen

Pembagian dividen kepada para pemegang saham diakui sebagai liabilitas dalam laporan keuangan konsolidasian pada periode ketika dividen tersebut disetujui oleh para pemegang saham.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

ar. Dividends

Dividend distribution to the shareholders is recognised as a liability in the consolidated financial statements in the period in which the dividends are approved by the shareholders.

3. KAS / *3. CASH*

	31 Desember 2024/ *December 31, 2024*		31 Desember 2023/ *December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Rupiah		28.038.188		29.764.399	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	65.023.905	1.046.560	79.872.638	1.229.799	*United States Dollar*
Riyal Arab Saudi	63.804.945	273.340	45.839.472	188.217	*Saudi Arabian Riyal*
Dolar Singapura	11.647.132	137.955	15.547.692	181.540	*Singaporean Dollar*
Euro Eropa	4.965.698	83.216	3.620.283	61.684	*European Euro*
Ringgit Malaysia	22.455.237	80.791	12.365.562	41.489	*Malaysian Ringgit*
Dolar Australia	3.001.500	30.056	6.439.502	67.749	*Australian Dollar*
Dirham Uni Emirat Arab	5.341.730	23.408	2.817.265	11.811	*United Arab Emirates Dirham*
Pound Sterling Inggris	985.440	19.924	603.196	11.839	*Great Britain Pound Sterling*
Franc Swiss	584.970	10.421	581.040	10.633	*Swiss Franc*
Dolar Brunei Darussalam	875.830	10.374	455.095	5.270	*Bruneian Dollar*
Yen Jepang	67.951.794	7.001	83.669.794	9.110	*Japanese Yen*
Dolar Selandia Baru	516.268	4.681	207.298	2.024	*New Zealand Dollar*
Dolar Taiwan Baru	9.277.819	4.555	1.725.199	869	*New Taiwanese Dollar*
Renminbi	1.874.875	4.134	2.797.142	6.070	*Renminbi*
Dolar Kanada	339.796	3.806	273.691	3.183	*Canadian Dollar*
Dolar Hong kong	1.383.271	2.868	2.630.075	5.183	*Hong Kong Dollar*
Peso Filipina	3.148.660	876	4.522.830	1.257	*Phillipine Peso*
Baht Thailand	1.409.870	662	1.864.080	838	*Thailand Baht*
Won Korea Selatan	35.859.387	392	27.524.387	327	*South Korean Won*
Dong Vietnam	325.350.000	205	415.104.461	266	*Vietnamese Dong*
Rupee India	726.658	137	729.257	135	*Indian Rupee*
Kina Papua Nugini	23.323	92	22.277	92	*Papua New Guinean Kina*
		1.745.454		1.839.385	
Total		**29.783.642**		**31.603.784**	***Total***

Saldo kas sudah termasuk uang pada mesin ATM (Anjungan Tunai Mandiri) sebesar Rp3.730.161 dan ASD1.079.600 (nilai penuh) pada tanggal 31 Desember 2024 serta Rp4.208.492 dan ASD905.640 (nilai penuh) pada tanggal 31 Desember 2023.

Cash balance includes cash in ATM (Automatic Teller Machines) amounting to Rp3,730,161 and USD1,079,600 (full amount) as of December 31, 2024, and Rp4,208,492 and USD905,640 (full amount) as of December 31, 2023.

Pada tanggal-tanggal 31 Desember 2024 dan 2023 tidak terdapat saldo kas yang tidak dapat digunakan dan yang dijaminkan oleh BRI dan entitas anak, kecuali yang akan digunakan untuk membayar kewajiban yang akan jatuh tempo dalam waktu 1 (satu) tahun disajikan sebagai bagian dari Aset Lain-lain (Catatan 17).

As of December 31, 2024 and 2023, there was no unusable cash that was pledged as collateral by BRI and its subsidiaries, except will be used to pay obligations that will mature within 1 (one) year is presented as part of Other Assets (Note 17).

4. GIRO PADA BANK INDONESIA

Giro pada Bank Indonesia terdiri atas:

4. CURRENT ACCOUNTS WITH BANK INDONESIA

Current accounts with Bank Indonesia consist of:

	31 Desember 2024/ *December 31, 2024*		31 Desember 2023/ *December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Rupiah		77.556.344		93.630.203	*Rupiah*
Dolar Amerika Serikat	703.487.121	11.322.625	537.696.816	8.278.918	*United States Dollar*
Total		**88.878.969**		**101.909.121**	***Total***

5. GIRO PADA BANK LAIN

a) Berdasarkan Mata Uang:

5. CURRENT ACCOUNTS WITH OTHER BANKS

a) By Currency:

	31 Desember 2024/ *December 31, 2024*		31 Desember 2023/ *December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga					*Third parties*
Rupiah		455.510		269.629	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	1.225.684.117	19.727.386	1.080.512.301	16.636.648	*United States Dollar*
Renminbi	580.523.445	1.280.048	254.652.528	552.611	*Renminbi*
Yen Jepang	8.020.543.284	826.357	6.075.048.703	661.421	*Japanese Yen*
Euro Eropa	40.432.983	677.581	72.038.920	1.227.422	*European Euro*
Dolar Singapura	56.729.387	671.935	123.042.799	1.436.690	*Singaporean Dollar*
Pound Sterling Inggris	24.789.813	501.214	14.631.778	287.171	*Great Britain Pound Sterling*
Dirham Uni Emirat Arab	47.833.087	209.609	2.490.560	10.441	*United Arab Emirates Dirham*
Dolar Australia	19.884.566	199.114	23.562.642	247.897	*Australian Dollar*
Dolar Selandia Baru	16.015.084	145.224	13.356.004	130.429	*New Zealand Dollar*
Dolar Hong Kong	65.074.834	134.907	158.345.706	312.057	*Hong Kong Dollar*
Dolar Taiwan Baru	173.816.071	85.331	17.082.759	8.601	*New Taiwanese Dollar*
Franc Swiss	4.483.353	79.871	1.412.688	25.851	*Swiss Franc*
Riyal Arab Saudi	7.254.723	31.079	3.102.100	12.737	*Saudi Arabian Riyal*
Dolar Kanada	2.384.979	26.716	3.057.119	35.553	*Canadian Dollar*
Ringgit Malaysia	2.690.191	9.679	5.199.682	17.446	*Malaysian Ringgit*
Kroner Norwegia	4.889.729	6.942	3.498.713	5.281	*Norwegian Croner*
Kroner Swedia	4.555.299	6.666	2.436.698	3.756	*Swedish Croner*
Baht Thailand	6.214.167	2.919	4.488.551	2.019	*Thailand Baht*
		24.622.578		21.614.031	
		25.078.088		21.883.660	

5. GIRO PADA BANK LAIN (lanjutan) / *5. CURRENT ACCOUNTS WITH OTHER BANKS (continued)*

a) Berdasarkan Mata Uang (lanjutan): / *a) By Currency (continued):*

	31 Desember 2024/ *December 31, 2024*		31 Desember 2023/ *December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah		470.161		414.931	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Hong Kong	13.252.891	27.475	12.002.281	23.653	*Hong Kong Dollar*
Dolar Amerika Serikat	441.212	7.101	628.351	9.675	*United States Dollar*
		34.576		33.328	
		504.737		448.259	
Total		25.582.825		22.331.919	*Total*
Cadangan kerugian penurunan nilai		(8.378)		(9.984)	*Allowance for impairment losses*
Total - Bersih		**25.574.447**		**22.321.935**	***Total - Net***

b) Berdasarkan Bank: / *b) By Bank:*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
PT Bank Central Asia Tbk	163.195	56.298	*PT Bank Central Asia Tbk*
Standard Chartered Bank	113.842	91.007	*Standard Chartered Bank*
PT Bank Muamalat Indonesia Tbk	35.819	20.957	*PT Bank Muamalat Indonesia Tbk*
PT BPD DIY	30.010	77	*PT BPD DIY*
PT Bank Maybank Indonesia Tbk	26.676	12.962	*PT Bank Maybank Indonesia Tbk*
PT Bank DKI	16.499	24.892	*PT Bank DKI*
PT Bank Mayapada Internasional Tbk	10.350	6.067	*PT Bank Mayapada Internasional Tbk*
Lainnya	59.119	57.369	*Others*
	455.510	269.629	
Mata uang asing			*Foreign currency*
J.P. Morgan Chase Bank, N.A.	14.467.400	10.505.921	*J.P. Morgan Chase Bank, N.A.*
Citibank N.A.	2.160.953	2.238.494	*Citibank N.A.*
Bank of America	1.982.014	1.953.570	*Bank of America*
Bank of China, Ltd	1.227.909	628.607	*Bank of China, Ltd*
Standard Chartered Bank	755.651	2.265.496	*Standard Chartered Bank*
Banco Central de Timor Leste	610.672	578.544	*Banco Central de Timor Leste*
Sumitomo Mitsui Banking Corporation	458.665	391.992	*Sumitomo Mitsui Banking Corporation*
Bank MUFG	367.700	269.463	*Bank MUFG*
DBS Bank	278.793	330.129	*DBS Bank*
HSBC Holdings PLC	240.752	376.078	*HSBC Holdings PLC*
The Bank of New York Mellon	226.948	126.794	*The Bank of New York Mellon*
Commerzbank AG Frankfurt	224.991	297.409	*Commerzbank AG Frankfurt*
Lainnya	1.620.130	1.651.534	*Others*
	24.622.578	21.614.031	
	25.078.088	21.883.660	

5. GIRO PADA BANK LAIN (lanjutan)

5. CURRENT ACCOUNTS WITH OTHER BANKS (lanjutan)

b) Berdasarkan Bank (lanjutan):

b) By Bank (continued):

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
PT Bank Mandiri (Persero) Tbk	147.201	118.928	*PT Bank Mandiri (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	135.229	113.847	*PT Bank Syariah Indonesia Tbk*
PT Bank Negara Indonesia (Persero) Tbk	126.594	124.538	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk	61.136	57.615	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Hibank Indonesia	1	3	*PT Bank Hibank Indonesia*
	470.161	414.931	
Mata uang asing			*Foreign currency*
PT Bank Negara Indonesia (Persero) Tbk	32.995	30.155	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	1.581	3.173	*PT Bank Mandiri (Persero) Tbk*
	34.576	33.328	
	504.737	448.259	
Total	25.582.825	22.331.919	*Total*
Cadangan kerugian penurunan nilai	(8.378)	(9.984)	*Allowance for impairment losses*
Bersih	**25.574.447**	**22.321.935**	***Net***

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan:

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Giro pada Bank Lain					*Current accounts with others banks*
Nilai tercatat awal	22.331.919	-	-	22.331.919	*Carrying value beginning balance*
Pengalihan ke	-	-	-	-	*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3					*Stage 3*
Pengukuran kembali bersih nilai tercatat	3.246.897	-	-	3.246.897	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	3.539	-	-	3.539	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	-	-	-	-	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial asset*
Perubahan model atau parameter valuta asing dan perubahan lain	470	-	-	470	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**25.582.825**	-	-	**25.582.825**	***Carrying value ending balance***

5. GIRO PADA BANK LAIN (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

5. CURRENT ACCOUNTS WITH OTHER BANKS (lanjutan)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/ *December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Giro pada Bank Lain					*Current accounts with others banks*
Nilai tercatat awal	21.488.434	-	-	21.488.434	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	710.407	-	-	710.407	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	338.949	-	-	338.949	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	-	-	-	-	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(205.871)	-	-	(205.871)	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**22.331.919**	**-**	**-**	**22.331.919**	***Carrying value ending balance***

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Giro pada Bank Lain					*Current accounts with others banks*
Cadangan atas kerugian kredit ekspektasian awal	9.984	-	-	9.984	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(1.678)	-	-	(1.678)	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	1	-	-	1	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	-	-	-	-	*Derecognized financial assets*
Penghapusbukuan					*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial asset*
Perubahan model atau parameter valuta asing dan perubahan lain	71	-	-	71	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**8.378**	**-**	**-**	**8.378**	**Allowance for expected credit loss ending balance**

5. GIRO PADA BANK LAIN (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

5. CURRENT ACCOUNTS WITH OTHER BANKS (lanjutan)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/*December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 – life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Giro pada Bank Lain					*Current accounts with others banks*
Cadangan atas kerugian kredit *ekspektasian awal*	18.577	-	-	18.577	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(13.558)	-	-	(13.558)	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	5.016	-	-	5.016	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	-	-	-	-	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(51)	-	-	(51)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**9.984**	**-**	**-**	**9.984**	***Allowance for expected credit loss ending balance***

Pada tanggal-tanggal 31 Desember 2024 dan 2023, tidak terdapat giro pada bank lain yang dibatasi penggunaannya.

As of December 31, 2024 and 2023, there were no current accounts with other banks that were restricted in use.

Pada tanggal-tanggal 31 Desember 2024 dan 2023, giro pada bank lain dilakukan penilaian secara kolektif.

As of December 31, 2024 and 2023, current accounts with other banks are assessed collectively.

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai telah memadai pada tanggal-tanggal 31 Desember 2024 dan 2023.

Management believes that the allowance for impairment losses is adequate as of December 31, 2024 and 2023.

6. PENEMPATAN PADA BANK INDONESIA DAN LEMBAGA KEUANGAN LAIN

6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS

a) Berdasarkan Mata Uang dan Jenis:

a) By Curreny and Type:

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Bank Indonesia					*Bank Indonesia*
Deposit Facility		18.949.861		30.440.561	*Deposit Facility*
		18.949.861		30.440.561	
Inter-bank call money					*Inter-bank call money*
PT Bank DKI		400.000		400.000	*PT Bank DKI*
PT Bank OCBC NISP Tbk		300.000		-	*PT Bank OCBC NISP Tbk*
PT Bank Mega Tbk		300.000		-	*PT Bank Mega Tbk*
PT BPD Kaltim Kaltara		200.000		-	*PT BPD Kaltim Kaltara*
PT Bank DBS Indonesia		200.000		-	*PT Bank DBS Indonesia*
PT Bank UOB Indonesia		200.000		230.000	*PT Bank UOB Indonesia*
PT Bank Maybank Indonesia Tbk		175.000		-	*PT Bank Maybank Indonesia Tbk*
PT BPD Sumatera Utara		100.000		250.000	*PT BPD Sumatera Utara*
PT BPD Sulawesi Utara Gorontalo		100.000		100.000	*PT BPD Sulawesi Utara Gorontalo*
Lembaga Keuangan Lainnya		180.000		1.050.000	*Other Financial Institutions*
		2.155.000		2.030.000	
Deposito Berjangka					*Time Deposits*
PT Bank DKI		78.600		54.800	*PT Bank DKI*
PT BPD Sulawesi Tengah		38.350		-	*PT BPD Sulawesi Tengah*
PT BPD Sumatera Utara		35.000		-	*PT BPD Sumatera Utara*
PT Bank KB Bukopin Syariah		25.500		28.500	*PT Bank KB Bukopin Syariah*
PT Bank Panin Dubai Syariah		19.000		-	*PT Bank Panin Dubai Syariah*
PT Bank CIMB Niaga Tbk		17.500		-	*PT Bank CIMB Niaga Tbk*
PT Bank Mayapada International Tbk		13.000		-	*PT Bank Mayapada International Tbk*
PT Bank Muamalat Indonesia		12.050		22.050	*PT Bank Muamalat Indonesia*
PT Bank Ina Perdana Tbk		11.000		-	*PT Bank Ina Perdana Tbk*
Lembaga Keuangan Lainnya		195.971		470.670	*Other Financial Institutions*
		445.971		576.020	
		21.550.832		33.046.581	

6. PENEMPATAN PADA BANK INDONESIA DAN LEMBAGA KEUANGAN LAIN (lanjutan)

a) Berdasarkan Mata Uang dan Jenis (lanjutan):

6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS (continued)

a) By Curreny and Type (continued):

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	**Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	
Dolar Amerika Serikat					*United States Dollar*
Bank Indonesia					*Bank Indonesia*
Term Deposit	1.000.000.000	16.095.000	1.200.000.000	18.476.400	*Term Deposit*
		16.095.000		18.476.400	
Inter-bank call money					*Inter-bank call money*
Federal Reserve Bank	425.599.380	6.850.022	246.470.482	3.794.906	*Federal Reserve Bank*
Wells Fargo Bank, N,A	72.200.000	1.162.059	59.500.000	916.122	*Wells Fargo Bank, N.A.*
State Bank of India	53.000.000	853.035	10.000.000	153.970	*State Bank of India*
The Bank of New York Mellon Corporation	49.400.000	795.093	43.100.000	663.611	*The Bank of New York Mellon Corporation*
Standard Chartered Bank	21.996.601	354.035	17.225.979	265.228	*Standard Chartered Bank*
Cathay United Bank Taiwan	20.000.000	321.900		-	*Cathay United Bank Taiwan*
United Overseas Bank Limited	7.452.999	119.956		-	*United Overseas Bank Limited*
First Commercial Bank Co,, Ltd		-	9.500.000	146.272	*First Commercial Bank Co,, Ltd*
The Hongkong and Shanghai Banking Co., Ltd		-	151.800.565	2.337.273	*The Hongkong and Shanghai Banking Co., Ltd*
Lembaga Keuangan Lainnya	9.642.671	155.199	720.652	165.109	*Other Financial Institutions*
		10.611.299		8.442.491	
Deposito berjangka					*Time Deposits*
U.S. Bankcorp	634.620	10.214	19.346.399	297.877	*U.S. Bankcorp*
Lembaga Keuangan Lainnya		-	103.370	1.592	*Other Financial Institutions*
		10.214		299.469	
Penempatan lainnya					*Other Placements*
(*Banker's Acceptance*)					*(Banker's Acceptance)*
PT Bank Maybank Indonesia Tbk	116.000.000	1.867.020	14.000.000	215.558	*PT Bank Maybank Indonesia Tbk*
PT Bank IBK Indonesia Tbk	95.000.000	1.529.025	30.000.000	461.910	*PT Bank IBK Indonesia Tbk*
PT Bank Mega Tbk	50.000.000	804.750	30.000.000	461.910	*PT Bank Mega Tbk*
PT Bank KEB Hana Indonesia		-	50.000.000	769.850	*PT Bank KEB Hana Indonesia*
(*Margin Deposit*)					(*Margin Deposit*)
JP Morgan Chase Bank, N.A	1.000.000	16.095	1.000.000	15.397	*JP Morgan Chase Bank, N.A*
		4.216.890		1.924.625	
		30.933.403		29.142.985	
Dolar Taiwan Baru					*New Taiwanese Dollar*
Inter-bank call money					*Inter-bank call money*
KEB Hana Bank	400.000.000	196.370		-	*Keb Hana Bank*
Sinopac Financial Holdings Co. Ltd		-	215.000.000	108.253	*Sinopac Financial Holdings Co. Ltd*
		196.370		108.253	
		31.129.773		29.251.238	
		52.680.605		62.297.819	

6. PENEMPATAN PADA BANK INDONESIA DAN LEMBAGA KEUANGAN LAIN (lanjutan)

a) Berdasarkan Mata Uang dan Jenis (lanjutan):

6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS (continued)

a) By Curreny and Type (continued):

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	**Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
Inter-bank call money					*Inter-bank call money*
PT Bank Negara Indonesia (Persero)Tbk		1.000.000		-	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk		-		100.000	*PT Bank Syariah Indonesia Tbk*
PT Bank Mandiri Taspen		-		100.000	*PT Bank Mandiri Taspen*
		1.000.000		200.000	
Deposito berjangka					*Time deposits*
PT Bank Tabungan Negara (Persero) Tbk		743.179		589.084	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Syariah Indonesia Tbk		174.448		331.028	*PT Bank Syariah Indonesia Tbk*
PT Bank Negara Indonesia Tbk		65.050		7.050	*PT Bank Negara Indonesia Tbk*
PT Bank Mandiri (Persero) Tbk		-		6.500	*PT Bank Mandiri (Persero) Tbk*
		982.677		933.662	
		1.982.677		1.133.662	
Dolar Amerika Serikat					*United States Dollar*
Inter-bank call money					*Inter-bank call money*
PT Bank Mandiri (Persero) Tbk	138.000.000	2.221.110	110.000.000	1.693.670	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	60.000.000	965.700		-	*PT Bank Negara Indonesia Persero (Tbk)*
PT Bank Syariah Indonesia Tbk		-	5.000.000	76.985	*PT Bank Syariah Indonesia Tbk*
		3.186.810		1.770.655	
Deposito Berjangka					*Time Deposits*
PT Bank Tabungan Negara (Persero) Tbk	1.506.244	24.243	1.501.851	23.124	*PT Bank Tabungan Negara (Persero) Tbk*
		24.243		23.124	
		3.211.053		1.793.779	
		5.193.730		2.927.441	
Total		57.874.335		65.225.260	*Total*
Cadangan kerugian penurunan nilai		(767)		(1.860)	*Less allowance for impairment losses*
Bersih		**57.873.568**		**65.223.400**	***Net***

6. PENEMPATAN PADA BANK INDONESIA DAN LEMBAGA KEUANGAN LAIN (lanjutan)

b) Berdasarkan Jangka Waktu:

Klasifikasi jangka waktu penempatan berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut:

6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS (continued)

b) By Time Period:

The classifications of placements based on their remaining period to maturity are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
≤ 1 bulan	21.386.012	32.918.731	*≤ 1 month*
> 1 bulan - 3 bulan	51.650	73.600	*> 1 month - 3 months*
> 3 bulan - 1 tahun	113.170	54.250	*> 3 months - 1 year*
	21.550.832	33.046.581	
Mata Uang Asing			*Foreign currency*
≤ 1 bulan	25.754.137	27.418.995	*≤ 1 month*
> 1 bulan - 3 bulan	4.216.796	1.062.393	*> 1 month - 3 months*
> 3 bulan - 1 tahun	1.158.840	769.850	*> 3 months - 1 year*
	31.129.773	29.251.238	
	52.680.605	62.297.819	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
≤ 1 bulan	1.903.733	998.612	*≤ 1 month*
> 1 bulan - 3 bulan	78.444	106.500	*> 1 month - 3 months*
> 3 bulan - 1 tahun	500	28.550	*> 3 months - 1 year*
	1.982.677	1.133.662	
Mata Uang Asing			*Foreign currency*
≤ 1 bulan	3.211.053	100.109	*≤ 1 month*
> 3 bulan - 1 tahun	-	1.693.670	*> 3 months - 1 year*
	3.211.053	1.793.779	
	5.193.730	2.927.441	
Total	57.874.335	65.225.260	*Total*
Cadangan kerugian penurunan nilai	(767)	(1.860)	*Allowance for impairment losses*
Bersih	**57.873.568**	**65.223.400**	***Net***

6. PENEMPATAN PADA BANK INDONESIA DAN LEMBAGA KEUANGAN LAIN (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan:

6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:

	31 Desember/ *December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 – life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Penempatan pada BI dan Lembaga Keuangan Lain					*Placement with Bank Indonesia and other financial institution*
Nilai tercatat awal	65.225.260	-	-	65.225.260	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	-	-	-	-	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	57.874.335	-	-	57.874. 335	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(65.223.260)	-	-	(65.223.260)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial asset*
Perubahan model atau parameter valuta asing dan perubahan lain	(2.000)	-	-	(2.000)	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**57.874.335**	**-**	**-**	**57.874.335**	***Carrying value ending balance***

	31 Desember/*December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Penempatan pada BI dan Lembaga Keuangan Lain					*Placement with Bank Indonesia and other financial institution*
Nilai tercatat awal	70.401.901	-	-	70.401.901	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	-	-	-	-	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	63.493.567	-	-	63.493.567	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(68.654.629)	-	-	(68.654.629)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial asset*
Perubahan model atau parameter valuta asing dan perubahan lain	(15.579)	-	-	(15.579)	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**65.225.260**	**-**	**-**	**65.225.260**	***Carrying value ending balance***

6. PENEMPATAN PADA BANK INDONESIA DAN LEMBAGA KEUANGAN LAIN (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (lanjutan):

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 – life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Penempatan pada BI dan Lembaga Keuangan Lain					*Placement with Bank Indonesia and other financial institutions*
Cadangan atas kerugian kredit ekspektasian awal	1.860	-	-	1.860	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	-	-	-	-	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	767	-	-	767	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(1.859)	-	-	(1.859)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(1)	-	-	(1)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**767**	**-**	**-**	**767**	***Allowance for expected credit loss ending balance***

	31 Desember/ *December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 – life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Penempatan pada BI dan Lembaga Keuangan Lain					*Placement with Bank Indonesia and other financial institutions*
Cadangan atas kerugian kredit ekspektasian awal	1.981	-	-	1.981	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	-	-	-	-	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	994	-	-	994	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(1.117)	-	-	(1.117)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	2	-	-	2	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**1.860**	**-**	**-**	**1.860**	***Allowance for expected credit loss ending balance***

6. PENEMPATAN PADA BANK INDONESIA DAN LEMBAGA KEUANGAN LAIN (lanjutan)

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai telah memadai pada tanggal 31 Desember 2024 dan 2023.

Pada tanggal-tanggal 31 Desember 2024 dan 2023, penempatan pada Bank Indonesia dan lembaga keuangan lain dilakukan penilaian secara kolektif.

Pada tanggal-tanggal 31 Desember 2024 dan 2023, tidak terdapat jumlah dana yang diblokir.

Pada tanggal-tanggal 31 Desember 2024 dan 2023, tidak terdapat penempatan pada Bank Indonesia dan lembaga keuangan lain yang dibatasi penggunaannya, kecuali margin deposit masing-masing sebesar Rp16.095 dan Rp15.397.

6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS (continued)

Management believes that the allowance for impairment losses is adequate as of December 31, 2024 and 2023.

As of and December 31, 2024 and 2023, placement with Bank Indonesia and other financial institutions are assessed collectively.

On December 31, 2024 and 2023, there are no blocked funds.

As of December 31, 2024 and 2023, there were no placements with Bank Indonesia and other financial institutions that were impaired and whose use was restricted, except margin deposit amounting to Rp16,095 and Rp15,397, respectively.

7. EFEK-EFEK

a) Berdasarkan Tujuan, Mata Uang dan Jenis:

7. SECURITIES

a) By Purpose, Currency, and Type:

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Nilai wajar melalui laba rugi					***Fair value through profit or loss***
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Sertifikat Bank Indonesia		8.673.481		1.240.835	*Certificate of Bank Indonesia*
Reksadana		7.638.041		5.955.527	*Mutual Fund*
Obligasi		269.314		358.545	*Bonds*
Obligasi Subordinasi		-		15.783	*Subordinated Bonds*
Lainnya		1.028.862		1.312.688	*Others*
		17.609.698		8.883.378	
Dolar Amerika Serikat					*United States Dollar*
U.S. Treasury Bonds	2.999.941	48.284	135.349.949	2.083.983	*U.S. Treasury Bonds*
Reksadana	594.401	9.567	591.432	9.106	*Mutual Fund*
Sertifikat Bank Indonesia		-	14.891.839	229.290	*Certificate of Bank Indonesia*
Lainnya	1.333.040	21.455	982.009	15.120	*Others*
		79.306		2.337.499	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
Obligasi Pemerintah Indonesia		4.325.287		8.733.403	*Indonesian Government Bond*
Obligasi		98.410		173.530	*Bonds*
Lainnya		544.739		1.311.929	*Others*
		4.968.436		10.218.862	
Dolar Amerika Serikat					*United States Dollar*
Obligasi Pemerintah Indonesia	39.353.446	633.394	51.052.819	786.060	*Indonesian Government Bond*
Obligasi	7.947.680	127.918	10.870.450	167.372	*Bonds*
		761.312		953.432	
		23.418.752		22.393.171	

7. EFEK-EFEK (lanjutan) / *7. SECURITIES (continued)*

a) Berdasarkan Tujuan, Mata Uang dan Jenis (lanjutan): / *a) By Purpose, Currency, and Type (continued):*

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Nilai wajar melalui penghasilan komprehensif lain					***Fair value through other comprehensive income***
Pihak ketiga					*Third parties*
Rupiah					Rupiah
Sertifikat Bank Indonesia		18.337.366		30.260.840	*Certificate of Bank Indonesia*
Reksadana		14.255.835		13.180.953	*Mutual Fund*
Obligasi		3.220.768		2.874.965	*Bonds*
Lainnya		8.613		38.810	*Others*
		35.822.582		46.355.568	
Dolar Amerika Serikat					*United States Dollar*
Sertifikat Bank Indonesia	304.147.426	4.895.253	9.983.699	153.719	*Certificate of Bank Indonesia*
U.S. Treasury Bonds	101.653.849	1.636.119	143.115.132	2.203.544	*U.S. Treasury Bonds*
U.S. Treasury Bills	62.800.383	1.010.772	2.989.945	46.036	*U.S. Treasury Bills*
Reksadana	50.750.000	816.821	50.670.000	780.166	*Mutual Fund*
Obligasi	45.246.228	728.238	35.404.566	545.124	*Bonds*
		9.087.203		3.728.589	
Dolar Singapura					*Singaporean Dollar*
Monetary Authority of Singapore (MAS) Bills	124.484.981	1.474.472	132.290.443	1.544.668	*Monetary Authority of Singapore (MAS) Bills*
Singapore Government Securities (SIGB)	49.514.693	586.480	48.952.967	571.591	*Singapore Government Securities (SIGB)*
Obligasi	982.099	11.633	979.338	11.435	*Bonds*
		2.072.585		2.127.694	
Dolar Taiwan Baru					*New Taiwanese Dollar*
Negotiable Certificate of Deposit	130.000.000	63.820	100.000.000	50.350	*Negotiable Certificate of Deposit*
Obligasi Pemerintah Taiwan	200.121.300	98.245	252.349.250	127.058	*Taiwan Government Bonds*
		162.065		177.408	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
Obligasi Pemerintah Indonesia		75.098.417		61.213.197	*Indonesian Government Bond*
Obligasi		6.359.980		6.472.903	*Bonds*
Medium-Term Note		211.027		216.023	*Medium-Term Note*
Negotiable Certificate of Deposit		-		85.250	*Negotiable Certificate of Deposit*
Lainnya		13.118		69.700	*Others*
		81.682.542		68.057.073	
Dolar Amerika Serikat					*United States Dollar*
Obligasi Pemerintah Indonesia	2.120.255.081	34.125.506	2.492.886.098	38.382.967	*Indonesian Government Bond*
Obligasi	275.977.690	4.441.861	259.364.335	3.993.433	*Bonds*
		38.567.367		42.376.400	
Yen Jepang					*Japanese Yen*
Obligasi Pemerintah Indonesia	2.185.844.488	225.207	2.383.695.877	259.537	*Indonesian Government Bond*
		225.207		259.537	
Euro Eropa					*European Euro*
Obligasi Pemerintah Indonesia	15.320.075	256.735	15.077.525	256.896	*Indonesian Government Bond*
		256.735		256.896	
		167.876.286		163.339.165	

7. EFEK-EFEK (lanjutan) / *7. SECURITIES (continued)*

a) Berdasarkan Tujuan, Mata Uang dan Jenis (lanjutan): / *a) By Purpose, Currency, and Type (continued):*

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Biaya perolehan diamortisasi					***Amortized costs***
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Obligasi		15.096		25.130	*Bonds*
Sertifikat Bank Indonesia		346.126		-	*Certificate of Bank Indonesia*
		361.222		25.130	
Dolar Amerika Serikat					*United States Dollar*
Obligasi	2.999.277	48.273	2.996.946	46.144	*Bonds*
Obligasi Pemerintah Indonesia	-	-	9.000.000	138.573	*Indonesian Government Bond*
Lainnya	1.343.798.812	21.628.442	1.290.438.254	19.868.876	*Others*
		21.676.715		20.053.593	
Dolar Singapura					*Singaporean Dollar*
Obligasi	9.448.037	111.908	9.508.394	111.023	*Bonds*
Lainnya	9.000.000	106.601		-	*Others*
		218.509		111.023	
Pound Sterling Inggris					*Great Britain Pound Sterling*
Lainnya		-	20.211.422	396.681	*Others*
		-		396.681	
Euro Eropa					*European Euro*
Lainnya	18.000.000	301.646	-	-	*Others*
		301.646		-	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
Obligasi Pemerintah Indonesia		86.661.449		94.665.750	*Indonesian Government Bond*
Obligasi		231.095		531.824	*Bonds*
Medium-Term Note		10.175		11.000	*Medium-Term Note*
		86.902.719		95.208.574	
Dolar Amerika Serikat					*United States Dollar*
Obligasi Pemerintah Indonesia	1.461.520.946	23.523.180	1.820.018.749	28.022.829	*Indonesian Government Bond*
Obligasi	16.083.435	258.863	19.743.499	303.991	*Bonds*
Lainnya	87.080.000	1.401.552	40.670.455	626.203	*Others*
		25.183.595		28.953.023	
Euro Eropa					*European Euro*
Obligasi Pemerintah Indonesia	35.580.160	596.256	35.857.084	610.944	*Indonesian Government Bond*
		596.256		610.944	
		135.240.662		145.358.968	
Total		**326.535.700**		**331.091.304**	***Total***
Dikurangi cadangan kerugian penurunan nilai		(58.823)		(81.510)	*Less Allowance for Impairment Losses*
Bersih		**326.476.877**		**331.009.794**	***Net***

7. EFEK-EFEK (lanjutan) / *7. SECURITIES (continued)*

b) Berdasarkan Sisa Umur Hingga Jatuh Tempo: / *b) By Remaining Period to Maturity:*

Klasifikasi jangka waktu efek-efek berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut: / *The classifications of securities based on their remaining period to maturity are as follows:*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
≤ 1 bulan	53.443.260	55.238.945	*≤ 1 month*
> 1 bulan - 3 bulan	60.721	-	*> 1 month - 3 months*
> 3 bulan - 1 tahun	284.425	10.000	*> 3 months - 1 year*
> 1 tahun	5.096	15.131	*> 1 year*
	53.793.502	55.264.076	
Mata Uang Asing			*Foreign currency*
≤ 1 bulan	14.784.717	14.515.467	*≤ 1 month*
> 1 bulan - 3 bulan	7.626.822	6.122.743	*> 1 month - 3 months*
> 3 bulan - 1 tahun	11.077.537	8.044.730	*> 3 months - 1 year*
> 1 tahun	108.953	249.547	*> 1 year*
	33.598.029	28.932.487	
	87.391.531	84.196.563	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
≤ 1 bulan	86.948.023	78.275.935	*≤ 1 month*
> 1 bulan - 3 bulan	20.000	2.500.656	*> 1 month - 3 months*
> 3 bulan - 1 tahun	11.481.294	7.187.961	*> 3 months - 1 year*
> 1 tahun	75.104.380	85.519.957	*> 1 year*
	173.553.697	173.484.509	
Mata Uang Asing			*Foreign currency*
≤ 1 bulan	41.850.687	46.535.088	*≤ 1 month*
> 1 bulan - 3 bulan	-	375.606	*> 1 month - 3 months*
> 3 bulan - 1 tahun	3.690.099	2.928.198	*> 3 months - 1 year*
> 1 tahun	20.049.686	23.571.340	*> 1 year*
	65.590.472	73.410.232	
	239.144.169	246.894.741	
Total	326.535.700	331.091.304	*Total*
Cadangan kerugian penurunan nilai	(58.823)	(81.510)	*Allowance for impairment losses*
Bersih	**326.476.877**	**331.009.794**	***Net***

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit:

c.1. Obligasi Pemerintah

Obligasi Pemerintah merupakan obligasi yang diterbitkan oleh suatu negara dalam rangka pengelolaan portofolio surat utang negara tersebut, seperti Surat Utang Negara (SUN), Surat Perbendaharaan Negara (SPN) dan Obligasi Pemerintah valuta asing yang diperoleh melalui pasar perdana dan juga pasar sekunder, termasuk *U.S. Treasury Bonds, U.S. Treasury Bills*, *Singapore Government Securities,* dan Obligasi Pemerintah Taiwan. Rincian Obligasi Pemerintah adalah sebagai berikut:

7. SECURITIES (continued)

c) By Type and Issuer:

c.1. Government Bonds

Government bonds represent bonds issued by the government of a country in connection with the management of Government debentures portfolio, such as Government Debentures (SUN), Government Treasury Bills (SPN) and Government bonds issued in foreign currency which are obtained from the primary and secondary markets, including U.S. Treasury Bonds, U.S. Treasury Bills, Singapore Government Securities, and Taiwan Government Bonds. The details of Government bonds are as follows:

	Nilai Wajar/Nilai Tercatat *Fair Value/Carrying Value*		
	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Nilai wajar melalui laba rugi			***Fair value through profit or loss***
Rupiah			*Rupiah*
Obligasi Pemerintah *Fixed Rate*	1.058.572	3.103.592	*Fixed Rate Government Bonds*
Surat Perbendaharaan Negara	983.305	4.328.423	*Government Treasury Bills*
Obligasi Pemerintah Sukuk	673.106	1.196.634	*Sukuk Government Bonds*
Obligasi Republik Indonesia	1.610.304	104.754	Republic of Indonesia Bonds
	4.325.287	8.733.403	
Mata uang asing			*Foreign currency*
U.S. Treasury Bonds	48.284	2.083.983	*U.S. Treasury Bond*
Obligasi Pemerintah *Fixed Rate* Dolar Amerika Serikat	320.083	417.469	*United States Dollar Fixed Rate Government Bonds*
Obligasi Pemerintah Sukuk	313.311	368.591	*Sukuk Government Bonds*
	681.678	2.870.043	
	5.006.965	11.603.446	
Nilai wajar melalui penghasilan komprehensif lain			***Fair value through other comprehensive income***
Rupiah			*Rupiah*
Obligasi Pemerintah *Fixed Rate*	51.852.182	45.488.821	*Fixed Rate Government Bonds*
Obligasi Pemerintah Sukuk	10.531.589	14.902.982	*Sukuk Government Bonds*
Obligasi Republik Indonesia	12.568.881	821.394	*Republic of Indonesia Bonds*
Surat Perbendaharaan Negara	136.165	-	*Government Treasury Bills*
Surat Perbendaharaan Negara Syariah	9.600	-	*Sharia Government Treasury Bills*
	75.098.417	61.213.197	

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.1. Obligasi Pemerintah (lanjutan)

Obligasi Pemerintah merupakan obligasi yang diterbitkan oleh suatu negara dalam rangka pengelolaan portofolio surat utang negara tersebut, seperti Surat Utang Negara (SUN), Surat Perbendaharaan Negara (SPN) dan Obligasi Pemerintah valuta asing yang diperoleh melalui pasar perdana dan juga pasar sekunder, termasuk *U.S. Treasury Bonds, U.S. Treasury Bills*, *Singapore Government Securities,* dan Obligasi Pemerintah Taiwan. Rincian Obligasi Pemerintah adalah sebagai berikut (lanjutan):

7. SECURITIES (continued)

c) By Type and Issuer (continued):

c.1. Government Bonds (continued)

Government bonds represent bonds issued by the government of a country in connection with the management of Government debentures portfolio, such as Government Debentures (SUN), Government Treasury Bills (SPN) and Government bonds issued in foreign currency which are obtained from the primary and secondary markets, including U.S. Treasury Bonds, U.S. Treasury Bills, Singapore Government Securities, and Taiwan Government Bonds. The details of Government bonds are as follows (continued):

	Nilai Wajar/Nilai Tercatat *Fair Value/Carrying Value*		
	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Nilai wajar melalui penghasilan komprehensif lain (lanjutan)			***Fair value through other comprehensive income (continued)***
Mata uang asing			*Foreign currency*
Obligasi Pemerintah Sukuk	16.078.089	18.034.426	*Sukuk Government Bonds*
Obligasi Pemerintah *Fixed Rate* Dolar Amerika Serikat	18.047.417	20.348.541	*United States Dollar Fixed Rate Government Bonds*
U.S. Treasury Bonds	1.636.119	2.203.544	*U.S. Treasury Bonds*
U.S. Treasury Bills	1.010.772	46.036	*U.S. Treasury Bills*
Singapore Government Securities (*SIGB*)	586.480	571.591	*Singapore Government Securities (SIGB)*
Obligasi Pemerintah Euro Eropa	256.735	256.896	*European Euro Government Bonds*
Obligasi Pemerintah Yen Jepang	225.207	259.537	*Japanese Yen Government Bonds*
Obligasi Pemerintah Taiwan	98.245	127.058	*Taiwanese Government Bonds*
	37.939.064	41.847.629	
	113.037.481	103.060.826	
Biaya perolehan diamortisasi			***Amortized costs***
Rupiah			*Rupiah*
Obligasi Pemerintah *Fixed Rate*	76.336.445	81.493.975	*Fixed Rate Government Bonds*
Obligasi Pemerintah Sukuk	10.005.864	13.151.748	*Sukuk Government Bonds*
Obligasi Republik Indonesia	319.140	20.027	*Republic of Indonesia Bonds*
	86.661.449	94.665.750	

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.1. Obligasi Pemerintah (lanjutan)

Obligasi Pemerintah merupakan obligasi yang diterbitkan oleh suatu negara dalam rangka pengelolaan portofolio surat utang negara tersebut, seperti Surat Utang Negara (SUN), Surat Perbendaharaan Negara (SPN) dan Obligasi Pemerintah valuta asing yang diperoleh melalui pasar perdana dan juga pasar sekunder, termasuk *U.S. Treasury Bonds, U.S. Treasury Bills*, *Singapore Government Securities* dan Obligasi Pemerintah Taiwan. Rincian Obligasi Pemerintah adalah sebagai berikut (lanjutan):

7. SECURITIES (continued)

c) By Type and Issuer (continued):

c.1. Government Bonds (continued)

Government bonds represent bonds issued by the government of a country in connection with the management of Government debentures portfolio, such as Government Debentures (SUN), Government Treasury Bills (SPN) and Government bonds issued in foreign currency which are obtained from the primary and secondary markets, including U.S. Treasury Bonds, U.S. Treasury Bills, Singapore Government Securities and Taiwan Government Bonds. The details of Government bonds are as follows (continued):

	Nilai Wajar/Nilai Tercatat *Fair Value/Carrying Value*		
	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Biaya perolehan diamortisasi (lanjutan)			***Amortized costs (continued)***
Mata uang asing			*Foreign currency*
Obligasi Pemerintah *Fixed Rate*			*United States Dollar Fixed Rate*
Dolar Amerika Serikat	13.358.317	15.677.291	*Government Bonds*
Obligasi Pemerintah Sukuk	10.164.863	12.345.538	*Sukuk Government Bonds*
Obligasi Pemerintah			*European Euro*
Euro Eropa	596.256	610.944	*Government Bonds*
U.S. Treasury Bonds	-	138.573	*U.S. Treasury Bonds*
	24.119.436	28.772.346	
	110.780.885	123.438.096	
Total	**228.825.331**	**238.102.368**	***Total***

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.1. Obligasi Pemerintah (lanjutan)

Informasi mengenai tingkat suku bunga dan tanggal jatuh tempo adalah sebagai berikut:

7. SECURITIES (continued)

c) By Type and Issuer (continued):

c.1. Government Bonds (continued)

Information regarding interest rates and maturity date as follows:

	31 Desember/*December* 31, 2024		31 Desember/*December 31*, 2023		
	Tingkat Suku Bunga per Tahun (%)/ *Annual Interest Rate (%)*	Tanggal Jatuh Tempo/ *Maturity Date*	Tingkat Suku Bunga per Tahun (%)/ *Annual Interest Rate (%)*	Tanggal Jatuh Tempo/ *Maturity Date*	
Rupiah					***Rupiah***
Surat Perbendaharaan Negara	6,03 - 12,32	16 Jan/*Jan 16,* 2025-4 Ags/*Aug 4,* 2025	5,41 - 7,84	1 Feb/*Feb 1,* 2024-14 Nov/*Nov 14,* 2024	*Government Treasury Bills*
Obligasi Pemerintah *Fixed Rate*	5,12 - 12,00	15 Feb/*Feb 15,* 2025-15 Jul/Jul 15, 2054	5,13 - 11,00	15 Mar/*Mar 15,* 2024-15 Ags/*Aug 15,* 2051	*Fixed Rate Government Bonds*
Obligasi Pemerintah Sukuk	4,87 - 10,25	15 Jan/*Jan 15,* 2025-15 Des/*Dec 15,* 2049	3,60 - 9,00	10 Jan/*Jan 10,* 2024-15 Des/*Dec 15,* 2049	*Sukuk Government Bonds*
Obligasi Republik Indonesia	4,87 - 10,25	15 Feb/*Feb 15,* 2025-15 Jul/*Jul 15,* 2064	4,90 - 6,35	15 Okt/*Oct 15,* 2024-15 Des/*Dec 15,* 2049	*Republic of Indonesia Bonds*
Mata uang asing					***Foreign currency***
Obligasi Pemerintah Sukuk	1,50 - 5,65	28 Mei/*May 28,* 2025-25 Nov/*Nov 25,* 2054	1,50 - 5,40	20 Ags/*Aug 20,* 2024-23 Jun/*Jun 23,* 2050	*Sukuk Government Bonds*
Obligasi Pemerintah *Fixed Rate* Dolar Amerika Serikat	1,50 - 8,50	15 Jan/*Jan 15,* 2025-12 Mar/*Mar 12,* 2071	1,50 - 8,50	15 Jan/*Jan 15,* 2024-23 Sep/*Sep 23,* 2061	*Fixed Rate Government Bonds United States Dollar*
Obligasi Pemerintah Euro Eropa	0,90 - 3,38	30 Jul/*Jul 30,* 2025-23 Mar/*Mar 23,* 2034	0,90 - 3,38	30 Jul/*Jul 30,* 2025-23 Mar/*Mar 23,* 2034	*European Euro Government Bonds*
Obligasi Pemerintah Yen Jepang	0,57	27 Mei/*May 27,* 2026	0,26 - 0,57	7 Jun/*Jun 7,* 2024-27 Mei/*May 27,* 2026	*Japanese Yen Government Bonds*
Obligasi Pemerintah Taiwan	1,00 - 2,13	10 Nov/*Nov 10,* 2026-23 Jun/*Jun 23,* 2027	0,63 - 2,13	14 Jan/*Jan 14,* 2024-23 Jun/*Jun 23,* 2027	*Taiwan Government Bonds*
U.S. Treasury Bonds	0,25 - 5,00	31 Jan/*Jan 31,* 2025-15 Nov/*Nov 15,* 2033	0,13 - 5,48	25 Jan/*Jan 25,* 2025-15 Feb/*Feb 15,* 2025	*U.S. Treasury Bonds*
U.S. Treasury Bills	3,18 - 4,99	14 Jan/*Jan 14,* 2025-11 Feb/*Feb 11,* 2025	5,15	23 Jan/*Jan 23,* 2024	*U.S. Treasury Bills*
Singapore Government Securities	0,50 - 2,63	1 Jun/*Jun 1,* 2025-1 Mei/*May 1,* 2028	0,50 - 2,63	1 Jun/*Jun 1,* 2025-1 Mei/*May 1,* 2028	*Singapore Government Securities*

Nilai pasar Obligasi Pemerintah yang diklasifikasikan sebagai "Nilai Wajar melalui Laba Rugi" dan "Nilai Wajar melalui Penghasilan Komprehensif Lain" berkisar dari 93,70% sampai dengan 120,52% dan 95,89% sampai dengan 133,01% masing-masing pada tanggal 31 Desember 2024 dan 2023.

Market values of Government bonds classified as "Fair Value through Profit or Loss" and "Fair Value through Other Comprehensive Income" ranged from 93.70% to 120.52% and 95.89% to 133.01% as of December 31, 2024 and 2023, respectively.

7. EFEK-EFEK (lanjutan) / *7. SECURITIES (continued)*

c) Berdasarkan Jenis dan Penerbit (lanjutan): / *c) By Type and Issuer (continued):*

c.2. Obligasi / *c.2. Bonds*

	Nilai Wajar/Nilai Tercatat *Fair Value/Carrying Value*		
	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Nilai wajar melalui laba rugi			***Fair value through profit or loss***
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
PT Indah Kiat Pulp & Paper Tbk	128.886	52.820	*PT Indah Kiat Pulp & Paper Tbk*
PT Oki Pulp & Paper	51.590	53.803	*PT Oki Pulp & Paper*
PT Merdeka Copper Gold Tbk	40.560	92.548	*PT Merdeka Copper Gold Tbk*
PT Federal International Finance	24.906	25.148	*PT Federal International Finance*
PT Medco Power Indonesia	13.261	13.490	*PT Medco Power Indonesia*
PT Chandra Asri Petrochemical Tbk	10.111	10.051	*PT Chandra Asri Petrochemical Tbk*
PT Bumi Serpong Damai Tbk	-	50.171	*PT Bumi Serpong Damai Tbk*
PT Astra Sedaya Finance	-	49.950	*PT Astra Sedaya Finance*
PT Indosat Tbk	-	10.564	*PT Indosat Tbk*
	269.314	358.545	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
PT Bank Mandiri (Persero) Tbk	38.640	89.095	*PT Bank Mandiri (Persero) Tbk*
PT Waskita Beton Precast Tbk	26.633	15.900	*PT Waskita Beton Precast Tbk*
PT Sarana Multigriya Finansial (Persero)	24.980	-	*PT Sarana Multigriya Finansial (Persero)*
PT Perusahaan Listrik Negara (Persero)	4.165	9.259	*PT Perusahaan Listrik Negara (Persero)*
PT Sarana Multi Infrastruktur (Persero)	3.992	30.086	*PT Sarana Multi Infrastruktur (Persero)*
PT Indonesia Infrastructure Finance	-	14.179	*PT Indonesia Infrastructure Finance*
PT Mandiri Tunas Finance	-	10.000	*PT Mandiri Tunas Finance*
PT Timah (Persero) Tbk	-	5.011	*PT Timah (Persero) Tbk*
	98.410	173.530	
Dolar Amerika Serikat			*United States Dollar*
PT Bank Mandiri (Persero) Tbk	127.918	167.372	*PT Bank Mandiri (Persero) Tbk*
	127.918	167.372	
	495.642	699.447	

7. EFEK-EFEK (lanjutan) / *7. SECURITIES (continued)*

c) Berdasarkan Jenis dan Penerbit (lanjutan): / *c) By Type and Issuer (continued):*

c.2. Obligasi (lanjutan) / *c.2. Bonds (continued)*

	Nilai Wajar/Nilai Tercatat *Fair Value/Carrying Value*		
	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Nilai wajar melalui penghasilan komprehensif lain			***Fair value through* other *comprehensive income***
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
PT Adira Dinamika Multi Finance Tbk	598.099	617.968	*PT Adira Dinamika Multi Finance Tbk*
PT Astra Sedaya Finance	574.991	779.564	*PT Astra Sedaya Finance*
PT Federal International Finance	338.577	375.964	*PT Federal International Finance*
PT Surya Artha Nusantara Finance	325.272	-	*PT Surya Artha Nusantara Finance*
PT Chandra Asri Petrochemical Tbk	294.115	298.707	*PT Chandra Asri Petrochemical Tbk*
PT Indomobil Finance Indonesia	293.256	14.751	*PT Indomobil Finance Indonesia*
PT Indosat Tbk	165.461	180.964	*PT Indosat Tbk*
PT Indah Kiat Pulp & Paper Tbk	118.877	95.047	*PT Indah Kiat Pulp & Paper Tbk*
PT Maybank Indonesia Finance	112.208	191.657	*PT Maybank Indonesia Finance*
PT Bank SMBC Indonesia Tbk	82.849	68.507	*PT Bank SMBC Indonesia Tbk*
Lainnya	317.063	251.836	*Others*
	3.220.768	2.874.965	
Dolar Amerika Serikat			*United States Dollar*
PT Freeport Indonesia	284.964	30.375	*PT Freeport Indonesia*
PT Indofood Sukses Makmur Tbk	155.877	145.600	*PT Indofood Sukses Makmur Tbk*
CIMB Bank Berhad	60.412	56.344	*CIMB Bank Berhad*
US Bank	48.185	44.926	*US Bank*
Toronto-Dominion Bank, N. A.	46.320	117.739	*Toronto-Dominion Bank, N. A.*
Bank of America	9.644	8.825	*Bank of America*
JP Morgan Chase Bank, N. A.	6.317	5.796	*JP Morgan Chase Bank, N. A.*
Verizon Communications	5.081	5.280	*Verizon Communications*
PNC Financial Services Group, Inc	4.634	4.319	*PNC Financial Services Group, Inc*
Morgan Stanley	3.882	5.509	*Morgan Stanley*
Lainnya	102.922	120.411	*Others*
	728.238	545.124	
Dolar Singapura			*Singaporean Dollar*
House and Development Board Singapore	11.633	11.435	*House and Development Board Singapore*
	11.633	11.435	

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.2. Obligasi (lanjutan)

7. SECURITIES (continued)

c) By Type and Issuer (continued):

c.2. Bonds (continued)

	Nilai Wajar/Nilai Tercatat *Fair Value/Carrying Value*		
	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Nilai wajar melalui penghasilan komprehensif lain (lanjutan)			***Fair value through comprehensive income (continued)***
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
PT Sarana Multigriya Finansial (Persero)	1.953.682	1.530.173	*PT Sarana Multigriya Finansial (Persero)*
PT Sarana Multi Infrastruktur (Persero)	947.653	1.082.390	*PT Sarana Multi Infrastruktur (Persero)*
PT Perusahaan Listrik Negara (Persero)	517.877	599.069	*PT Perusahaan Listrik Negara (Persero)*
PT Pupuk Indonesia (Persero)	470.283	604.488	*PT Pupuk Indonesia (Persero)*
PT Kereta Api Indonesia (Persero)	396.278	362.450	*PT Kereta Api Indonesia (Persero)*
PT Mandiri Tunas Finance	376.699	334.683	*PT Mandiri Tunas Finance*
PT Bank Negara Indonesia (Persero) Tbk	355.608	130.234	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	339.480	549.390	*PT Bank Mandiri (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk	265.074	412.848	*PT Bank Tabungan Negara (Persero) Tbk*
PT Waskita Karya (Persero) Tbk	195.814	194.477	*PT Waskita Karya (Persero) Tbk*
Lainnya	541.532	672.701	*Others*
	6.359.980	6.472.903	
Dolar Amerika Serikat			*United States Dollar*
PT Indonesia Asahan Aluminium (Persero)	1.491.040	1.048.442	*PT Indonesia Asahan Aluminium (Persero)*
PT Perusahaan Listrik Negara (Persero)	847.568	685.304	*PT Perusahaan Listrik Negara (Persero)*
PT Pertamina (Persero)	763.991	518.981	*PT Pertamina (Persero)*
PT Bank Mandiri (Persero) Tbk	578.704	718.227	*PT Bank Mandiri (Persero) Tbk*
PT Sarana Multi Infrastruktur (Persero)	213.961	182.835	*PT Sarana Multi Infrastruktur (Persero)*
PT Pelabuhan Indonesia II (Persero)	209.893	197.534	*PT Pelabuhan Indonesia II (Persero)*
PT Indonesia Infrastructure Finance	191.555	174.963	*PT Indonesia Infrastructure Finance*
PT Bank Negara Indonesia (Persero) Tbk	130.261	-	*PT Bank Negara Indonesia (Persero) Tbk*
PT Hutama Karya (Persero)	14.888	14.454	*PT Hutama Karya (Persero)*
PT Pelabuhan Indonesia III (Persero)	-	38.204	*PT Pelabuhan Indonesia III (Persero)*
PT Perusahaan Gas Negara (Persero) Tbk	-	414.489	*PT Perusahaan Gas Negara (Persero) Tbk*
	4.441.861	3.993.433	
	14.762.480	13.897.860	

7. EFEK-EFEK (lanjutan) / *7. SECURITIES (continued)*

c) Berdasarkan Jenis dan Penerbit (lanjutan): / *c) By Type and Issuer (continued):*

c.2. Obligasi (lanjutan) / *c.2. Bonds (continued)*

	Nilai Wajar/Nilai Tercatat *Fair Value/Carrying Value*		
	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Biaya perolehan diamortisasi			***Amortized costs***
Pihak ketiga			*Third parties*
Rupiah			Rupiah
PT Indosat Tbk	15.096	10.000	*PT Indosat Tbk*
PT Bank CIMB Niaga Tbk	-	15.130	*PT Bank CIMB Niaga Tbk*
	15.096	25.130	
Dolar Amerika Serikat			*United States Dollar*
United Overseas Bank	48.273	46.144	*United Overseas Bank*
	48.273	46.144	
Dolar Singapura			*Singaporean Dollar*
House and Development Board Singapore	111.908	111.023	*House and Development Board Singapore*
	111.908	111.023	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
Lembaga Pembiayaan Ekspor Indonesia	78.858	79.287	*Lembaga Pembiayaan Ekspor Indonesia*
PT Sarana Multigriya Finansial (Persero)	75.000	75.000	*PT Sarana Multigriya Finansial (Persero)*
PT Perusahaan Listrik Negara (Persero)	39.015	276.891	*PT Perusahaan Listrik Negara (Persero)*
PT Sarana Multi Infrastruktur (Persero)	30.000	30.000	*PT Sarana Multi Infrastruktur (Persero)*
PT Telekomunikasi Indonesia (Persero) Tbk	5.158	5.160	*PT Telekomunikasi Indonesia (Persero) Tbk*
PT Perusahaan Pengelola Aset (Persero)	3.064	3.155	*PT Perusahaan Pengelola Aset (Persero)*
PT Kereta Api Indonesia (Persero)	-	35.000	*PT Kereta Api Indonesia (Persero)*
PT Bank Mandiri Taspen	-	17.331	*PT Bank Mandiri Taspen*
PT Industri Kereta Api (Persero)	-	10.000	*PT Industri Kereta Api (Persero)*
	231.095	531.824	
Dolar Amerika Serikat			*United States Dollar*
PT Perusahaan Listrik Negara (Persero)	184.252	176.091	*PT Perusahaan Listrik Negara (Persero)*
PT Pelabuhan Indonesia II (Persero)	44.114	41.813	*PT Pelabuhan Indonesia II (Persero)*
PT Bank Mandiri (Persero) Tbk	30.497	-	*PT Bank Mandiri (Persero) Tbk*
PT Pelabuhan Indonesia III (Persero)	-	24.115	*PT Pelabuhan Indonesia III (Persero)*
PT Perusahaan Gas Negara (Persero) Tbk	-	61.972	*PT Perusahaan Gas Negara (Persero) Tbk*
	258.863	303.991	
	665.235	1.018.112	
Total	**15.923.357**	**15.615.419**	***Total***

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.2. Obligasi (lanjutan)

Informasi mengenai tingkat suku bunga dan tanggal jatuh tempo adalah sebagai berikut:

7. SECURITIES (continued)

c) By Type and Issuer (continued):

c.2. Bonds (continued)

Information regarding interest rates and maturity date as follows:

	Tingkat Bunga Per Tahun (%)/ *Annual Interest Rate (%)*	*31 Desember/December 31, 2024*		*31 Desember/December 31, 2023*		
		Jatuh tempo/, *Maturity Date,*	Peringkat/, *Rating*[*)]	Jatuh tempo/ *Maturity Date,*	Peringkat/ *Rating*[*)]	
Pihak ketiga						***Third parties***
Rupiah						*Rupiah*
PT Adira Dinamika Multifinance Tbk	5,50 - 9,50	22 Mar/*Mar 22,* 2025-10 Okt/*Oct 10,* 2029	idAAA[*)]	*23* Jan/*Jan 23,* 2024-22 Mar/*Mar 22,* 2027	idAAA[*)]	*PT Adira Dinamika Multifinance Tbk*
PT Astra Sedaya Finance	5,30 - 7,95	22 Mar/*Mar 22,* 2025-2 Okt/*Oct 2,* 2027	idAAA[*)]	15 Apr/*Apr 15,* 2024-26 Okt/*Oct 26,* 2026	idAAA[*)]	*PT Astra Sedaya* Finance
PT Federal International Finance	5,30 - 6,90	24 Feb/*Feb 24,* 2026-6 Sep/*Sep 6,* 2027	idAAA[*)]	8 Jun/*Jun 8,* 2024-24 Feb/*Feb 24*, 2026	idAAA[*)]	*PT Federal International* Finance
PT Surya Artha Nusantara Finance	7,15 - 7,40	20 Jun/*Jun 20,* 2027-26 Jun/*Jun 26,* 2029	idAAA[*)]	-	-	*PT Surya Artha Nusantara Finance*
PT Chandra Asri Petrochemical Tbk	7,00 - 8,50	15 Apr/ *Apr 15,* 2026-27 Sep/*Sep 27,* 2030	idAA-[*)]	15 Apr/*Apr 15,* 2026-27 Sep/*Sep 27,* 2030	idAA-[*)]	*PT Chandra Asri Petrochemical Tbk*
PT Indomobil Finance Indonesia Tbk	6,50 - 7,40	21 Jun/ *Jun 21,* 2027-21 Jun/ *Jun 21,* 2029	idAA[*)]	19 Nov/*Nov 19,* 2024-25 Mar/*Mar 25,* 2025	idAA-[*)]	*PT Indomobil Finance Indonesia Tbk*
PT Indah Kiat Pulp & Paper Tbk	8,75 - 10,75	16 Des/ *Dec 16*, 2025-11 Jul/ *Jul 11,* 2028	idA - idA+[*)]	24 Feb/*Feb 24,* 2025-5 Ags/*Aug* 5, 2027	idA - idA+-[*)]	*PT Indah Kiat Pulp & Paper Tbk*
PT Indosat Tbk	7,00 - 11,20	26 Okt/ *Oct 26,* 2025-3 Nov/ *Nov 3,* 2032	idAA+ -idAAA[*)]	26 Okt/*Oct 26,* 2025-23 Jul/*Jul 23,* 2029	idAA+ -idAAA[*)]	*PT Indosat Tbk*
PT Maybank Indonesia Finance Tbk	5,80 - 6,30	30 Mar/ *Mar 30,* 2025	idAAA[*)]	23 Jun/*Jun 23,* 2024-30 Mar/*Mar 30,* 2025	idAAA[*)]	*PT Maybank Indonesia Finance Tbk*
PT Bank SMBC Indonesia Tbk	6,95 - 7,75	17 Des/*Dec 17,* 2029	idAAA[*)]	26 Nov/*Nov 26,* 2024	idAAA[*)]	*PT Bank SMBC Indonesia Tbk*
Lainnya	6,25 - 10,50	27 Jan/ *Jan 27,* 2025-5 Jul/ *Jul 5,* 2029	idA -idAAA[*)]	31 Mar/*Mar 31,* 2024-4 Apr/*Apr 4,* 2028	idA -idAAA[*)]	*Others*
Dolar Amerika Serikat						*United States Dollar*
PT Freeport Indonesia	4,76 - 5,32	14 Apr/ *Apr 14,* 2027 -14 Apr/ *Apr 14,* 2032	BBB[***)]	14 Apr/*Apr 14,* 2027 14 Apr/*Apr 14,* 2032	BBB[***)]	*PT Freeport Indonesia*
PT Indofood Sukses Makmur Tbk	3,40	9 Jun/ *Jun 9,* 2031	BBB[***)]	9 Jun/*Jun 9,* 2031	BBB[***)]	*PT Indofood Sukses Makmur Tbk*
CIMB Bank Berhad	2,13	20 Jul/ *Jul 20,* 2027	A3[**)]	20 Jul/*Jul 20,* 2027	A3[**)]	*CIMB Bank Berhad*
United Overseas Bank	3,06	7 Apr/ *Apr 7,* 2025	AA-*[**)]	7 Apr/*Apr 7,* 2025	AA-[***)]	*United Overseas Bank*
US Bank	2,80	27 Jan/ *Jan 27,* 2025	A+*[**)]	27 Jan/*Jan 27,* 2025	A+[***)]	*US Bank*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)
**) Berdasarkan peringkat yang diterbitkan oleh Moody's
***) Berdasarkan peringkat yang diterbitkan oleh Fitch Ratings

**) Based on the rating published by PT Pemeringkat Efek Indonesia (Pefindo)*
***) Based on the rating published by Moody's*
****) Based on the rating published by Fitch Ratings*

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.2. Obligasi (lanjutan)

Informasi mengenai tingkat suku bunga dan tanggal jatuh tempo adalah sebagai berikut (lanjutan):

7. *SECURITIES (continued)*

c) By Type and Issuer (continued):

c.2. Bonds (continued)

Information regarding interest rates and maturity date as follows (continued):

	Tingkat Bunga Per Tahun (%)/ *Annual Interest Rate (%)*	*31 Desember/December 31, 2024*		*31 Desember/December 31, 2023*		
		Jatuh tempo/, *Maturity Date,*	Peringkat/, *Rating*[*)]	Jatuh tempo/ *Maturity Date,*	Peringkat/ *Rating*[*)]	
Pihak ketiga (lanjutan)						***Third parties (continued)***
Dolar Amerika Serikat (lanjutan)						*United States Dollar (continued)*
Toronto Dominion Bank, N.A	1,25 - 2,80	10 Mar/*Mar 10,* 2027	A2[**)]	13 Des/*Dec 13,* 2024-10 Mar/*Mar 10,* 2027	A - A1[**)]	*Toronto Dominion Bank, N.A*
Bank of America	1,32 - 3,50	19 Apr/*Apr 19,* 2026-24 Okt/*Oct 24,* 2031	A1[**)]	19 Apr/*Apr 19,* 2026-24 Okt/*Oct 24,* 2031	A1[**)]	*Bank of America*
JP Morgan Chase Bank, N.A	2,01 - 4,45	13 Mar/*Mar 13,* 2026-5 Des/*Dec 5,* 2029	A1[**)]	13 Mar/*Mar 13,* 2026-5 Des/*Dec 5,* 2029	A1[**)]	*JP Morgan Chase Bank, N.A*
Verizon Communications	2,36 - 4,33	21 Sep/*Sep 21,* 2028-15 Mar/*Mar 15,* 2032	A-[**)]	21 Sep/*Sep 21,* 2028-15 Mar/*Mar 15,* 2032	A-[**)]	*Verizon Communications*
PNC Financial Services Group, Inc	2,55 - 2,95	23 Feb/*Feb 23,* 2025-22 Jan/*Jan 22,* 2030	A2 – A3[**)]	23 Feb/*Feb 23,* 2025-22 Jan/*Jan 22,* 2030	A2 - A3[**)]	*PNC Financial Services Group, Inc*
Lainnya	0,70 - 5,05	15 Jan/*Jan 15,* 2025-22 Mar/*Mar 22,* 2033	BBB-[**)] -AAA[**)]	2 Apr/*Apr 2,* 2024-22 Mar/*Mar 22,* 2033	BBB-[**)] -AAA[**)]	*Others*
Dolar Singapura						*Singaporean Dollar*
Housing and Development Board Singapore	1,54 - 3,95	17 Sep/*Sep 17,* 2025-13 Sep/*Sep 13,* 2029	AAA[**)]	17 Sep/*Sep 17,* 2025-13 Sep/*Sep 13,* 2029	AAA[**)]	*Housing and Development Board Singapore*
Pihak berelasi (Catatan 44)						***Related parties (Note 44)***
Rupiah						*Rupiah*
PT Sarana Multigriya Finansial (Persero)	5,60 - 9,25	18 Feb/*Feb 18,* 2025-15 Okt/*Oct 15,* 2046	idAAA[*)]	10 Feb/*Feb 10,* 2024-7 Mei/*May 7,* 2032	idAAA[*)]	*PT Sarana Multigriya Finansial (Persero)*
PT Sarana Multi Infrastruktur (Persero)	5,75 - 8,65	5 Ags/*Aug 5,* 2025-17 Mei/*May 17,* 2027	idAAA[*)]	28 Ags/*Aug 28,* 2024-17 Mei/*May 17,* 2027	idAAA[*)]	*PT Sarana Multi Infrastruktur (Persero)*
PT Perusahaan Listrik Negara (Persero)	6,40 - 9,60	18 Feb/*Feb 18,* 2025-18 Feb/*Feb 18,* 2035	idAAA[*)]	19 Feb/*Feb 19,* 2024-18 Feb/*Feb 18,* 2035	idAAA[*)]	*PT Perusahaan Listrik Negara (Persero)*
PT Pupuk Indonesia (Persero)	5,60 - 8,60	3 Sep/*Sep 3,* 2025-10 Mar/*Mar 10,* 2028	idAAA[*)]	10 Mar/*Mar 10,* 2024-10 Mar/*Mar 10,* 2028	idAAA[*)]	*PT Pupuk Indonesia (Persero)*
PT Kereta Api Indonesia (Persero)	6,70 - 8,25	13 Des/*Dec 13,* 2026-19 Nov/*Nov 19,* 2029	idAAA[*)]	21 Nov/*Nov 21,* 2024-5 Ags/*Aug 5,* 2029	idAAA[*)]	*PT Kereta Api Indonesia (Persero)*
PT Bank Mandiri (Persero) Tbk	5,80 - 8,65	12 Mei/*May 12,* 2025-4 Jul/*Jul 4,* 2028	idAAA[*)]	15 Jun/*Jun 15,* 2024-4 Jul/*Jul 4,* 2028	idAAA[*)]	*PT Bank Mandiri (Persero) Tbk*
PT Mandiri Tunas Finance	5,90 - 9,50	23 Feb/*Feb 23,* 2025--19 Nov/*Nov 19,* 2029	idAAA[*)]	26 Jul/*Jul 26,* 2024-27 Sep/*Sep 27,* 2028	idAAA[*)]	*PT Mandiri Tunas Finance*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)
**) Berdasarkan peringkat yang diterbitkan oleh Moody's

*) *Based on the rating published by PT Pemeringkat Efek Indonesia (Pefindo)*
**) *Based on the rating published by Moody's*

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.2. Obligasi (lanjutan)

Informasi mengenai tingkat suku bunga dan tanggal jatuh tempo adalah sebagai berikut (lanjutan):

7. SECURITIES (continued)

c) By Type and Issuer (continued):

c.2. Bonds (continued)

Information regarding interest rates and maturity date as follows (continued):

	Tingkat Bunga Per Tahun (%)/ *Annual Interest Rate (%)*	*31 Desember/December 31, 2024*		*31 Desember/December 31, 2023*		
		Jatuh tempo/, *Maturity Date,*	Peringkat/, *Rating*[*)]	Jatuh tempo/ *Maturity Date,*	Peringkat/ *Rating*[*)]	
Pihak berelasi (Catatan 44) (lanjutan)						***Related parties (Note 44) (continued)***
Rupiah (lanjutan)						*Rupiah (continued)*
PT Bank Negara Indonesia (Persero) Tbk	6,35 - 6,85	21 Jun/*Jun 21,* 2025-21 Jun/*Jun 21,* 2027	idAAA[*)]	21 Jun/*Jun 21,* 2025-21 Jun/*Jun 21,* 2027	idAAA[*)]	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk	5,50 - 10,50	24 Mei/*May 24,* 2025-13 Jul/*Jul 13,* 2027	AA+[***)]	28 Jun/*Jun 28,* 2024-13 Jul/*Jul 13,* 2027	AA+[***)]	*PT Bank Tabungan Negara (Persero) Tbk*
PT Waskita Karya (Persero) Tbk	5,50 - 10,50	24 Mei/*May 24,* 2025-13 Jul/*Jul 13,* 2027	AA+[***)]	28 Jun/*Jun 28,* 2024-13 Jul/*Jul 13,* 2027	AA+[***)]	*PT Waskita Karya (Persero) Tbk*
Lainnya	2,00 - 11,00	14 Feb /*Feb 14,* 2025-23 Jun/*Jun 23,* 2045	AA[*)] -AAA[*)]	9 Jan/*Jan 9,* 2024-23 Jun/*Jun 23,* 2045	AA[*)] -AAA[*)]	*Others*
Mata uang asing						*Foreign Currency*
PT Indonesia Asahan Aluminium (Persero) Tbk	4,75 - 6,53	15 Mei/*May 15,* 2025-*15 Mei/May 15,* 2030	BBB-[***)]	15 Mei/*May 15,* 2025-*15 Mei/May 15,* 2030	BBB-[***)]	*PT Indonesia Asahan Aluminium (Persero) Tbk*
PT Perusahaan Listrik Negara (Persero)	3,00 - 5,45	15 Mei/*May 15,* 2027-30 Jun/*Jun 30,* 2030	BBB[***)]	15 Mei/*May 15,* 2027-30 Jun/*Jun 30,* 2030	BBB[***)]	*PT Perusahaan Listrik Negara (Persero)*
PT Pertamina (Persero)	1,40 - 5,15	9 Feb/*Feb 9,* 2026-9 Feb/*Feb 9,* 2031	BBB[***)]	9 Feb/*Feb 9,* 2026-9 Feb/*Feb 9,* 2031	BBB[***)]	*PT Pertamina (Persero)*
PT Bank Mandiri (Persero) Tbk	2,00 - 5,50	13 Mei/*May 13,* 2025-19 Apr/*Apr 19,* 2026	BBB[***)]	13 Mei/*May 13,* 2025-*19 Apr/Apr 19,* 2026	BBB[***)]	*PT Bank Mandiri (Persero) Tbk*
PT Pelabuhan Indonesia II (Persero)	4,25	5 Mei/*May 5,* 2025	BBB[***)]	5 Mei/*May 5,* 2025	BBB[***)]	*PT Pelabuhan Indonesia II (Persero)*
PT Sarana Multi Infrastruktur (Persero)	2,05	11 Mei/*May 11,* 2026	BBB[***)]	11 Mei/*May 11,* 2026	BBB[***)]	*PT Sarana Multi Infrastruktur (Persero)*
PT Indonesia Infrastructure Finance	1,50	27 Jan/*Jan 27,* 2026	BBB[***)]	27 Jan/*Jan 27,* 2026	BBB[***)]	*PT Indonesia Infrastructure Finance*
PT Bank Negara Indonesia (Persero) Tbk	5,28	5 Apr/*Apr 5,* 2029	BBB-[***)]	5 Apr/*Apr 5,* 2029	BBB-[***)]	*PT Bank Negara Indonesia (Persero) Tbk*
PT Hutama Karya (Persero) Tbk	3,75	11 Mei/*May 11,* 2030	BBB[***)]	11 Mei/*May 11,* 2030	BBB-[***)]	*PT Hutama Karya (Persero) Tbk*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)
***) Berdasarkan peringkat yang diterbitkan oleh Fitch Ratings

*) *Based on the rating published by PT Pemeringkat Efek Indonesia (Pefindo)*
***) *Based on the rating published by Fitch Ratings*

7. EFEK-EFEK (lanjutan) / *7. SECURITIES (continued)*

c) Berdasarkan Jenis dan Penerbit (lanjutan): / *c) By Type and Issuer (continued):*

c.3. Reksadana / *c.3. Mutual Fund*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Nilai wajar melalui laba rugi			***Fair value through profit or loss***
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
PNM Dana Tunai	1.608.837	982.347	*PNM Dana Tunai*
BRI Seruni Pasar Uang III	834.680	519.367	*BRI Seruni Pasar Uang III*
BRI Gamastep Pasar Uang	623.119	-	*BRI Gamastep Pasar Uang*
BRI Seruni Pasar Uang II Kelas B	559.868	800.539	*BRI Seruni Pasar Uang II Kelas B*
BRI Gebyar Dana Likuid	550.322	651.770	*BRI Gebyar Dana Likuid*
PNM Arafah	541.101	-	*PNM Arafah*
Trim Kas 2 Kelas A	481.761	-	*Trim Kas 2 Kelas A*
Syailendra Dana Kas	378.166	-	*Syailendra Dana Kas*
Bahana Likuid Plus	350.600	813.673	*Bahana Likuid Plus*
Bahana Likuid Syariah Kelas S	299.152	150.558	*Bahana Likuid Syariah Kelas S*
Lainnya	1.410.435	2.037.273	*Others*
	7.638.041	5.955.527	
Dolar Amerika Serikat			*United States Dollar*
Schroder USD Bond Fund	9.567	9.106	*Schroder USD Bond Fund*
	9.567	9.106	
	7.647.608	5.964.633	
Nilai Wajar melalui Penghasilan Komprehensif Lain			***Fair value through other comprehensive income***
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
Syailendra Capital Protected Fund 45	1.012.153	1.009.562	*Syailendra Capital Protected Fund 45*
Manulife Proteksi Dana Utama II	763.282	761.147	*Manulife Proteksi Dana Utama II*
Manulife Proteksi Dana Utama III	762.248	758.439	*Manulife Proteksi Dana Utama III*
BNI-AM Proteksi Asoka	761.431	759.176	*BNI-AM Proteksi Asoka*
Manulife Proteksi Dana Utama V	759.360	758.712	*Manulife Proteksi Dana Utama V*
Danareksa Proteksi 85	758.844	756.631	*Danareksa Proteksi 85*
Trimegah Terproteksi 21	755.831	752.920	*Trimegah Terproteksi 21*
Bahana Himaya Syariah II	615.204	610.682	*Bahana Himaya Syariah II*
Danareksa Proteksi 84	607.391	604.449	*Danareksa Proteksi 84*
Trimegah Terproteksi 23	586.462	583.053	*Trimegah Terproteksi 23*
Lainnya	6.873.629	5.826.182	*Others*
	14.255.835	13.180.953	
Dolar Amerika Serikat			*United States Dollar*
Manulife USD Proteksi Brilian	816.821	780.166	*Manulife USD Proteksi Brilian*
	816.821	780.166	
	15.072.656	13.961.119	
Total	**22.720.264**	**19.925.752**	***Total***

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.4. *Negotiable Certificate of Deposit* (NCD)

7. SECURITIES (continued)

c) By Type and Issuer (continued):

c.4. Negotiable Certificate of Deposit (NCD)

	Nilai Nominal/ *Nominal Value*	Tingkat Bunga per Tahun (%)/ *Annual Interest Rate (%)*	Tanggal Jatuh Tempo/ *Maturity Date*	Nilai wajar/ Nilai tercatat *Fair value/ Carrying Value* 31 Desember/ *December 31, 2024*	31 Desember/ *December 31, 2023*	
Nilai wajar melalui penghasilan komprehensif lain						***Fair value through other compehensive income***
Pihak ketiga						*Third parties*
Mata Uang Asing						*Foreign Currency*
Central Bank Of China						*Central Bank Of China*
112121302811N	100	1,09	10 Jan/*Jan 10,* 2024	-	50.350	*112121302811N*
113123100711N	130	0,83	7 Jan/*Jan 7*, 2025	63.820	-	*113123100711N*
				63.820	50.350	
Pihak berelasi (Catatan 44)						*Related parties (Note 44)*
Rupiah						*Rupiah*
PT Bank Negara Indonesia (Persero) Tbk						*PT Bank Negara Indonesia (Persero) Tbk*
Tahun 2023						Year 2023
Tahap I Seri C	90.000	6,53	21 Okt/*Oct 21,* 2024	-	85.250	*Phase I Series C*
				-	85.250	
Total				**63.820**	**135.600**	***Total***

c.5. Obligasi Subordinasi

c.5. Subordinated Bonds

	Nilai Wajar/Nilai Tercatat *Fair Value/Carrying Value* 31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Nilai wajar melalui laba rugi			***Fair value through profit or loss***
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
PT Bank Central Asia Tbk Berkelanjutan I Tahap I Tahun 2018 Seri B	-	15.783	*PT Bank Central Asia Tbk Berkelanjutan I Phase I Year 2018 Series B*
	-	15.783	

Informasi mengenai tingkat suku bunga dan tanggal jatuh tempo adalah sebagai berikut:

Information regarding interest rates and maturity date as follows:

	Tingkat Bunga Per Tahun *(%)*/ *Annual Interest Rate (%)*	Tanggal Jatuh Tempo/ *Maturity Date*	Peringkat/ *Rating**) 31 Desember/ *December 31, 2024*	31 Desember / *December 31, 2023*	
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
PT Bank Central Asia Tbk Berkelanjutan I Tahap I Tahun 2018 Seri B	8,00	5 Jul/ *Jul 5, 2030*	-	idAA	*PT Bank Central Asia Tbk Berkelanjutan I Phase I Year 2018 Series B*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)

**) Based on the rating published by PT Pemeringkat Efek Indonesia (Pefindo)*

7. EFEK-EFEK (lanjutan)

c) Berdasarkan Jenis dan Penerbit (lanjutan):

c.6. *Medium-Term Note* (MTN)

7. SECURITIES (continued)

c) By Type and Issuer (continued):

c.6. Medium-Term Note (MTN)

	Nilai Nominal/ *Nominal Value*	Tingkat Bunga per Tahun (%)/ *Annual Interest Rate (%)*	Tanggal Jatuh Tempo/ *Maturity Date*	Nilai wajar/ Nilai tercatat *Fair value/ Carrying Value* 31 Desember/ *December 31, 2024*	31 Desember/ *December 31, 2023*	
Nilai wajar melalui penghasilan komprehensif lain						***Fair value through other compehensive income***
Pihak berelasi (Catatan 44)						*Related parties (Note 44)*
Rupiah						*Rupiah*
PT Bahana Pembinaan Usaha Indonesia (Persero) MTN I Tahun 2022[*)]	200.000	9,00	2 Nov/ *Nov 2, 2027*	150.892	153.503	*PT Bahana Pembinaan Usaha Indonesia (Persero) MTN I Year 2022[*)]*
Perum Perumnas Tahap III Tahun 2018 Seri B[*)]	65.000	11,85	10 Des/ *Dec 10, 2026*	60.135	62.520	*Perum Perumnas Phase III Year 2018 Series B[*)]*
				211.027	216.023	
Biaya perolehan diamortisasi						***Amortized cost***
Pihak berelasi (Catatan 44)						*Related parties (Note 44)*
Rupiah						*Rupiah*
PT Perkebunan Nusantara II (Persero)						*PT Perkebunan Nusantara II (Persero)*
VIII Seri A[*)]	10.000	11,00	26 Jun/ *Jun 26, 2027*	9.250	10.000	*VIII Series A[*)]*
VIII Seri B[*)]	1.000	11,00	31 Okt/ *Oct 31, 2027*	925	1.000	*VIII Series B[*)]*
				10.175	11.000	
Total				**221.202**	**227.023**	***Total***

d) BRI mengakui (kerugian) dan keuntungan yang belum direalisasi-neto dari perubahan nilai wajar efek-efek yang diklasifikasikan dalam "nilai wajar melalui laba rugi" sebesar (Rp202.928) dan Rp214.435 masing-masing untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023, yang dilaporkan dalam akun "keuntungan atau kerugian yang belum direalisasi dari perubahan nilai wajar efek-efek" di laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

d) BRI recognized net unrealized (loss) and gain resulting from the changes in fair values of securities classified as "fair value through profit or loss" amounting to (Rp202,928) and Rp214,435 for the year ended December 31, 2024 and 2023, respectively which are presented in the "unrealized gain or loss on changes in fair value of securities" in the consolidated statement of profit or loss and other comprehensive income.

e) BRI mengakui keuntungan neto atas penjualan efek-efek sebesar Rp2.209.474 dan Rp1.898.653 masing-masing untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023, yang dilaporkan dalam akun "keuntungan dari penjualan efek-efek - neto" di laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

e) BRI recognized net gain on sale of securities amounting to Rp2,209,474 and Rp1,898,653 for the year ended December 31, 2024 and 2023, respectively which are presented in the "gain on sale of securities - net" in the consolidated statement of profit or loss and other comprehensive income.

f) Efek-efek sejumlah nominal Rp26.373.000 dan Rp20.563.516 masing-masing pada tanggal-tanggal 31 Desember 2024 dan 2023, telah dijual dengan janji dibeli kembali (Catatan 23).

f) Securities with nominal Rp26,373,000 and Rp20,563,516 as of December 31, 2024 and 2023, respectively were sold under agreement to repurchase (Note 23).

7. EFEK-EFEK (lanjutan)

g) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan:

7. SECURITIES (continued)

g) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain					*Securities measured at fair value through other comprehensive income*
Nilai tercatat awal	163.339.165	-	-	163.339.165	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(53.193.465)	-	-	(53.193.465)	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	78.665.862	-	-	78.665.862	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(21.882.846)	-	-	(21.882.846)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	947.570	-	-	947.570	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**167.876.286**	**-**	**-**	**167.876.286**	***Carrying value ending balance***

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Efek-efek yang diukur pada biaya perolehan diamortisasi					*Securities measured at amortized cost*
Nilai tercatat awal	145.358.968	-	-	145.358.968	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(23.347.197)	-	-	(23.347.197)	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	24.300.588	-	-	24.300.588	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(10.235.151)	-	-	(10.235.151)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(836.546)	-	-	(836.546)	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**135.240.662**	**-**	**-**	**135.240.662**	***Carrying value ending balance***

7. EFEK-EFEK (lanjutan)

g) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

7. *SECURITIES (continued)*

g) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/ *December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain					*Securities measured at fair value through other comprehensive income*
Nilai tercatat awal	150.802.567	-	-	150.802.567	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	15.393.453	-	-	15.393.453	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	9.682.747	-	-	9.682.747	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(12.201.857)	-	-	(12.201.857)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(337.745)	-	-	(337.745)	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**163.339.165**	**-**	**-**	**163.339.165**	***Carrying value ending balance***

	31 Desember/ *December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Efek-efek yang diukur pada biaya perolehan diamortisasi					*Securities measured at amortized cost*
Nilai tercatat awal	158.406.378	-	-	158.406.378	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(2.313.221)	-	-	(2.313.221)	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	2.247.397	-	-	2.247.397	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(12.867.437)	-	-	(12.867.437)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(114.149)	-	-	(114.149)	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**145.358.968**	**-**	**-**	**145.358.968**	***Carrying value ending balance***

7. EFEK-EFEK (lanjutan)

g) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

7. SECURITIES (continued)

g) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain					*Securities measured at fair value through other comprehensive income*
Cadangan atas kerugian kredit ekspektasian awal	128.230	-	-	128.230	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(45.267)	-	-	(45.267)	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	12.675	-	-	12.675	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(33.308)	-	-	(33.308)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(18.446)	-	-	(18.446)	*Foreign exchange model or parameter changes* and other changes
Cadangan atas kerugian kredit ekspektasian akhir*)	**43.884**	**-**	**-**	**43.884**	***Allowance for expected credit loss ending balance*)**

*) Cadangan kerugian penurunan nilai atas efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain dicatat pada penghasilan komprehensif lain sehingga nilai tercatatnya disajikan sebesar nilai wajarnya.

*) *Allowance for expected credit losses on securities measured at fair value through other comprehensive income is recorded in other comprehensive income therefore the carrying value is stated at fair value.*

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Efek-efek yang diukur pada biaya perolehan diamortisasi					*Securities measured at amortized cost*
Cadangan atas kerugian kredit ekspektasian awal	81.510	-	-	81.510	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(17.318)	-	-	(17.318)	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	7.087	-	-	7.087	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(10.184)	-	-	(10.184)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(2.272)	-	-	(2.272)	*Foreign exchange model or parameter changes* and other changes
Cadangan atas kerugian kredit ekspektasian akhir	**58.823**	**-**	**-**	**58.823**	***Allowance for expected credit loss ending balance***

7. EFEK-EFEK (lanjutan)

g) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

7. SECURITIES (continued)

g) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/*December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain					*Securities measured at fair value through other comprehensive income*
Cadangan atas kerugian kredit ekspektasian awal	141.559	-	-	141.559	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(2.464)	-	-	(2.464)	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	12.050	-	-	12.050	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(18.764)	-	-	(18.764)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(4.151)	-	-	(4.151)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir*)	**128.230**	**-**	**-**	**128.230**	***Allowance for expected credit loss ending balance**)*

*) Cadangan kerugian penurunan nilai atas efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain dicatat pada penghasilan komprehensif lain sehingga nilai tercatatnya disajikan sebesar nilai wajarnya.

*) *Allowance for expected credit losses on securities measured at fair value through other comprehensive income is recorded in other comprehensive income therefore the carrying value is stated at fair value.*

	31 Desember/ *December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Efek-efek yang diukur pada biaya perolehan diamortisasi					*Securities measured at amortized cost*
Cadangan atas kerugian kredit ekspektasian awal	82.835	-	-	82.835	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(5.757)	-	-	(5.757)	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	3.365	-	-	3.365	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(7.235)	-	-	(7.235)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	8.302	-	-	8.302	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**81.510**	**-**	**-**	**81.510**	***Allowance for expected credit loss ending balance***

7. EFEK-EFEK (lanjutan)

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai pada tanggal 31 Desember 2024 dan 2023 telah memadai.

7. SECURITIES (continued)

Management believes that the allowance for impairment losses as of December 31, 2024 and 2023 are adequate.

8. WESEL EKSPOR DAN TAGIHAN LAINNYA

8. EXPORT BILLS AND OTHER RECEIVABLES

a) Berdasarkan Jenis dan Mata Uang:

a) By Type and Currency:

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023*)*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Wesel Tagih		8.051.372		6.366.822	*Notes Receivables*
Surat Kredit Berdokumen					*Domestic Documentary*
Dalam Negeri (SKBDN)		5.045.903		5.225.499	*Letter of Credit (SKBDN)*
Wesel Ekspor		2.660.935		948.474	*Export Bills*
Tagihan Lainnya		601.631		587.623	*Other Bills*
		16.359.841		13.128.418	
Mata uang asing					*Foreign currency*
Surat Kredit Berdokumen					*Domestic Documentary*
Dalam Negeri (SKBDN)					*Letter of Credit (SKBDN)*
Dolar Amerika Serikat	345.964	5.568	1.920.785	29.574	*United States Dollar*
Wesel Ekspor					*Export Bills*
Dolar Amerika Serikat	503.415.272	8.102.469	569.043.299	8.761.560	*United States Dollar*
Renminbi	268.865.176	592.845	347.287.381	753.635	*Renminbi*
		8.695.314		9.515.195	
Wesel Tagih					*Notes Receivables*
Dolar Amerika Serikat	682.485.573	10.984.605	1.671.338.459	25.733.598	*United States Dollar*
Renminbi	16.298.725	35.939	4.837.899	10.499	*Renminbi*
Euro Eropa	515.465	8.638	2.643.272	45.037	*European Euro*
Dolar Singapura	267.763	3.172		-	*Singaporean Dollar*
Yen Jepang	8.845.896	911	5.707.955	621	*Japanese Yen*
		11.033.265		25.789.755	
Tagihan Lainnya					*Other Bills*
Dolar Amerika Serikat	36.124.548	581.425	38.242.036	588.813	*United States Dollar*
Renminbi	43.508.257	95.935	14.353.420	31.148	*Renminbi*
Yen Jepang	50.449.826	5.198	64.121.200	6.981	*Japanese Yen*
Euro Eropa	996.139	16.693	68.625	1.169	*European Euro*
Pound Sterling Inggris	27.500	556	-	-	*Great Britain Pound Sterling*
		699.807		628.111	
		20.433.954		35.962.635	
		36.793.795		49.091.053	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
Wesel Tagih		2.101.883		2.909.367	*Notes Receivables*
Surat Kredit Berdokumen					*Domestic Documentary*
Dalam Negeri (SKBDN)		1.033.077		359.966	*Letter of Credit (SKBDN)*
Wesel Ekspor		38.196		38.666	*Export Bills*
Tagihan Lainnya		45.142		340.411	*Other Bills*
		3.218.298		3.648.410	

*) Setelah Reklasifikasi (Catatan 52)

**) After Reclassification (Note 52)*

8. WESEL EKSPOR DAN TAGIHAN LAINNYA (lanjutan)

a) Berdasarkan Jenis dan Mata Uang (lanjutan):

8. EXPORT BILLS AND OTHER RECEIVABLES (continued)

a) By Type and Currency (continued):

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023**)		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak berelasi (Catatan 44) (lanjutan)					*Related parties (Note 44) (continued)*
Mata uang asing					*Foreign currency*
Wesel Tagih					*Notes Receivables*
Dolar Amerika Serikat	13.629.896	219.373	69.242.781	1.066.131	*United States Dollar*
Pound Sterling Inggris	-	-	4.541	89	*Great Britain Pound Sterling*
Wesel Ekspor					*Export Bills*
Dolar Amerika Serikat	54.272	874	96.636	1.488	*United States Dollar*
		220.247		1.067.708	
Tagihan Lainnya					*Other Bills*
Dolar Amerika Serikat	24.597.623	395.899	14.993.050	230.848	*United States Dollar*
Yen Jepang	252.855.428	26.052	62.880.000	6.846	*Japanese Yen*
Euro Eropa	151.045	2.531	5.002.350	85.232	*European Euro*
		424.482		322.926	
		644.729		1.390.634	
		3.863.027		5.039.044	
Total		**40.656.822**		**54.130.097**	***Total***
Cadangan kerugian penurunan nilai		(1.075.559)		(2.323.916)	*Allowance for impairment losses*
Total - Neto		**39.581.263**		**51.806.181**	***Total - Net***

*) Setelah Reklasifikasi (Catatan 52)

**) After Reclassification (Note 52)*

b) Berdasarkan Jangka Waktu:

Klasifikasi jangka waktu wesel ekspor dan tagihan lainnya berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut:

b) By Period:

The classification of export bills and other receivables based on their remaining period to maturity are as follows:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak ketiga			*Third parties*
≤ 1 bulan	8.678.038	27.085.977	*≤ 1 month*
> 1 bulan - 3 bulan	14.272.657	15.250.996	*> 1 month - 3 months*
> 3 bulan - 1 tahun	13.843.100	6.754.080	*> 3 months - 1 year*
	36.793.795	49.091.053	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
≤ 1 bulan	1.708.996	2.221.008	*≤ 1 month*
> 1 bulan - 3 bulan	1.474.739	798.625	*> 1 month - 3 months*
> 3 bulan - 1 tahun	679.292	2.019.411	*> 3 months - 1 year*
	3.863.027	5.039.044	
	40.656.822	54.130.097	
Cadangan kerugian penurunan nilai	(1.075.559)	(2.323.916)	*Allowance for impairment losses*
Total - Neto	**39.581.263**	**51.806.181**	***Total - Net***

8. WESEL EKSPOR DAN TAGIHAN LAINNYA (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan:

8. EXPORT BILLS AND OTHER RECEIVABLES (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Wesel Ekspor dan Tagihan Lainnya					*Export Bills and Other Receivables*
Nilai tercatat awal	52.617.395	1.512.702	-	54.130.097	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	-	-	-	-	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	40.613.736	39.783	3.067	40.656.586	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(52.637.500)	(1.512.640)	-	(54.150.140)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial asset*
Perubahan model atau parameter valuta asing dan perubahan lain	20.341	(62)	-	20.279	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**40.613.972**	**39.783**	**3.067**	**40.656.822**	***Carrying value ending balance***

	31 Desember/ *December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Wesel Ekspor dan Tagihan Lainnya					*Export Bills and Other Receivables*
Nilai tercatat awal	38.423.427	690.988	-	39.114.415	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	(945.043)	945.043	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	-	-	-	-	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	43.573.256	1.074.429	-	44.647.685	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(28.406.723)	(1.197.707)	-	(29.604.430)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(27.522)	(51)	-	(27.573)	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**52.617.395**	**1.512.702**	**-**	**54.130.097**	***Carrying value ending balance***

8. WESEL EKSPOR DAN TAGIHAN LAINNYA (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan:

8. EXPORT BILLS AND OTHER RECEIVABLES (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Wesel Ekspor dan Tagihan Lainnya					*Export Bills and Other Receivables*
Cadangan atas kerugian kredit ekspektasian awal	1.067.552	1.256.364	-	2.323.916	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	-	-	-	-	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	1.043.129	29.362	3.067	1.075.558	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(1.069.999)	(1.256.366)	-	(2.326.365)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial asset*
Perubahan model atau parameter valuta asing dan perubahan lain	2.448	2	-	2.450	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**1.043.130**	**29.362**	**3.067**	**1.075.559**	***Allowance for expected credit loss ending balance***

	31 Desember/ *December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2* Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Wesel Ekspor dan Tagihan Lainnya					*Export Bills and Other Receivables*
Cadangan atas kerugian kredit ekspektasian awal	1.108.792	530.137	-	1.638.929	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	(58.346)	58.346	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	-	734.771	-	734.771	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	1.067.552	463.664	-	1.531.216	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(1.050.447)	(530.546)	-	(1.580.993)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	1	(8)	-	(7)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**1.067.552**	**1.256.364**	**-**	**2.323.916**	***Allowance for expected credit loss ending balance***

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai wesel ekspor dan tagihan lainnya pada tanggal 31 Desember 2024 dan 2023 telah memadai.

Management believes that the allowance for impairment losses on export bills and other receivables as of December 31, 2024 and 2023 are adequate.

9. EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI

Efek-efek yang dibeli dengan janji dijual kembali pada tanggal-tanggal 31 Desember 2024 dan 2023 terdiri dari:

9. SECURITIES PURCHASED UNDER AGREEMENT TO RESELL

Securities purchased under agreement to resell as of December 31, 2024 and 2023 consist of:

	31 Desember/*December 31, 2024*					
	Tingkat Suku Bunga (%)/ *Interest Rate (%)*	**Tanggal Beli/ *Date of Purchase***	**Tanggal Jual Kembali/ *Date of Resale*)***	**Nilai Beli/ *Purchase Amount***	**Nilai Tercatat/ *Carrying Value***	
Pihak ketiga						*Third parties*
Rupiah						*Rupiah*
Bank Indonesia						*Bank Indonesia*
Obligasi Pemerintah						*Government Bonds*
VR0034	6,00	13 Des/*Dec 13, 2024*	7 Jan/*Jan 7, 2025*	197.776	197.809	*VR0034*
Deutsche Bank AG						*Deutsche Bank AG*
Obligasi Pemerintah						*Government Bonds*
FR0081	6,45	*24 Des/Dec 24, 2024*	7 Jan/Jan 7, 2025	4.900	4.907	*FR0081*
PT Bank Central Asia Tbk						*PT Bank Central Asia Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0056	6,45	19 Des/ *Dec 19, 2024*	2 Jan/ *Jan 2, 2025*	298.173	298.867	*FR0095*
FR0056	6,45	23 Des/ *Dec 23, 2024*	6 Jan/ *Jan 6, 2025*	99.445	99.606	*FR0095*
PT BPD Sulawesi Selatan dan Barat						*PT BPD Sulawesi Selatan dan Barat*
Obligasi Pemerintah						*Government Bonds*
IDSR080925367S	6,65	17 Des/*Dec 17, 2024*	16 Jan/ *Jan 16, 2025*	94.999	95.263	*IDSR080925367S*
PT Bank Mayapada Internasional Tbk						*PT Bank Mayapada Internasional Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0081	6,55	11 Des/*Dec 11, 2024*	8 Jan/*Jan 8, 2025*	202.082	202.854	*FR0081*
FR0084	6,55	19 Des/*Dec 19, 2024*	16 Jan/*Jan 16, 2025*	98.030	98.262	*FR0084*
FR0086	6,55	19 Des/*Dec 19, 2024*	16 Jan/*Jan 16, 2025*	94.102	94.325	*FR0086*
PT. Bank Sinarmas Tbk						*PT. Bank Sinarmas Tbk.*
Obligasi Pemerintah						*Government Bonds*
FR0087	6,55	12 Des/ *Dec 12, 2024*	9 Jan/ *Jan 9, 2025*	460.945	462.622	*FR0087*
FR0087	6,55	10 Des/ *Dec 10, 2024*	7 Jan/ *Jan 7, 2025*	184.227	184.965	*FR0087*
PT Bank CTBC Indonesia						*PT Bank CTBC Indonesia*
Obligasi Pemerintah						*Government Bonds*
FR0056	6,65	2 Des/*Dec 2, 2024*	2 Jan/*Jan 2, 2025*	99.803	100.356	*FR0056*
PT Bank OCBC NISP Tbk						*PT Bank OCBC NISP Tbk*
Obligasi Pemerintah						*Government Bonds*
IDSR300525364S	6,15	31 Des/*Dec 31, 2024*	2 Jan/*Jan 2, 2025*	1.939.858	1.940.191	*IDSR300525364S*
FR0064	6,15	31 Des/*Dec 31, 2024*	2 Jan/*Jan 2, 2025*	1.864.553	1.864.872	*FR0064*
FR0082	6,15	31 Des/*Dec 31, 2024*	2 Jan/*Jan 2, 2025*	944.937	945.098	*FR0082*
PT Bank Danamon						*PT Bank Danamon*
Obligasi Pemerintah						*Government Bonds*
IDSR170125364S	6,15	31 Des/*Dec 31, 2024*	2 Jan/*Jan 2, 2025*	996.778	996.948	*IDSR170125364S*
PT Bank Capital Indonesia Tbk						*PT Bank Capital Indonesia Tbk*
Obligasi Pemerintah						*Government Bonds*
IDSR070225182S	6,55	9 Des/*Dec 9, 2024*	6 Jan/*Jan 6, 2025*	296.514	297.755	*IDSR070225182S*
FR0087	6,55	4 Des/*Dec 4, 2024*	2 Jan/*Jan 2, 2025*	74.040	74.417	*FR0087*
IDSR040425182S	6,65	24 Des/*Dec 24, 2024*	24 Jan/*Jan 24, 2025*	49.079	49.152	*IDSR040425182S*
PT Bank DBS Indonesia						*PT Bank DBS Indonesia*
Obligasi Pemerintah						*Government Bonds*
IDSR200625364S	6,50	5 Des/*Dec 5, 2024*	14 Jan/*Jan 14, 2025*	1.541.333	1.545.450	*IDSR200625364S*
IDSR130625364S	6,45	30 Des/*Dec 30, 2024*	13 Jan/*Jan 13, 2025*	483.716	483.889	*IDSR130625364S*
IDSR260925364S	6,55	9 Des/*Dec 9, 2024*	6 Jan/*Jan 6, 2025*	473.913	475.896	*IDSR260925364S*
IDSR250725364S	6,55	11 Des/*Dec 11, 2024*	8 Jan/*Jan 8, 2025*	286.982	288.078	*IDSR250725364S*
IDSR031025364S	6,65	9 Des/*Dec 9, 2024*	9 Jan/*Jan 9, 2025*	283.965	285.171	*IDSR031025364S*
IDSR071125364S	6,55	10 Des/*Dec 10, 2024*	7 Jan/*Jan 7, 2025*	187.813	188.564	*IDSR071125364S*
IDSR170125364S	6,65	3 Des/*Dec 3, 2024*	3 Jan/*Jan 3, 2025*	99.152	99.683	*IDSR170125364S*
IDSR110625364S	6,65	16 Des/*Dec 16, 2024*	16 Jan/*Jan 16, 2025*	96.520	96.805	*IDSR110625364S*
IDSR040425364S	6,65	13 Des/*Dec 13, 2024*	13 Jan/*Jan 13, 2025*	48.946	49.118	*IDSR040425364S*
IDSR040425273S	6,65	10 Des/*Dec 10, 2024*	10 Jan/*Jan 10, 2025*	48.841	49.039	*IDSR040425273S*
IDSR190925364S	6,65	11 Des/*Dec 11, 2024*	13 Jan/*Jan 13, 2025*	47.455	47.639	*IDSR190925364S*
PT Bank Victoria Internasional Tbk						*PT Bank Victoria Internasional Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0081	6,55	9 Des/ *Dec 9, 2024*	6 Jan/ *Jan 6, 2025*	202.049	202.894	*FR0081*
FR0059	6,55	4 Des/ *Dec 4, 2024*	2 Jan/ *Jan 2, 2025*	191.839	192.816	*FR0059*
FR0059	6,55	10 Des/ *Dec 10, 2024*	7 Jan/ *Jan 7, 2025*	95.718	96.101	*FR0059*

9. EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI (lanjutan)

9. SECURITIES PURCHASED UNDER AGREEMENT TO RESELL (continued)

Efek-efek yang dibeli dengan janji dijual kembali pada tanggal-tanggal 31 Desember 2024 dan 2023 terdiri dari (lanjutan):

Securities purchased under agreement to resell as of December 31, 2024 and 2023 consist of (continued):

	31 Desember/*December 31, 2024*					
	Tingkat Suku Bunga (%)/ *Interest Rate (%)*	Tanggal Beli/ *Date of Purchase*	Tanggal Jual Kembali/ *Date of Resale*)*	Nilai Beli/ *Purchase Amount*	Nilai Tercatat/ *Carrying Value*	
Pihak ketiga (lanjutan)						*Third parties (continued)*
Rupiah (lanjutan)						*Rupiah (continued)*
PT Bank UOB Indonesia						*PT Bank UOB Indonesia*
Obligasi Pemerintah						*Government Bonds*
FR0040	6,45	18 Des/ *Dec 18, 2024*	2 Jan/ *Jan 2, 2025*	5.194	5.207	*FR0040*
FR0040	6,45	19 Des/ *Dec 19, 2024*	2 Jan/ *Jan 2, 2025*	5.193	5.205	*FR0040*
FR0040	6,45	20 Des/ *Dec 20, 2024*	3 Jan/ *Jan 3, 2025*	5.193	5.204	*FR0040*
FR0040	6,45	31 Des/ *Dec 31, 2024*	14 Jan/ *Jan 14, 2025*	5.203	5.204	*FR0040*
FR0040	6,45	23 Des/ *Dec 23, 2024*	6 Jan/ *Jan 6, 2025*	5.195	5.204	*FR0040*
FR0040	6,45	30 Des/ *Dec 30, 2024*	13 Jan/ *Jan 13, 2025*	5.202	5.203	*FR0040*
FR0040	6,45	27 Des/ *Dec 27, 2024*	10 Jan/ *Jan 10, 2025*	5.198	5.203	*FR0040*
FR0040	6,45	24 Des/ *Dec 24, 2024*	7 Jan/ *Jan 7, 2025*	5.195	5.202	*FR0040*
PT Bank Permata Tbk						*PT Bank Permata Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0101	6,20	31 Des/*Dec 31, 2024*	3 Jan/*Jan 3, 2025*	480.011	480.094	*FR0101*
PT Bank Mega Tbk						*PT Bank Mega Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0085 N	6,15	31 Des/*Dec 31, 2024*	2 Jan/*Jan 2, 2025*	977.790	977.957	*FR0085 N*
PT BPD Jawa Barat dan Banten Tbk						*PT BPD Jawa Barat dan Banten Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0087	6,45	24 Des/*Dec 24, 2024*	7 Jan/*Jan 7, 2025*	9.210	9.223	*FR0087*
PT Bank CIMB Niaga Tbk						*PT Bank CIMB Niaga Tbk*
Obligasi Pemerintah						*Government Bonds*
IDSR250425364S	6,55	30 Des/*Dec 30, 2024*	30 Jan/*Jan 30, 2025*	488.448	488.626	*IDSR250425364S*
IDSR110625364S	6,45	27 Des/*Dec 27, 2024*	10 Jan/*Jan 10, 2025*	483.645	484.078	*IDSR110625364S*
IDSR200625364S	6,55	23 Des/*Dec 23, 2024*	20 Jan/*Jan 20, 2025*	482.215	483.005	*IDSR200625364S*
Mata uang asing						*Foreign Currency*
Standard Chartered Bank, Jakarta						*Standard Chartered Bank, Jakarta*
Obligasi Pemerintah						*Government Bonds*
FR0059	5,15	13 Des/*Dec 13, 2024*	13 Feb/*Feb 13, 2025*	806.429	808.621	*FR0059*
				15.857.804	**15.882.648**	
Pihak berelasi (Catatan 44)						*Related parties (Note 44)*
Rupiah						*Rupiah*
PT Bank Tabungan Negara (Persero) Tbk						*PT Bank Tabungan Negara (Persero) Tbk*
Obligasi Pemerintah						*Government Bonds*
IDSR110625364S	6,15	31 Des/ *Dec 31, 2024*	2 Jan/*Jan 2, 2025*	484.027	484.109	*IDSR110625364S*
IDSR080825364S	6,15	31 Des/ *Dec 31, 2024*	2 Jan/*Jan 2, 2025*	478.851	478.933	*IDSR080825364S*
				962.878	**963.042**	
Total				**16.820.682**	**16.845.690**	***Total***

9. EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI (lanjutan)

9. SECURITIES PURCHASED UNDER AGREEMENT TO RESELL (continued)

Efek-efek yang dibeli dengan janji dijual kembali pada tanggal-tanggal 31 Desember 2024 dan 2023 terdiri dari (lanjutan):

Securities purchased under agreement to resell as of December 31, 2024 and 2023 consist of (continued):

	31 Desember/*December 31, 2023*					
	Tingkat Suku Bunga (%)/ *Interest Rate (%)*	Tanggal Beli/ *Date of Purchase*	Tanggal Jual Kembali/ *Date of Resale*)*	Nilai Beli/ *Purchase Amount*	Nilai Tercatat/ *Carrying Value*	
Pihak ketiga						*Third parties*
Rupiah						*Rupiah*
Bank Indonesia						*Bank Indonesia*
Obligasi Pemerintah						*Government Bonds*
VR0054	6,00	28 Des/ *Dec 28, 2023*	04 Jan/ *Jan 04, 2024*	9.546.172	9.552.536	*VR0054*
VR0036	6,16	04 Okt/ *Oct 04, 2023*	03 Jan/ *Jan 03, 2024*	2.876.476	2.920.281	*VR0036*
VR0052	6,16	11 Okt/ *Oct 11, 2023*	10 Jan/ *Jan 10, 2024*	1.925.750	1.952.770	*VR0052*
VR0064	6,43	15 Nov/ *Nov 15, 2023*	15 Feb/ *Feb 15, 2024*	1.920.082	1.936.200	*VR0064*
VR0044	6,46	29 Nov/ *Nov 29, 2023*	28 Feb/ *Feb 28, 2024*	1.920.096	1.931.466	*VR0044*
VR0056	6,16	18 Okt/ *Oct 18, 2023*	17 Jan/ *Jan 17, 2024*	480.157	486.319	*VR0056*
VR0082	6,40	04 Agu/ *Aug 04, 2023*	03 Mei/ *May 03, 2024*	144.282	148.130	*VR0082*
VR0094	6,67	13 Jan/ *Jan 13, 2023*	12 Jan/ *Jan 12, 2024*	92.694	98.757	*VR0094*
VR0061	6,50	28 Apr/ *Apr 28, 2023*	26 Jan/ *Jan 26, 2024*	93.600	97.791	*VR0061*
VR0049	6,45	09 Jun/ *Jun 09, 2023*	08 Mar/ *Mar 08, 2024*	93.476	96.926	*VR0049*
VR0037	6,41	16 Jun/ *Jun 16, 2023*	14 Jun/ *Jun 14, 2024*	93.069	96.367	*VR0037*
PT Bank OCBC NISP Tbk						*PT Bank OCBC NISP Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0070	5,85	29 Des/ *Dec 29, 2023*	02 Jan/ *Jan 02, 2024*	2.016.348	2.017.331	*FR0070*
FR0077	5,85	29 Des/ *Dec 29, 2023*	02 Jan/ *Jan 02, 2024*	996.165	996.651	*FR0077*
PT Bank UOB Indonesia						*PT Bank UOB Indonesia*
Obligasi Pemerintah						*Government Bonds*
IDSR041224364S	6,50	22 Des/ *Dec 22, 2023*	05 Jan/ *Jan 05, 2024*	1.405.969	1.408.508	*IDSR041224364S*
FR0095	6,70	20 Des/ *Dec 20, 2023*	19 Jan/ *Jan 19, 2024*	483.251	484.330	*FR0095*
IDSR131124364S	6,27	28 Des/ *Dec 28, 2023*	04 Jan/ *Jan 04, 2024*	94.173	94.239	*IDSR131124364S*
PT Bank Central Asia Tbk						*PT Bank Central Asia Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0095	5,85	29 Des/ *Dec 29, 2023*	02 Jan/ *Jan 02, 2024*	972.060	972.534	*FR0095*
PT BPD Jawa Barat dan Banten Tbk						*PT BPD Jawa Barat dan Banten Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0086	6,20	28 Des/ *Dec 28, 2023*	03 Jan/ *Jan 03, 2024*	942.176	942.825	*FR0086*
FR0090	6,20	28 Des/ *Dec 28, 2023*	03 Jan/ *Jan 03, 2024*	924.632	925.269	*FR0090*
FR0065	6,20	28 Des/ *Dec 28, 2023*	03 Jan/ *Jan 03, 2024*	467.930	468.252	*FR0065*
FR0091	6,20	28 Des/ *Dec 28, 2023*	03 Jan/ *Jan 03, 2024*	463.996	464.315	*FR0091*
PT Bank Mega Tbk						*PT Bank Mega Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0086	6,20	28 Des/ *Dec 28, 2023*	02 Jan/ *Jan 02, 2024*	942.176	942.825	*FR0086*
PT BPD Jawa Timur						*PT BPD Jawa Timur*
Obligasi Pemerintah						*Government Bonds*
FR0090	6,30	22 Des/ *Dec 22, 2023*	02 Jan/ *Jan 02, 2024*	739.365	740.659	*FR0090*
FR0081	6,50	21 Des/ *Dec 21, 2023*	04 Jan/ *Jan 04, 2024*	570.879	572.013	*FR0081*
FR0086	6,30	22 Des/ Dec 22, 2023	02 Jan/ Jan 02, 2024	188.444	188.774	*FR0086*
PT Bank Pan Indonesia Tbk						*PT Bank Pan Indonesia Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0087	6,70	20 Des/ *Dec 20, 2023*	19 Jan/ *Jan 19, 2024*	470.212	471.262	*FR0087*
FR0086	6,67	13 Des/ *Dec 13, 2023*	12 Jan/ *Jan 12, 2024*	469.383	471.035	*FR0086*
PT Bank Permata Tbk						*PT Bank Permata Tbk*
Obligasi Pemerintah						*Government Bonds*
FR0090	6,15	28 Des/ *Dec 28, 2023*	02 Jan/ *Jan 02, 2024*	462.316	462.632	*FR0090*
PT Bank DKI						*PT Bank DKI*
Obligasi Pemerintah						*Government Bonds*
FR0095	6,15	28 Des/ *Dec 28, 2023*	02 Jan/ *Jan 02, 2024*	291.517	291.716	*FR0095*
FR0091	6,53	21 Des/ *Dec 21, 2023*	04 Jan/ *Jan 04, 2024*	277.645	278.199	*FR0091*
FR0088	6,20	28 Des/ *Dec 28, 2023*	03 Jan/ *Jan 03, 2024*	272.478	272.666	*FR0088*
FR0095	6,15	28 Des/ *Dec 28, 2023*	02 Jan/ *Jan 02, 2024*	194.345	194.477	*FR0095*
FR0091	6,53	21 Des/ *Dec 21, 2023*	04 Jan/ *Jan 04, 2024*	92.548	92.733	*FR0091*
FR0090	6,20	28 Des/ *Dec 28, 2023*	03 Jan/ *Jan 03, 2024*	92.463	92.527	*FR0090*
FR0088	6,20	28 Des/ *Dec 28, 2023*	03 Jan/ *Jan 03, 2024*	90.826	90.889	*FR0088*
PT BPD Sumatera Selatan dan Bangka Belitung						*PT BPD Sumatera Selatan dan Bangka Belitung*
Obligasi Pemerintah						*Government Bonds*
FR0096	6,27	28 Des/ *Dec 28, 2023*	04 Jan/ *Jan 04, 2024*	246.560	246.732	*FR0096*

9. EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI (lanjutan)

Efek-efek yang dibeli dengan janji dijual kembali pada tanggal-tanggal 31 Desember 2024 dan 2023 terdiri dari (lanjutan):

9. SECURITIES PURCHASED UNDER AGREEMENT TO RESELL (continued)

Securities purchased under agreement to resell as of December 31, 2024 and 2023 consist of (continued):

	31 Desember/*December 31, 2023*					
	Tingkat Suku Bunga (%)/ *Interest Rate (%)*	Tanggal Beli/ *Date of Purchase*	Tanggal Jual Kembali/ *Date of Resale*)*	Nilai Beli/ *Purchase Amount*	Nilai Tercatat/ *Carrying Value*	
Pihak ketiga (lanjutan)						*Third parties (continued)*
Rupiah (lanjutan)						*Rupiah(continued)*
PT Bank China Construction Bank Indonesia Tbk						*PT Bank China Construction Bank Indonesia Tbk*
Obligasi Pemerintah IDSR081124364S	6,70	20 Des/ *Dec 20, 2023*	19 Jan/ *Jan 19, 2024*	94.085	94.295	*Government Bonds IDSR081124364S*
Total				**33.447.796**	**33.595.231**	***Total***

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai tidak diperlukan pada tanggal-tanggal 31 Desember 2024 dan 2023, karena Manajemen berkeyakinan bahwa efek-efek yang dibeli dengan janji dijual kembali dapat ditagih.

Management believes that the allowance for impairment losses is not necessary as of December 31, 2024 and 2023, because management believes that marketable securities purchased under agreement to resell are collectible.

10. TAGIHAN DAN LIABILITAS DERIVATIF

Ikhtisar transaksi derivatif adalah sebagai berikut:

10. DERIVATIVE RECEIVABLES AND PAYABLES

The summary of the derivatives transactions are as follows:

	31 Desember 2024/*December 31, 2024*		
Transaksi	**Tagihan derivatif/ *Derivative receivables***	**Liabilitas derivatif/ *Derivative payables***	***Transaction***
Swap mata uang asing	409.454	656.917	*Foreign currency swap*
Pembelian dan penjualan *forward* mata uang asing	408.102	589.736	*Purchase and sale of foreign currency forward*
Swap suku bunga	244.837	247.276	*Interest rate swap*
Swap mata uang dan suku bunga	15.029	80.968	*Foreign currency and interest rate swap*
Pembelian dan penjualan *spot* mata uang asing	9.626	10.223	*Purchase and sale of foreign currency spot*
Total	**1.087.048**	**1.585.120**	***Total***

	31 Desember 2023/*December 31, 2023*		
Transaksi	**Tagihan derivatif/ *Derivative receivables***	**Liabilitas derivatif/ *Derivative payables***	***Transaction***
Swap suku bunga	381.607	369.374	*Interest rate swap*
Pembelian dan penjualan *forward* mata uang asing	284.050	108.496	*Purchase and sale of foreign currency forward*
Swap mata uang asing	223.308	403.003	*Foreign currency swap*
Swap mata uang dan suku bunga	18.045	37.444	*Foreign currency and interest rate swap*
Pembelian dan penjualan *spot* mata uang asing	4.673	6.893	*Purchase and sale of foreign currency spot*
Total	**911.683**	**925.210**	***Total***

10. TAGIHAN DAN LIABILITAS DERIVATIF (lanjutan)

Ikhtisar transaksi derivatif adalah sebagai berikut (lanjutan):

10. DERIVATIVE RECEIVABLES AND PAYABLES (continued)

The summary of the derivatives transactions are as follows (continued):

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
Swap mata uang dan suku bunga			*Foreign currency and interest rate swap*
Rupiah	1.769.657	1.596.707	*Rupiah*
Dolar Amerika Serikat	29.805.814	38.849.458	*United States Dollar*
Swap suku bunga			*Interest rate swap*
Dolar Amerika Serikat	757.044.325	836.544.325	*United States Dollar*
Option mata uang			*Currency option*
Kontrak penjualan			*Sales contract*
Dolar Amerika Serikat	103.242.720	70.337.283	*United States Dollar*
Spot mata uang asing			*Foreign currency spot*
Kontrak pembelian			*Purchase contract*
Dolar Amerika Serikat	171.173.000	134.500.000	*United States Dollar*
Euro Eropa	-	23.500.000	*European Euro*
Pound Sterling Inggris	-	20.000.000	*Great Britain Pound Sterling*
Dolar Australia	-	6.000.000	*Australian Dollar*
Kontrak penjualan			*Sales contract*
Dolar Amerika Serikat	152.000.000	103.000.000	*United States Dollar*
Euro Eropa	-	14.500.000	*European Euro*
Pound Sterling Inggris	-	16.000.000	*Great Britain Pound Sterling*
Dolar Australia	-	2.000.000	*Australian Dollar*
Renminbi	-	34.380.488	*Renminbi*
Forward mata uang asing			*Foreign currency forward*
Kontrak pembelian			*Purchase contract*
Dolar Amerika Serikat	1.241.732.627	483.866.974	*United States Dollar*
Euro Eropa	20.460.608	15.268.092	*European Euro*
Renminbi	7.342.495	19.250.000	*Renminbi*
Yen Jepang	1.054.088.247	2.157.313.167	*Japanese Yen*
Kontrak penjualan			*Sales contract*
Dolar Amerika Serikat	2.778.990.927	2.003.452.579	*United States Dollar*
Yen Jepang	1.500.000.000	-	*Japanese Yen*
Euro Eropa	30.000.000	1.683.154	*European Euro*
Dolar Australia	9.774.858	10.004.640	*Australian Dollar*
Pound Sterling Inggris	25.000.000	-	*Great Britain Pound Sterling*
Dolar Singapura	70.000.000	-	*Singaporean Dollar*
Swap mata uang asing			*Foreign currency swap*
Kontrak pembelian			*Purchase contract*
Dolar Amerika Serikat	2.115.691.546	883.785.000	*United States Dollar*
Euro Eropa	50.000.000	21.700.000	*European Euro*
Kontrak penjualan			*Sales contract*
Dolar Amerika Serikat	2.712.004.437	1.666.985.952	*United States Dollar*
Euro Eropa	100.000.000	136.500.000	*European Euro*
Dolar New Zealand	15.000.000	15.000.000	*New Zealand Dollar*
Pound Sterling Inggris	-	30.400.000	*Great Britain Pound Sterling*
Renminbi	-	16.500.000	*Renminbi*

Para pihak yang melakukan kontrak derivatif dalam bentuk *swap* suku bunga ataupun *swap* mata uang dan suku bunga dengan BRI berkewajiban membayar bunga tetap atau bunga mengambang antara lain SOFR 3 (tiga) bulanan atau 6 (enam) bulanan ditambah dengan marjin tertentu.

The parties entering into derivative contracts in the form of interest rate swaps or currency and interest rate swaps with BRI are required to pay fixed rates or floating rates, including but not limited to 3 (three) monthly or 6 (six) monthly SOFR plus a certain margin.

11. KREDIT YANG DIBERIKAN / *11. LOANS*

a) Berdasarkan Jenis dan Mata Uang: / *a) By Type and Currency:*

Rincian kredit yang diberikan berdasarkan jenis dan mata uang adalah sebagai berikut: / *The details of loans by type and currency are as follows:*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023*)/ *December 31, 2023**)	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
Modal kerja	691.046.152	678.877.181	*Working Capital*
Konsumsi	325.971.783	291.855.160	*Consumer*
Investasi	86.026.768	79.098.358	*Investment*
Cash Collateral	159.681	120.980	*Cash Collateral*
	1.103.204.384	1.049.951.679	
Mata uang asing			*Foreign currency*
Investasi	59.129.607	44.742.075	*Investment*
Modal kerja	45.850.048	31.732.405	*Working Capital*
Konsumsi	1.010.998	1.248.783	*Consumer*
	105.990.653	77.723.263	
	1.209.195.037	1.127.674.942	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
Modal kerja	25.858.983	23.820.591	*Working Capital*
Investasi	28.686.394	31.070.461	*Investment*
Konsumsi	209.229	202.992	*Consumer*
	54.754.606	55.094.044	
Mata uang asing			*Foreign currency*
Modal kerja	7.994.913	8.971.178	*Working Capital*
Investasi	26.373.533	20.837.922	*Investment*
	34.368.446	29.809.100	
	89.123.052	84.903.144	
Total	**1.298.318.089**	**1.212.578.086**	***Total***
Dikurangi cadangan kerugian penurunan nilai	(76.902.889)	(81.924.402)	*Less allowance for impairment losses*
Bersih	**1.221.415.200**	**1.130.653.684**	***Net***

*) Setelah Reklasifikasi (Catatan 52) / **) After Reclassification (Note 52)*

11. KREDIT YANG DIBERIKAN (lanjutan) / *11. LOANS (continued)*

a) Berdasarkan Jenis dan Mata Uang: / *a) By Type and Currency:*

Rincian kredit yang diberikan berdasarkan jenis dan mata uang adalah sebagai berikut (lanjutan): / *The details of loans by type and currency are as follows (continued):*

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Rupiah		1.157.958.990		1.105.045.723	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	8.720.657.328	140.358.980	6.983.904.314	107.531.174	*United States Dollar*
Dolar Singapura	10.000	119	9.992	117	*Singaporean Dollar*
Euro Eropa		-	62.891	1.072	*European Euro*
		140.359.099		107.532.363	
Total		**1.298.318.089**		**1.212.578.086**	***Total***
Dikurangi cadangan kerugian penurunan nilai		(76.902.889)		(81.924.402)	*Less Allowance for impairment losses*
Neto		**1.221.415.200**		**1.130.653.684**	***Net***

b) Berdasarkan Sektor Ekonomi: / *b) By Economic Sector:*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
Perdagangan, perhotelan dan restoran	394.832.978	390.193.667	*Trading, hotels and restaurants*
Pertanian	196.879.241	169.053.559	*Agriculture*
Jasa dunia usaha	74.661.396	62.870.758	*Business services*
Perindustrian	69.709.337	68.612.355	*Manufacturing*
Pengangkutan, pergudangan dan komunikasi	20.898.887	18.936.131	*Transportation, warehousing and communications*
Konstruksi	14.512.977	13.300.305	*Construction*
Pertambangan	14.307.696	12.039.085	*Mining*
Jasa pelayanan sosial	7.012.170	6.492.786	*Social services*
Listrik, gas dan air	2.042.417	1.829.849	*Electricity, gas and water*
Lain-lain	308.347.285	306.623.184	*Others*
	1.103.204.384	1.049.951.679	
Mata uang asing			*Foreign currency*
Perindustrian	36.463.367	28.886.861	*Manufacturing*
Pertambangan	15.399.907	14.752.783	*Mining*
Pertanian	11.602.690	10.209.149	*Agriculture*
Jasa dunia usaha	11.042.966	5.799.296	*Business services*
Listrik, gas dan air	10.083.211	6.370.143	*Electricity, gas and water*
Perdagangan, perhotelan dan restoran	9.934.038	5.716.008	*Trading, hotels and restaurants*
Jasa pelayanan sosial	6.248.959	240	*Social services*
Konstruksi	3.864.496	3.433.167	*Construction*
Pengangkutan, pergudangan dan komunikasi	299.529	1.206.063	*Transportation, warehousing and communications*
Lain-lain	1.051.490	1.349.553	*Others*
	105.990.653	77.723.263	
	1.209.195.037	1.127.674.942	

11. KREDIT YANG DIBERIKAN (lanjutan) / *11. LOANS (continued)*

b) Berdasarkan Sektor Ekonomi (lanjutan): / *b) By Economic Sector (continued):*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
Konstruksi	16.320.018	16.367.343	*Construction*
Perdagangan, perhotelan dan restoran	10.356.610	8.689.374	*Trading, hotels and restaurant*
Pertanian	7.515.932	8.216.632	*Agriculture*
Pengangkutan, pergudangan dan komunikasi	7.371.946	6.828.107	*Transportation, warehousing and communications*
Listrik, gas dan air	6.752.467	8.912.516	*Electricity, gas and water*
Perindustrian	3.409.824	3.375.970	*Manufacturing*
Jasa dunia usaha	2.508.888	1.692.748	*Business services*
Pertambangan	307.804	306.903	*Mining*
Jasa pelayanan sosial	-	500.000	*Social services*
Lain-lain	211.117	204.451	*Others*
	54.754.606	55.094.044	
Mata uang asing			*Foreign currency*
Listrik, gas dan air	17.602.619	13.309.461	*Electricity, gas and water*
Pertambangan	6.476.830	4.742.605	*Mining*
Perindustrian	3.236.084	3.462.758	*Manufacturing*
Jasa dunia usaha	2.784.653	2.668.734	*Business services*
Perdagangan, perhotelan dan restoran	2.320.284	2.241.043	*Trading, hotels and restaurant*
Konstruksi	1.947.976	1.714.947	*Construction*
Jasa pelayanan sosial	-	1.207.001	*Social services*
Pertanian	-	462.551	*Agriculture*
	34.368.446	29.809.100	
	89.123.052	84.903.144	
Total	**1.298.318.089**	**1.212.578.086**	***Total***
Dikurangi cadangan kerugian penurunan nilai	(76.902.889)	(81.924.402)	*Less Allowance for impairment losses*
Neto	**1.221.415.200**	**1.130.653.684**	***Net***

11. KREDIT YANG DIBERIKAN (lanjutan) / *11. LOANS (continued)*

c) Berdasarkan Jangka Waktu / *c) By Period*

Klasifikasi jangka waktu kredit yang diberikan berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut:

The classification of loans based on the remaining period to maturity are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
≤ 1 bulan	32.837.937	26.958.759	*≤ 1 month*
> 1 bulan - 3 bulan	46.825.277	45.113.552	*> 1 month - 3 months*
> 3 bulan - 1 tahun	252.440.469	230.964.034	*> 3 months - 1 year*
> 1 tahun - 2 tahun	138.280.655	137.655.727	*> 1 year - 2 years*
> 2 tahun - 5 tahun	376.837.492	371.139.610	*> 2 years - 5 years*
> 5 tahun	255.982.554	238.119.997	*> 5 years*
	1.103.204.384	1.049.951.679	
Mata uang asing			*Foreign currency*
≤ 1 bulan	5.781.294	1.427.420	*≤ 1 month*
> 1 bulan - 3 bulan	8.032.817	2.596.463	*> 1 month - 3 months*
> 3 bulan - 1 tahun	26.314.688	17.663.540	*> 3 months - 1 year*
> 1 tahun - 2 tahun	7.600.206	10.900.453	*> 1 year - 2 years*
> 2 tahun - 5 tahun	29.935.619	26.149.804	*> 2 years - 5 years*
> 5 tahun	28.326.029	18.985.583	*> 5 years*
	105.990.653	77.723.263	
	1.209.195.037	1.127.674.942	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
≤ 1 bulan	1.961.564	1.072.046	*≤ 1 month*
> 1 bulan - 3 bulan	634.479	2.619.116	*> 1 month - 3 months*
> 3 bulan - 1 tahun	12.560.025	12.705.426	*> 3 months - 1 year*
> 1 tahun - 2 tahun	5.263.222	1.864.276	*> 1 year - 2 years*
> 2 tahun - 5 tahun	7.419.907	11.642.271	*> 2 years - 5 years*
> 5 tahun	26.915.409	25.190.909	*> 5 years*
	54.754.606	55.094.044	
Mata uang asing			*Foreign currency*
≤ 1 bulan	66.844	865.716	*≤ 1 month*
> 1 bulan - 3 bulan	1.448.550	772.182	*> 1 month - 3 months*
> 3 bulan - 1 tahun	4.941.385	793.474	*> 3 months - 1 year*
> 1 tahun - 2 tahun	2.033.142	3.731.900	*> 1 year - 2 years*
> 2 tahun - 5 tahun	13.515.139	11.214.187	*> 2 years - 5 years*
> 5 tahun	12.363.386	12.431.641	*> 5 years*
	34.368.446	29.809.100	
	89.123.052	84.903.144	
Total	**1.298.318.089**	**1.212.578.086**	***Total***
Dikurangi cadangan kerugian penurunan nilai	(76.902.889)	(81.924.402)	*Less Allowance for impairment losses*
Neto	**1.221.415.200**	**1.130.653.684**	***Net***

11. KREDIT YANG DIBERIKAN (lanjutan)

d) Perubahan Nilai Tercatat dan Cadangan Kerugian Ekspektasian

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan:

11. LOANS (continued)

d) The Changes in Carrying Value and Allowance for Expected Losses

The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:

31 Desember/*December 31, 2024*

	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Kredit yang diberikan					*Loans*
Nilai tercatat awal	1.068.681.784	106.849.668	37.046.634	1.212.578.086	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	8.463.559	(8.131.698)	(331.861)	-	*Stage 1*
Stage 2	(38.204.791)	38.018.303	186.488	-	*Stage 2*
Stage 3	(14.666.745)	(13.579.258)	28.246.003	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(93.726.786)	(12.539.903)	(1.429.608)	(107.696.297)	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	505.281.602	17.129.844	2.371.087	524.782.533	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(266.671.580)	(21.461.149)	(3.151.492)	(291.284.221)	*Derecognized financial assets*
Penghapusbukuan	(6.154.590)	(11.417.407)	(25.790.346)	(43.362.343)	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial asset*
Perubahan model atau parameter valuta asing dan perubahan lain	2.941.402	251.094	107.835	3.300.331	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**1.165.943.855**	**95.119.494**	**37.254.740**	**1.298.318.089**	***Carrying value ending balance***

31 Desember/*December 31, 2023*

	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Kredit yang diberikan					*Loans*
Nilai tercatat awal	900.333.374	163.995.222	29.948.951	1.094.277.547	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	21.065.003	(20.839.061)	(225.942)	-	*Stage 1*
Stage 2	(34.745.680)	36.471.047	(1.725.367)	-	*Stage 2*
Stage 3	(10.294.474)	(16.298.632)	26.593.106	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(97.384.539)	(15.571.276)	617.847	(112.337.968)	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	535.052.995	13.237.158	3.286.027	551.576.180	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(240.253.040)	(42.711.511)	(2.529.550)	(285.494.101)	*Derecognized financial assets*
Penghapusbukuan	(4.529.486)	(11.339.217)	(18.874.326)	(34.743.029)	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	(562.369)	(94.062)	(44.112)	(700.543)	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**1.068.681.784**	**106.849.668**	**37.046.634**	**1.212.578.086**	***Carrying value ending balance***

11. KREDIT YANG DIBERIKAN (lanjutan)

d) Perubahan Nilai Tercatat dan Cadangan Kerugian Ekspektasian

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan:

11. LOANS (continued)

d) The Changes in Carrying Value and Allowance for Expected Losses

The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:

31 Desember/*December 31, 2024*

	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Kredit yang Diberikan					*Loans*
Cadangan atas kerugian kredit ekspektasian awal	22.024.337	32.994.228	26.905.837	81.924.402	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	1.321.099	(1.167.790)	(153.309)	-	*Stage 1*
Stage 2	(1.599.789)	1.705.276	(105.487)	-	*Stage 2*
Stage 3	(529.570)	(3.970.325)	4.499.895	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	1.396.127	11.797.766	22.232.599	35.426.492	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	12.702.961	8.570.934	1.798.109	23.072.004	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(8.479.405)	(8.423.116)	(1.307.438)	(18.209.959)	*Derecognized financial assets*
Penghapusbukuan	(6.154.590)	(11.417.407)	(25.790.346)	(43.362.343)	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial asset*
Perubahan model atau parameter valuta asing dan perubahan lain	(720.150)	(548.767)	(678.790)	(1.947.707)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**19.961.020**	**29.540.799**	**27.401.070**	**76.902.889**	***Allowance for expected credit loss ending balance***

31 Desember/*December 31, 2023*

	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Kredit yang Diberikan					*Loans*
Cadangan atas kerugian kredit ekspektasian awal	26.380.287	42.459.788	21.871.373	90.711.448	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	2.461.263	(2.301.687)	(159.576)	-	*Stage 1*
Stage 2	(1.178.072)	2.376.372	(1.198.300)	-	*Stage 2*
Stage 3	(404.474)	(3.089.295)	3.493.769	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(4.036.729)	13.122.408	21.097.156	30.182.835	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	11.273.906	3.223.226	2.347.339	16.844.471	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(7.363.835)	(11.233.403)	(1.714.411)	(20.311.649)	*Derecognized financial assets*
Penghapusbukuan	(4.529.486)	(11.339.217)	(18.874.326)	(34.743.029)	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial asset*
Perubahan model atau parameter valuta asing dan perubahan lain	(578.523)	(223.964)	42.813	(759.674)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**22.024.337**	**32.994.228**	**26.905.837**	**81.924.402**	***Allowance for expected credit loss ending balance***

11. KREDIT YANG DIBERIKAN (lanjutan)

e) Informasi mengenai restrukturisasi yang dilakukan BRI dan entitas anak

Tabel berikut merupakan informasi atas kredit yang diberikan yang telah direstrukturisasi BRI dan entitas anak:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
BRI (Entitas Induk)	85.373.193	102.508.133	*BRI (Parent Entity)*
BRI (Entitas Anak)	4.050.098	5.090.631	*BRI (Subsidiary)*
Total	**89.423.291**	**107.598.764**	***Total***

Skema restrukturisasi umumnya dilakukan dengan perpanjangan masa pelunasan kredit dan penjadwalan kembali bunga yang tertunggak.

f) Informasi Penting Lainnya

1) Kredit yang diberikan pada umumnya dijamin dengan agunan yang diikat dengan hak tanggungan, surat kuasa untuk menjual, giro, tabungan, deposito berjangka atau jaminan lain yang umumnya diterima oleh perbankan (Catatan 19, 20 dan 21), serta barang jaminan berupa emas (entitas anak).

2) Kredit modal kerja dan investasi diberikan kepada debitur untuk memenuhi kebutuhan modal kerja dan barang-barang modalnya.

3) Kredit konsumsi terdiri dari kredit kepada pekerja dan pensiun, kredit pemilikan rumah, kredit kendaraan bermotor dan kredit konsumsi lainnya.

4) Kredit program merupakan kredit yang disalurkan BRI berdasarkan petunjuk dari Pemerintah dalam rangka mendukung pembangunan di Indonesia khususnya pengembangan usaha kecil, menengah dan koperasi.

5) Kredit Kupedes merupakan kredit yang disalurkan BRI melalui kantor BRI Unit dengan sasaran usaha mikro dan golongan berpenghasilan tetap yang memerlukan tambahan pembiayaan yang besarnya sesuai dengan ketentuan batasan plafon Kupedes. Sektor ekonomi yang menjadi sasaran adalah pertanian, industri, perdagangan dan lain-lain.

11. LOANS (continued)

e) Information regarding restructured loan by BRI and its subsidiaries

The following table provides informations of restructured loan by BRI and subsidiaries, as follows:

Restructuring scheme generally consists of extention of the loan period and rescheduling the overdue interest.

f) Other Significant Information

1) The loans are generally collateralized by registered mortgages, by powers of attorneys to sell, demand deposits, saving deposits, time deposits or by other guarantees generally accepted by banks (Notes 19, 20 and 21), as well as collateral in the form of gold (subsidiaries).

2) Working capital and investment loans are given to debtors for working capital requirements and capital goods.

3) Consumption loans consist of loans to employees and retired employees, housing, motor vehicles and other consumption loans.

4) Program loans represent loan facilities channeled by BRI based on the guidelines from the Government in order to support the development in Indonesia especially the development of small scale industry, middle scale industry and corporate.

5) Kupedes loans represent loan facilities channeled by BRI through BRI's Units. The target of these loans is micro scale industry and fixed income employees that require additional funds, in accordance with the maximum limit amount stated in the Kupedes regulation. The targeted economic sectors are agriculture, manufacturing, trading and others.

11. KREDIT YANG DIBERIKAN (lanjutan)

f) Informasi Penting Lainnya (lanjutan)

6) Kredit sindikasi merupakan kredit yang diberikan kepada debitur di bawah perjanjian pembiayaan bersama dengan bank-bank lain. Jumlah kredit sindikasi yang diberikan BRI adalah sebesar Rp73.697.390 dan Rp69.273.881 pada tanggal-tanggal 31 Desember 2024 dan 2023. Keikutsertaan BRI sebagai pimpinan sindikasi berkisar dari 3% sampai dengan 72% dan 5% sampai dengan 68% masing-masing pada tanggal 31 Desember 2024 dan 2023, sedangkan sebagai anggota sindikasi berkisar dari 1% sampai dengan 80% dan 1% sampai dengan 69% dan masing-masing pada tanggal 31 Desember 2024 dan 2023.

7) Pinjaman pekerja adalah pinjaman yang diberikan kepada pekerja dengan tingkat bunga berkisar 4,5% sampai dengan 5,5% per tahun yang ditujukan untuk pembelian kendaraan, rumah dan keperluan lainnya dengan jangka waktu berkisar antara 4 (empat) tahun sampai dengan 20 (dua puluh) tahun. Pembayaran pokok pinjaman dan bunga dilunasi melalui pemotongan gaji setiap bulan. Perbedaan antara tingkat bunga pinjaman pekerja dan *Base Lending Rate* (BLR) ditangguhkan dan dicatat sebagai beban yang ditangguhkan untuk pinjaman pekerja, bagian dari Aset Lain-lain. Besarnya akun beban yang ditangguhkan untuk pinjaman pekerja sebesar Rp4.747.556 dan Rp5.190.672 masing-masing pada tanggal 31 Desember 2024 dan 2023 (Catatan 17).

8) Berdasarkan Segmen Operasi

11. LOANS (continued)

f. Other Significant Information (continued)

6) Syndicated loans represent loans provided to debtors under syndication agreements with other banks. The total BRI loan with the syndication scheme amounted to Rp73,697,390 and Rp69,273,881 as of December 31, 2024 and 2023, respectively. BRI's participation as leader in the syndicated loans ranged from 3% to 72% and from 5% to 68% as of December 31, 2024 and 2023, respectively. BRI's participation as a member in the syndicated loans ranged from 1% to 80% and from 1% to 69% as of December 31, 2024 and 2023, respectively.

7) Employee loans are loans given to employees with 4.5% to 5.5% annual interest rate that are intended for the acquisition of vehicles, houses and other necessities with 4 (four) to 20 (twenty) years maturity. Loan principal and interest payments were collected through monthly payroll deductions. The difference between employee loan's interest rate and Base Lending Rate (BLR) is deferred and recorded as deferred expense for employee loans as part of other assets. The deferred expense for employee loans amounted to Rp4,747,556 and Rp5,190,672 as of December 31, 2024 and 2023, respectively (Note 17).

8) By Operating Segment

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
Mikro	575.546.128	518.942.156	*Micro*
Ritel	474.311.856	491.347.824	*Retail*
Korporasi	53.346.400	39.661.699	*Corporate*
	1.103.204.384	1.049.951.679	
Mata uang asing			*Foreign currency*
Korporasi	103.392.347	74.709.799	*Corporate*
Ritel	2.598.306	3.013.464	*Retail*
	105.990.653	77.723.263	
	1.209.195.037	1.127.674.942	

11. KREDIT YANG DIBERIKAN (lanjutan) / *11. LOANS (continued)*

f) Informasi Penting Lainnya (lanjutan) / *f. Other Significant Information (continued)*

8) Berdasarkan Segmen Operasi (lanjutan) / *8) By Operating Segment (continued)*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
Korporasi	53.237.066	53.515.606	*Corporate*
Ritel	1.517.540	1.578.438	*Retail*
	54.754.606	55.094.044	
Mata uang asing			*Foreign currency*
Korporasi	34.368.446	29.809.100	*Corporate*
	89.123.052	84.903.144	
Total	**1.298.318.089**	**1.212.578.086**	***Total***
Dikurangi cadangan kerugian penurunan nilai	(76.902.889)	(81.924.402)	*Less Allowance for impairment losses*
Neto	**1.221.415.200**	**1.130.653.684**	***Net***

Pada tanggal-tanggal 31 Desember 2024 dan 2023, terdapat kredit entitas anak (Pegadaian dan PNM) digunakan sebagai jaminan atas pinjaman Bank masing-masing sebesar Rp80.932.893 dan Rp50.154.478 (Catatan 25).

As of December 31, 2024 and 2023, there are loans from a subsidiary (Pegadaian and PNM) used as collaterals for bank loans amounted to Rp80,932,893 and Rp50,154,478, respectively (Note 25).

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai kredit yang diberikan pada tanggal-tanggal 31 Desember 2024 dan 2023 telah memadai.

Management believes that the allowance for impairment losses on loans as of December 31, 2024 and 2023 are adequate.

12. PINJAMAN SYARIAH / *12. SHARIA LOANS*

a) Pinjaman syariah berdasarkan jangka waktu dan mata uang adalah sebagai berikut: / *a) Sharia loans based on the remaining period to maturity and currency are as follows:*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023*)/ *December 31, 2023**)	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
≤ 1 bulan	195.952	155.642	*≤ 1 month*
> 1 bulan - 3 bulan	836.624	861.480	*> 1 month - 3 months*
> 3 bulan - 1 tahun	37.260.451	33.652.002	*> 3 months - 1 year*
> 1 tahun - 2 tahun	6.446.381	6.765.642	*> 1 year - 2 years*
> 2 tahun - 5 tahun	4.966.088	4.350.957	*> 2 years - 5 years*
> 5 tahun	183.586	151.973	*> 5 years*
Total	**49.889.082**	**45.937.696**	***Total***
Dikurangi cadangan kerugian penurunan nilai	(3.995.032)	(3.362.178)	*Less allowance for impairment losses*
Neto	**45.894.050**	**42.575.518**	***Net***

*) Setelah Reklasifikasi (Catatan 52) / **) After Reclassification (Note 52)*

12. PINJAMAN SYARIAH (lanjutan) / *12. SHARIA LOANS (continued)*

a) Pinjaman syariah berdasarkan jangka waktu dan mata uang adalah sebagai berikut (lanjutan):

Pinjaman syariah merupakan produk dari entitas anak Pegadaian dan PNM. Untuk pinjaman syariah Pegadaian terdiri dari *arrum* haji, *amanah*, *arrum*, *arrum* emas baru, dan *rhan tasjily* tanah, sementara pinjaman syariah PNM terdiri dari *mekaar syariah* dan *ulamm syariah*.

a) Sharia loans based on the remaining period to maturity and currency are as follows (continued):

Sharia loans are products of subsidiaries of Pegadaian and PNM. Pegadaian sharia loans consist of arrum haji, amanah, arrum, new gold arrum, and rhan tasjily land, while PNM sharia loans consist of mekaar sharia and ulamm sharia.

Perubahan cadangan kerugian pinjaman syariah:

Movements in the allowance for impairment losses on sharia loans:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Saldo awal	3.362.178	2.139.659	*Beginning balance*
Pembentukan cadangan kerugian penurunan nilai (Catatan 34)	2.571.410	1.907.836	*Provision of impairment losses (Note 34)*
Penghapusbukuan tahun berjalan	(1.938.556)	(685.317)	*Write off*
Saldo akhir	**3.995.032**	**3.362.178**	***Ending balance***

b) Informasi mengenai restrukturisasi pinjaman syariah

Tabel berikut merupakan informasi atas pinjaman syariah yang telah direstrukturisasi Pegadaian dan PNM:

b) Information regarding structured sharia loan by subsidiaries

The following table provides informations of restructured sharia loans by Pegadaian and *PNM:*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pegadaian	71.303	234.507	*Pegadaian*
PNM	3.429.375	3.093.422	*PNM*
Total	**3.500.678**	**3.327.929**	***Total***

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai pinjaman syariah pada tanggal-tanggal 31 Desember 2024 dan 2023 telah memadai.

Management believes that the allowance for impairment losses on sharia loans as of December 31, 2024 and 2023 is adequate.

Jenis jaminan yang diserahkan oleh debitur atas pinjaman syariah antara lain berupa agunan yang diikat dengan hak tanggungan, surat kuasa untuk menjual, fidusia, emas atau jaminan lain yang umumnya diterima.

The type of collateral submitted by the debtors for the sharia loans are collateral secured by a mortgage, a power of attorney to sell, fiduciary guarantees,gold, fiduciary, and other commonly accepted forms of collateral.

Pada tanggal-tanggal 31 Desember 2024 dan 2023, terdapat pinjaman syariah yang digunakan sebagai jaminan atas pinjaman Bank masing-masing sebesar Rp28.410.016 dan Rp21.755.099 (Catatan 25).

As December 31, 2024, and 2023, there are Sharia loans that are used as collateral for bank loans amounted to Rp28,410,016 and Rp21,755,099, respectively, (Note 25).

13. PIUTANG SEWA PEMBIAYAAN / *13. FINANCE LEASE RECEIVABLES*

a) Piutang sewa pembiayaan pada tanggal 31 Desember 2024 dan 2023 yang terdiri dari:

a) Finance lease receivables as of December 31, 2024 and 2023, consisting of:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023*)/ *December 31, 2023**)**	
Pihak ketiga			*Third parties*
Piutang sewa pembiayaan - bruto	7.798.737	9.855.032	*Finance lease receivables - gross*
Nilai sisa yang terjamin	1.508.683	1.582.769	*Guaranteed residual values*
Pendapatan sewa pembiayaan yang belum diakui	(1.407.321)	(1.971.918)	*Unearned finance leases income*
Simpanan jaminan	(1.508.683)	(1.582.769)	*Security deposit*
	6.391.416	7.883.114	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Piutang sewa pembiayaan - bruto	50.370	37.460	*Finance lease receivables - gross*
Nilai sisa yang terjamin	12.080	7.427	*Guaranteed residual values*
Pendapatan sewa pembiayaan yang belum diakui	(8.178)	(7.109)	*Unearned finance leases income*
Simpanan jaminan	(12.080)	(7.427)	*Security deposit*
	42.192	30.351	
Total	**6.433.608**	**7.913.465**	***Total***
Dikurangi cadangan kerugian penurunan nilai	(165.590)	(215.308)	*Less allowance for impairment losses*
Neto	**6.268.018**	**7.698.157**	***Net***

*) Setelah Reklasifikasi (Catatan 52)

**) After Reclassification (Note 52)*

b) Piutang Sewa Pembiayaan berdasarkan sisa umur sampai dengan jatuh tempo adalah sebagai berikut:

b) Finance lease receivables based on the remaining period to maturity are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
≤ 1 tahun	2.749.428	2.775.368	*≤ 1 year*
> 1 tahun - 2 tahun	1.893.927	3.694.797	*> 1 year - 2 years*
> 2 tahun - 5 tahun	1.707.198	1.357.057	*> 2 years - 5 years*
> 5 tahun	34.819	22.257	*> 5 years*
	6.385.372	7.849.479	
Dolar Amerika Serikat			*United States Dollar*
≤ 1 tahun	6.044	28.304	*≤ 1 year*
> 1 tahun - 2 tahun	-	5.331	*> 1 year - 2 years*
	6.044	33.635	
	6.391.416	7.883.114	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
≤ 1 tahun	10.636	5.872	*≤ 1 year*
> 1 tahun - 2 tahun	10.635	12.812	*> 1 year - 2 years*
> 2 tahun - 5 tahun	20.921	11.667	*> 2 years - 5 years*
	42.192	30.351	
Total	**6.433.608**	**7.913.465**	***Total***
Dikurangi cadangan kerugian penurunan nilai	(165.590)	(215.308)	*Less allowance for impairment losses*
Neto	**6.268.018**	**7.698.157**	***Net***

13. PIUTANG SEWA PEMBIAYAAN (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan:

13. FINANCE LEASE RECEIVABLES (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:

31 Desember/*December 31, 2024*

	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Piutang Sewa Pembiayaan					*Finance Lease Receivables*
Nilai tercatat awal	7.590.538	179.073	143.854	7.913.465	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	93.913	(85.983)	(7.930)	-	Stage 1
Stage 2	(128.027)	128.950	(923)	-	*Stage 2*
Stage 3	(52.324)	(16.141)	68.465	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	-	-	-	-	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	1.911..558	11.872	17.433	1.940.863	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(3.168.718)	(53.491)	(37.550)	(3.259.759)	*Derecognized financial assets*
Penghapusbukuan	(54.120)	(26.968)	(79.873)	(160.961)	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial asset*
Perubahan model atau parameter valuta asing dan perubahan lain	-	-	-	-	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**6.192.820**	**137.312**	**103.476**	**6.433.608**	***Carrying value ending balance***

31 Desember/*December 31, 2023*

	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Piutang Sewa Pembiayaan					*Finance Lease Receivables*
Nilai tercatat awal	6.520.345	44.947	134.232	6.699.524	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	11.487	(4.720)	(6.767)	-	*Stage 1*
Stage 2	(154.348)	170.891	(16.543)	-	*Stage 2*
Stage 3	(77.645)	(9.475)	87.120	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	-	-	-	-	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	3.869.038	27.258	29.929	3.926.225	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(2.520.908)	(36.537)	(31.006)	(2.588.451)	*Derecognized financial assets*
Penghapusbukuan	(57.431)	(13.291)	(53.111)	(123.833)	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial assets*
Perubahan model atau parameter valuta asing dan perubahan lain	-	-	-	-	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**7.590.538**	**179.073**	**143.854**	**7.913.465**	***Carrying value ending balance***

13. PIUTANG SEWA PEMBIAYAAN (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

13. FINANCE LEASE RECEIVABLES (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

31 Desember/*December 31, 2024*

	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Piutang Sewa Pembiayaan					*Finance Lease Receivables*
Cadangan atas kerugian kredit ekspektasian awal	24.744	65.863	124.701	215.308	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	52.229	(46.192)	(6.037)	-	*Stage 1*
Stage 2	(4.680)	5.422	(742)	-	*Stage 2*
Stage 3	(640)	(1.107)	1.747	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(7.047)	9.233	60.374	62.560	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	85.044	8.075	14.704	107.823	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(16.197)	(5.383)	(36.481)	(58.061)	*Derecognized financial assets*
Penghapusbukuan	(54.120)	(26.968)	(79.873)	(160.961)	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial asset*
Perubahan model atau parameter valuta asing dan perubahan lain	(1.079)	-	-	(1.079)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**78.254**	**8.943**	**78.393**	**165.590**	***Allowance for expected credit loss ending balance***

31 Desember/*December 31, 2023*

	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Piutang Sewa Pembiayaan					*Finance Lease Receivables*
Cadangan atas kerugian kredit ekspektasian awal	91.834	32.200	112.840	236.874	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	5.386	(644)	(4.742)	-	*Stage 1*
Stage 2	(33.452)	44.811	(11.359)	-	*Stage 2*
Stage 3	(2.832)	(1.188)	4.020	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(25.447)	(5.848)	72.810	41.515	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	71.396	14.568	29.603	115.567	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(22.540)	(4.745)	(25.360)	(52.645)	*Derecognized financial assets*
Penghapusbukuan	(57.431)	(13.291)	(53.111)	(123.833)	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial asset*
Perubahan model atau parameter valuta asing dan perubahan lain	(2.170)	-	-	(2.170)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**24.744**	**65.863**	**124.701**	**215.308**	***Allowance for expected credit loss ending balance***

13. PIUTANG SEWA PEMBIAYAAN (lanjutan)

Pada tanggal-tanggal 31 Desember 2024 dan 2023, terdapat piutang sewa pembiayaan digunakan sebagai jaminan atas utang Bank masing-masing sebesar Rp3.303.755 dan Rp6.171.403.

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai piutang sewa pembiayaan pada tanggal-tanggal 31 Desember 2024 dan 2023 telah memadai.

13. FINANCE LEASE RECEIVABLES (continued)

As of December 31, 2024 and 2023, there were financing receivables that used as collateral for BRI loans amounting Rp3,303,755 and Rp6,171,403, respectively.

Management believes that the allowance for impairment losses for finance lease receivable as of December 31, 2024 and 2023 are adequate.

14. TAGIHAN DAN LIABILITAS AKSEPTASI

a) Berdasarkan Jenis dan Mata Uang:

14. ACCEPTANCES RECEIVABLE AND PAYABLE

a) By Type and Currency:

	31 Desember 2024/*December 31, 2024*		**31 Desember 2023/*December 31, 2023***		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	**Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
L/C Impor dan Surat Kredit Berdokumen Dalam Negeri (SKBDN)		6.685.784		7.394.694	*Import Letters of Credit and Domestic Documentary L/C (SKBDN)*
Mata uang asing					*Foreign currency*
L/C Impor dan SKBDN					*Import L/C and SKBDN*
Dolar Amerika Serikat	52.987.125	852.828	94.495.087	1.454.941	*United States Dollar*
Renminbi	222.847.124	491.376	13.304.733	28.872	*Renminbi*
Euro Eropa	765.779	12.833	2.447.950	41.709	*European Euro*
Yen Jepang	61.210.000	6.306	762.730.478	83.046	*Japanese Yen*
Pound Sterling Inggris	29.862	604	29.751	584	*Great Britain Pound Sterling*
		1.363.947		1.609.152	
		8.049.731		9.003.846	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
L/C Impor dan SKBDN		1.757.587		1.167.584	*Import L/C and SKBDN*
Mata uang asing					*Foreign currency*
L/C Impor dan SKBDN					*Import L/C and SKBDN*
Dolar Amerika Serikat	18.518.480	298.055	2.986.171	45.978	*United States Dollar*
		2.055.642		1.213.562	
Total		**10.105.373**		**10.217.408**	***Total***
Cadangan kerugian penurunan nilai		(321.683)		(249.698)	*Allowance for impairment losses*
Bersih		**9.783.690**		**9.967.710**	***Net***

14. TAGIHAN DAN LIABILITAS AKSEPTASI (lanjutan) / *14. ACCEPTANCES RECEIVABLE AND PAYABLE (continued)*

b) Berdasarkan Jangka Waktu: / *b) By Period:*

Klasifikasi jangka waktu tagihan akseptasi berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut: / *The classification of acceptances receivable based on the remaining period until maturity are as follows:*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Pihak ketiga			*Third parties*
≤ 1 bulan	1.861.735	2.419.023	*≤ 1 month*
> 1 bulan - 3 bulan	2.463.651	4.288.211	*> 1 month - 3 months*
> 3 bulan - 1 tahun	3.724.345	2.296.612	*> 3 months - 1 year*
	8.049.731	9.003.846	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
≤ 1 bulan	232.241	66.652	*≤ 1 month*
> 1 bulan - 3 bulan	739.638	444.464	*> 1 month - 3 months*
> 3 bulan - 1 tahun	1.083.763	702.446	*> 3 months - 1 year*
	2.055.642	1.213.562	
Total	**10.105.373**	**10.217.408**	***Total***
Cadangan kerugian penurunan nilai	(321.683)	(249.698)	*Allowance for impairment losses*
Neto	**9.783.690**	**9.967.710**	***Net***

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan: / *c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:*

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah*Total***	
Tagihan Akseptasi					*Acceptances Receivables*
Nilai tercatat awal	10.193.597	23.811	-	10.217.408	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	-	-	-	-	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	10.105.373	-	-	10.105.373	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(10.218.091)	(23.811)	-	(10.241.902)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial asset*
Perubahan model atau parameter valuta asing dan perubahan lain	24.494	-	-	24.494	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**10.105.373**	**-**	**-**	**10.105.373**	***Carrying value ending balance***

14. TAGIHAN DAN LIABILITAS AKSEPTASI (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

14. ACCEPTANCES RECEIVABLE AND PAYABLE (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/ *December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah*Total***	
Tagihan Akseptasi					*Acceptances Receivables*
Nilai tercatat awal	7.145.070	22.530	-	7.167.600	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	-	-	-	-	*Net remeasurement of carrying value*
Aset keuangan baru yang diterbitkan atau dibeli	10.301.960	23.811	-	10.325.771	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(7.250.703)	(22.530)	-	(7.273.233)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial asset*
Perubahan model atau parameter valuta asing dan perubahan lain	(2.730)	-	-	(2.730)	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**10.193.597**	**23.811**	-	**10.217.408**	***Carrying value ending balance***

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah*Total***	
Tagihan Akseptasi					*Acceptances Receivables*
Cadangan atas kerugian kredit ekspektasian awal	244.117	5.581	-	249.698	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	-	-	-	-	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	321.683	-	-	321.683	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(244.118)	(5.581)	-	(249.699)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial asset*
Perubahan model atau parameter valuta asing dan perubahan lain	1	-	-	1	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**321.683**	**-**	**-**	**321.683**	***Allowance for expected credit loss ending balance***

14. TAGIHAN DAN LIABILITAS AKSEPTASI (lanjutan)

c) Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

14. ACCEPTANCES RECEIVABLE AND PAYABLE (continued)

c) The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/ *December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah*Total***	
Tagihan Akseptasi					*Loans*
Cadangan atas kerugian kredit ekspektasian awal	123.052	13.484	-	136.536	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	-	-	-	-	*Net remeasurement of allowance for losses*
Aset keuangan baru yang diterbitkan atau dibeli	244.269	5.581	-	249.850	*New financial assets issued or purchased*
Aset keuangan yang dihentikan pengakuannya	(121.373)	(13.484)	-	(134.857)	*Derecognized financial assets*
Penghapusbukuan	-	-	-	-	*Written-off financial assets*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	-	-	*Recovery from written-off financial asset*
Perubahan model atau parameter valuta asing dan perubahan lain	(1.831)	-	-	(1.831)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**244.117**	**5.581**	**-**	**249.698**	***Allowance for expected credit loss ending balance***

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai pada 31 Desember 2024 dan 2023 telah memadai.

Management believes that the allowance for impairment losses as of December 31, 2024 and 2023 is adequate.

15. PENYERTAAN SAHAM

Rincian penyertaan saham adalah sebagai berikut:

15. INVESTMENT IN SHARES

The details of investment in shares are as follows:

			31 Desember/*December 31, 2024*			31 Desember/*December 31, 2023*			
Nama Perusahaan	**Jenis Usaha/ *Type of Business***	**Persentase Pemilikan (%)/ *Percentage of Ownership (%)***	**Biaya Perolehan/ *Acquisition Cost***	**Akumulasi Bagian Laba Neto Asosiasi/ *Accumulated Net Earning Associated Entities***	**Nilai Tercatat/ *Carrying Value***	**Biaya Perolehan/ *Acquisition Cost***	**Akumulasi Bagian Laba Neto Asosiasi/ *Accumulated Net Earning Associated Entities***	**Nilai Tercatat/ *Carrying Value***	***Company Name***
Metode Ekuitas									***Equity Method***
Pihak berelasi (Catatan 44) (Investasi dalam entitas asosiasi)									*Related parties (Note 44) (Investment in associates)*
PT Bank Syariah Indonesia Tbk	Perbankan/ *Banking*	15,38	3.546.381	2.902.597	6.448.978	3.546.381	1.933.244	5.479.625	*PT Bank Syariah Indonesia Tbk*
PT Bahana Artha Ventura	Modal ventura/ *Venture Capital*	15,10	71.325	5.450	76.775	71.325	8.115	79.440	*PT Bahana Artha Ventura*
			3.617.706	2.908.047	6.525.753	3.617.706	1.941.359	5.559.065	

15. PENYERTAAN SAHAM (lanjutan)

Rincian penyertaan saham adalah sebagai berikut (lanjutan):

15. INVESTMENT IN SHARES (continued)

The details of investment in shares are as follows (continued):

Nama Perusahaan	Jenis Usaha/ *Type of Business*	Persentase Pemilikan (%)/ *Percentage of Ownership (%)*	31 Desember/*December 31, 2024*			31 Desember/*December 31, 2023*			*Company Name*
			Biaya Perolehan/ *Acquisition Cost*	Akumulasi Bagian Laba Neto Asosiasi/ *Accumulated Net Earning Associated Entities*	Nilai Tercatat/ *Carrying Value*	Biaya Perolehan/ *Acquisition Cost*	Akumulasi Bagian Laba Neto Asosiasi/ *Accumulated Net Earning Associated Entities*	Nilai Tercatat/ *Carrying Value*	
Metode Nilai Wajar									***Fair Value Method***
Pihak ketiga									*Third parties*
Grab Holding	Penyelenggara Teknologi Finansial/ *Financial Technology Provider*	0,07			163.510			111.355	*Grab Holding*
PT Bukalapak.com	Penyelenggara Teknologi Finansial/ *Financial Technology Provider*	0,18			22.631			39.106	*PT Bukalapak.com*
PT Pefindo Biro Kredit	Perusahaaan Informasi Pengkreditan/ *Financial Technology Provide*	13.88			23.308			17.384	*PT Pefindo Biro Kredit*
PT Pemeringkat Efek Indonesia	Pemeringkat efek/ *Credit Rating Agency*	6,78			26.717			32.278	*PT Pemeringkat Efek Indonesia*
PT Kustodian Sentral Efek Indonesia	Jasa Penitipan Surat Berharga/ *Securities Depository Service*	5,00			4.650			4.650	*PT Kustodian Sentral Efek Indonesia*
PT Penyelesaian Transaksi Elektronik Nasional	Lembaga Services Pembayaran/ *Finance*	17.50			3.500			3.500	*PT Penyelesaian Transaksi Elektronik Nasional*
PT Kliring Berjangka Indonesia (Persero)	Lembaga Kiring/*Clearing Institution*	1,92			1.440			1.340	*PT Kliring Berjangka Indonesia (Persero)*
Investasi lain-lain	Beragam/ *Various*	Beragam/ *Various*			714.428			783.555	*Other Invesments*
Pihak berelasi (Catatan 44)									*Related parties (Note 44)*
PT Fintek Karya Nusantara	Penyelenggara Jasa Sistem Perbankan/ *Banking System Service Provider*	12,74			590.630			753.258	*PT Fintek Karya Nusantara*
					1.550.814			**1.746.426**	
Neto					**8.076.567**			**7.305.491**	***Net***

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai atas penyertaan saham pada tanggal 31 Desember 2024 dan 2023 telah memadai.

Management believes that the allowance for impairment losses on investment in shares as of December 31, 2024 and 2023 are adequate.

15. PENYERTAAN SAHAM (lanjutan) / *15. INVESTMENT IN SHARES (continued)*

Jumlah aset, liabilitas, pendapatan, dan laba tahun berjalan dari entitas asosiasi adalah sebagai berikut:

Total assets, liabilities, income and net income for the year of associates are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
PT Bank Syariah Indonesia Tbk			*PT Bank Syariah Indonesia Tbk*
Total aset	408.613.432	353.624.125	*Total assets*
Total liabilitas	105.647.969	87.222.910	*Total liabilities*
Total dana *syirkah* temporer	257.923.889	227.662.092	*Total temporary syirkah funds*
PT Bahana Artha Ventura			*PT Bahana Artha Ventura*
Total aset	1.269.997	1.642.983	*Total assets*
Total liabilitas	512.323	838.813	*Total liabilities*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
PT Bank Syariah Indonesia Tbk			*PT Bank Syariah Indonesia Tbk*
Total pendapatan	26.473.012	22.251.743	*Total income*
Total laba bersih	7.005.888	5.703.743	*Total net income*
PT Bahana Artha Ventura			*PT Bahana Artha Ventura*
Total pendapatan	125.944	145.401	*Total income*
Total laba bersih	17.648	10.553	*Total net income*

Rincian penerimaan dividen adalah sebagai berikut:

The details of dividend receipts are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
BRI			*BRI*
PT Bank Syariah Indonesia Tbk	131.550	65.504	*PT Bank Syariah Indonesia Tbk*
	131.550	65.504	
Entitas Anak			*Subsidiaries*
PT Pegadaian	3.609	-	*PT Pegadaian*
PT BRI Danareksa Sekuritas	1.696	9.693	*PT BRI Danareksa Sekuritas*
PT BRI Asuransi Indonesia	154	127	*PT BRI Asuransi Indonesia*
PT Bank Raya Indonesia Tbk	26	202	*PT Bank Raya Indonesia Tbk*
PT Permodalan Nasional Madani	-	46	*PT Permodalan Nasional Madani*
	5.485	10.068	
Total	**137.035**	**75.572**	***Total***

16. ASET TETAP / *16. PREMISES AND EQUIPMENT*

Aset tetap terdiri atas: / *Premises and equipment consist of:*

31 Desember/*December 31, 2024*

Keterangan / *Description*	Saldo Awal/ *Beginning Balance*	Revaluasi/ *Revaluation*	Penambahan/ *Addition*	Pengurangan/ *Disposal*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*	
Biaya Perolehan							*Cost*
Hak atas tanah	33.317.427	9.670	94.501	598.508	29.170	32.852.260	*Landrights*
Bangunan	15.127.852	-	1.553.451	570.447	2.207.477	18.318.333	Buildings
Kendaraan bermotor	5.221.398	-	1.345.701	775.384	(75)	5.791.640	*Motor vehicles*
Komputer dan mesin*)	16.863.879	-	1.207.603	1.224.492	2.554.540	19.401.530	*Computers and machineries*)*
Perlengkapan kantor	3.978.351	-	1.579.180	130.670	(31.638)	5.395.223	*Furnitures and fixtures*
Aset tetap museum	184	-	-	-	-	184	*Museum assets*
Satelit	3.288.878	-	12	-	-	3.288.890	*Satellite*
Aset dalam penyelesaian	3.665.808	-	4.554.140	28.716	(4.759.474)	3.431.758	*Assets in progress*
	81.463.777	9.670	10.334.588	3.328.217	-	88.479.818	
Akumulasi Penyusutan							*Accumulated Depreciation*
Bangunan	5.225.792	-	1.767.869	599.748	2.364	6.396.277	*Buildings*
Kendaraan bermotor	1.928.834	-	846.680	549.200	396	2.226.710	*Motor vehicles*
Komputer dan mesin*	10.594.732	-	2.531.625	421.345	(5.217)	12.699.795	*Computers and machineries**
Perlengkapan kantor	2.607.940	-	476.312	56.856	2.457	3.029.853	*Furnitures and fixtures*
Satelit	1.428.360	-	220.858	-	-	1.649.218	*Satellite*
	21.785.658	-	5.843.344	1.627.149	-	26.001.853	
Nilai buku - Neto	**59.678.119**					**62.477.965**	***Book value - Net***

*) Termasuk software / **) Include software*

31 Desember/ *December 31, 2023*

Keterangan / *Description*	Saldo Awal/ *Beginning Balance*	Revaluasi/ *Revaluation*	Penambahan/ *Addition*	Pengurangan/ *Disposal*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*	
Biaya Perolehan							*Cost*
Hak atas tanah	33.406.372	-	1.086.300	1.134.834	(40.411)	33.317.427	*Landrights*
Bangunan	12.219.677	-	1.522.462	699.119	2.084.832	15.127.852	*Buildings*
Kendaraan bermotor	3.900.285	-	2.015.071	706.759	12.801	5.221.398	*Motor vehicles*
Komputer dan mesin*)	12.175.552	-	2.588.752	435.387	2.534.962	16.863.879	*Computers and machineries*)*
Perlengkapan kantor	3.357.863	-	677.264	102.384	45.608	3.978.351	*Furnitures and fixtures*
Aset tetap museum	184	-	-	-	-	184	*Museum assets*
Satelit	3.284.668	-	25	-	4.185	3.288.878	*Satellite*
Aset dalam penyelesaian	5.606.600	-	2.719.584	18.399	(4.641.977)	3.665.808	*Assets in progress*
	73.951.201	-	10.609.458	3.096.882	-	81.463.777	
Akumulasi Penyusutan							*Accumulated Depreciation*
Bangunan	4.158.159	-	1.302.878	224.927	(10.318)	5.225.792	*Buildings*
Kendaraan bermotor	1.846.266	-	243.852	161.713	429	1.928.834	*Motor vehicles*
Komputer dan mesin*)	9.276.125	-	1.514.294	194.805	(882)	10.594.732	*Computers and machineries*)*
Perlengkapan kantor	2.247.030	-	444.481	94.342	10.771	2.607.940	*Furnitures and fixtures*
Satelit	1.207.574	-	220.786	-	-	1.428.360	*Satellite*
	18.735.154	-	3.726.291	675.787	-	21.785.658	
Nilai buku - Neto	**55.216.047**					**59.678.119**	***Book value - Net***

*) Termasuk software / **) Include software*

Biaya perolehan dan akumulasi penyusutan aset tetap per 31 Desember 2024 dan 2023 pada tabel di atas termasuk juga nilai Aset Hak Guna (AHG) BRI dan entitas anak, dengan rincian sebagai berikut:

The acquiring cost and accumulated depreciation of premises and equipment as of December 31, 2024 and 2023, based on table above also includes the value of BRI and subsidiaries right-of-use assets, with the following details:

	Saldo awal 1 Jan 2024/ *Beginning balance Jan 1, 2024*	Penambahan/ *Addition*	Pengurangan/ *Disposal*	Saldo akhir 31 Des 2024/ *Ending balance Dec 31, 2024*	
Biaya Perolehan Aset Hak Guna					*Acquistion cost of right-of-use assets*
Bangunan	2.466.176	741.988	388.159	2.820.005	*Buildings*
Kendaraan bermotor	640.898	30.618	268.686	402.830	*Motor vehicles*
Perlengkapan kantor	132.120	9.298	18.093	123.325	*Furnitures and fixtures*
	3.239.194	781.904	674.938	3.346.160	
Akumulasi Penyusutan Aset Hak Guna					*Accumulated depreciation of right-of-use assets*
Bangunan	1.150.454	810.520	457.346	1.503.628	*Buildings*
Kendaraan bermotor	214.112	168.926	73.052	309.986	*Motor vehicles*
Perlengkapan kantor	20.778	23.338	2.564	41.552	*Furnitures and fixtures*
	1.385.344	1.002.784	532.962	1.855.166	
Nilai buku - Neto	**1.853.850**			**1.490.994**	***Book value - Net***

16. ASET TETAP (lanjutan) / *16. PREMISES AND EQUIPMENT (continued)*

Biaya perolehan dan akumulasi penyusutan aset tetap per 31 Desember 2024 dan 2023 pada tabel di atas termasuk juga nilai Aset Hak Guna (AHG) BRI dan entitas anak, dengan rincian sebagai berikut (lanjutan):

The acquiring cost and accumulated depreciation of premises and equipment as of December 31, 2024 and 2023, based on table above also includes the value of BRI and subsidiaries right-of-use assets, with the following details (continued):

	Saldo awal 1 Jan 2023/ *Beginning balance Jan 1, 2023*	Penambahan/ *Addition*	Pengurangan/ *Disposal*	Saldo akhir 31 Des 2023/ *Ending balance Dec 31, 2023*	
Biaya Perolehan Aset Hak Guna					*Acquistion cost of right-of-use assets*
Bangunan	1.840.211	1.124.412	498.447	2.466.176	*Buildings*
Kendaraan bermotor	331.406	437.631	128.139	640.898	*Motor vehicles*
Perlengkapan kantor	13.246	119.100	226	132.120	*Furnitures and fixtures*
	2.184.863	1.681.143	626.812	3.239.194	
Akumulasi Penyusutan Aset Hak Guna					*Accumulated depreciation of right-of-use assets*
Bangunan	794.664	752.694	396.904	1.150.454	*Buildings*
Kendaraan bermotor	169.110	169.784	124.782	214.112	*Motor vehicles*
Perlengkapan kantor	1.780	19.139	141	20.778	*Furnitures and fixtures*
	965.554	941.617	521.827	1.385.344	
Nilai buku - Neto	**1.219.309**			**1.853.850**	***Book value - Net***

Tabel berikut menyajikan beban hak guna yang dilaporkan dalam laporan laba rugi konsolidasian:

The following table presents the right-of-use expenses reported in the consolidated statements of profit or loss:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31, 2024*		
	Beban penyusutan aset hak guna/ *Depreciation expense of right-of-use assets*	**Beban bunga atas liabilitas sewa/ *Interest expense of lease liabilities***	
Bangunan	810.520	10.174	*Building*
Kendaraan bermotor	168.926	21.477	*Motor vehicles*
Perlengkapan kantor	23.338	1.217	*Furnitures and fixtures*
Total	1.002.784	32.868	***Total***

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31, 2023*		
	Beban penyusutan aset hak guna/ *Depreciation expense of right-of-use assets*	**Beban bunga atas liabilitas sewa/ *Interest expense of lease liabilities***	
Bangunan	752.694	8.883	*Building*
Kendaraan bermotor	169.784	17.981	*Motor vehicles*
Perlengkapan kantor	19.139	369	*Furnitures and fixtures*
Total	**941.617**	**27.233**	***Total***

16. ASET TETAP (lanjutan)

Rata-rata masa sewa berdasarkan kontrak yang dimiliki BRI adalah lebih dari 2 (dua) tahun.

BRI dan entitas anak memiliki sewa tertentu dengan masa sewa 12 bulan atau kurang dan sewa aset bernilai rendah, dimana dikecualikan dari pengakuan sewa berdasarkan PSAK No. 116.

Jumlah penyusutan aset tetap yang dibebankan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebesar Rp5.843.344 dan Rp3.726.291 masing-masing untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 (Catatan 36).

BRI dan entitas anak telah mengasuransikan aset tetap (tidak termasuk hak atas tanah dan satelit) untuk menutup kemungkinan kerugian terhadap risiko kebakaran, pencurian, vandalisme, *force majeur* dan lain-lain kepada PT BRI Asuransi Indonesia (BRI Insurance) (Entitas Anak), PT Askrindo, PT Asuransi Tri Pakarta, PT Asuransi Wahana Tata, PT Asuransi Sinar, PT Asuransi Sahabat Artha Proteksi, dan MS Amlin Marine MV dengan nilai pertanggungan seluruhnya sebesar Rp21.121.231 dan Rp22.124.061 masing-masing untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023.

BRI telah mengasuransikan aset tetap satelit kepada PT BRI Asuransi Indonesia (BRI Insurance) (Entitas Anak) dengan nilai pertanggungan seluruhnya pada tanggal 31 Desember 2024 dan 2023 masing-masing sebesar Rp1.746.226 dan ASD130.736.666 (nilai penuh), masing-masing polis asuransi tersebut berakhir pada tanggal 19 Juni 2025 dan 2024.

Tidak ada aset tetap yang dimiliki BRI dan entitas anak yang dijadikan jaminan pada tanggal-tanggal 31 Desember 2024 dan 2023.

Nilai tercatat bruto aset tetap yang telah terdepresiasi penuh, namun masih digunakan oleh BRI adalah masing-masing sebesar Rp10.793.958 dan Rp9.986.999 pada tanggal 31 Desember 2024 dan 2023.

Pada tanggal 1 April 2016, BRI mengubah kebijakan akuntansi untuk pengukuran hak atas tanah menjadi model revaluasian dari sebelumnya menggunakan model biaya.

16. PREMISES AND EQUIPMENT (continued)

The average lease period based on the contract owned by BRI is more than 2 (two) years.

BRI and its subsidiaries has certain leases with a term of 12 months or less and low-value lease assets, which are excluded from the recognition of leases under SFAS No. 116.

Depreciation expense of premises and equipment charged to the consolidated statement of profit or loss and other comprehensive income amounting to Rp5,843,344 and Rp3,726,291 for the years ended December 31, 2024 and 2023, respectively (Note 36).

BRI and its subsidiaries insured its premises and equipment (excluding landrights and satellite) from losses due to risks of fire, theft, vandalism, force majeur, and others to PT BRI Asuransi Indonesia (BRI Insurance) (Subsidiary entity), PT Askrindo, PT Asuransi Tri Pakarta, PT Asuransi Wahana Tata, PT Asuransi Sinar, PT Asuransi Sahabat Artha Proteksi, and MS Amlin Marine MV with coverage amount Rp21,121,231 and Rp22,124,061 for the years ended December 31, 2024 and 2023, respectively.

BRI insured its satellites to PT BRI Asuransi Indonesia (BRI Insurance) (Subsidiary entity) on December 31, 2024 and 2023 with full coverage amounted to Rp1,746,226 and USD130,736,666 (full amount), in which the insurance policies mature on June 19, 2025 and 2024, respectively.

As of December 31, 2024 and 2023 there are no premises and equipment owned by BRI and its subsidiaries which are pledged as collateral.

The gross carrying value of premises and equipments that have been fully depreciated but still used by BRI amounted to Rp10,793,958 and Rp9,986,999 as of December 31, 2024 and 2023, respectively.

On April 1, 2016, BRI changed its accounting policy for landrights measurement from cost method to revaluation method.

16. ASET TETAP (lanjutan)

Penilaian dilakukan berdasarkan POJK No. 28/POJK.04/2021 tanggal 30 Desember 2021 tentang "Penyajian Laporan Penilaian Properti di Pasar Modal" dan Standar Penilaian Indonesia, ditentukan berdasarkan transaksi pasar terkini dan dilakukan dengan ketentuan-ketentuan yang lazim. Metode penilaian yang dipakai adalah metode data pasar dan metode biaya.

Penilaian atas tanah dilakukan oleh penilai independen eksternal sebagai berikut:

1. KJPP Sugianto Prasodjo dan Rekan, dengan laporan No. 01042/2.0131-00/PI/07/0375/1/IX/2022 tanggal 19 September 2022 sebesar Rp1.679.046 ditandatangani oleh Budi Prasodjo.
2. KJPP Dino Farid dan Rekan, dengan laporan No. 00526/2.0164-00/PI/07/0447/1/IX/2022 tanggal 19 September 2022 sebesar Rp2.006.196 ditandatangani oleh Dino Suharianto.
3. KJPP Sapto, Kasmodiard dan Rekan, dengan laporan No. 01957/2.0084-00/PI/07/0274/1/IX/2022 tanggal 19 September 2022 sebesar Rp9.866.380 ditandatangani oleh Sapto Haji.
4. KJPP Nirboyo Adiputro, Dewi Apriyanti dan Rekan, dengan laporan No. 00522/2.0018-00/PI/07/0496/1/IX/2022 tanggal 19 September 2022 sebesar Rp1.429.569 ditandatangani oleh Budi Muhammad Haikal.
5. KJPP Susan Widjojo dan Rekan, dengan laporan No. 00400/2.0068-00/PI/07/0198/1/IX/2022 tanggal 19 September 2022 sebesar Rp2.865.437 ditandatangani oleh Susan Widjojo.

16. PREMISES AND EQUIPMENT (continued)

The valuation is performed based on POJK No. 28/POJK.04/2021 dated December 30, 2021 regarding "Presentation of Property Appraisal Reports in the Capital Market" and Indonesian Appraisal Standards, determined based on the current market transactions and carried out under customary conditions. The valuation methods used are market data method and cost method.

The valuation of landrights is performed by external independent appraiser, as follows:

1. *KJPP Sugianto Prasodjo and Partners, with report No. 01042/2.0131-00/PI/07/0375/1/IX/2022 dated September 19, 2022 amounting to Rp1,679,046 signed by Budi Prasodjo.*
2. *KJPP Dino Farid and Partners, with report No. 00526/2.0164-00/PI/07/0447/1/IX/2022 dated September 19, 2022 amounting to Rp2,006,196 signed by Dino Suharianto.*
3. *KJPP Sapto, Kasmodiard and Partners, with report No. 01957/2.0084-00/PI/07/0274/1/IX/2022 dated September 19, 2022 amounting to Rp9,866,380 signed by Sapto Haji.*
4. *KJPP Nirboyo Adiputro, Dewi Apriyanti, and Partners, with report No. 00522/2.0018-00/PI/07/0496/1/IX/2022 dated September 19, 2022, amounting to Rp1,429,569, signed by Budi Muhammad Haikal.*
5. *KJPP Susan Widjojo and Partners, with report No. 00400/2.0068-00/PI/07/0198/1/IX/2022 dated September 19, 2022 amounting to Rp2,865,437 signed by Susan Widjojo.*

16. ASET TETAP (lanjutan)

Penilaian atas tanah dilakukan oleh penilai independen eksternal sebagai berikut (lanjutan):

6. KJPP Toha, Okky, Heru dan Rekan, dengan laporan No. 00121/2.0014-00/PI/07/0080/1/IX/2022 tanggal 19 September 2022 sebesar Rp1.152.233 ditandatangani oleh Okky Danuza.

7. KJPP Abdullah Fitriantoro dan Rekan, dengan laporan No. 00282/2.0051-00/PI/07/0152/1/IX/2022 tanggal 1 September 2022 sebesar Rp1.056.302 dan Rp654.858 ditandatangani oleh Abdullah Fitriantoro.

8. KJPP Muttaqin Bambang Purwanto Rozak Uswatun dan Rekan, dengan laporan No. 01155/2.0027-00/PI/07/0196/1/IX/2022 tanggal 19 September 2022 sebesar Rp1.524.861 ditandatangani oleh Muhammad A. Muttaqin.

9. KJPP Iwan Bachron dan Rekan, dengan laporan No. 00066/2.0047-00/PI/07/0108/1/IX/2022 tanggal 14 September 2022 sebesar Rp730.970 ditandatangani oleh Iwan Bachron.

Kenaikan nilai tercatat yang timbul dari penilaian kembali atas hak atas tanah BRI (Entitas induk) pada tanggal 1 April 2022 sebesar Rp2.963.485 dicatat sebagai "Surplus Revaluasi Aset Tetap" dan disajikan dalam penghasilan komprehensif lain sebesar Rp2.984.488, sedangkan penurunan nilai tercatat yang timbul dari penilaian kembali sebesar Rp21.003 diakui dalam laporan laba rugi tahun berjalan. Nilai wajar hak atas tanah termasuk pada hierarki nilai wajar level 2.

Pada tanggal-tanggal 31 Desember 2024 dan 2023, jika tanah diukur menggunakan model biaya, nilai tercatatnya masing-masing adalah sebesar Rp14.593.406 dan Rp14.489.235.

BRI dan entitas anak tidak memiliki aset tetap yang tidak terpakai sementara, tidak memiliki aset tetap yang dihentikan dari penggunaan aktif, dan aset tetap yang diklasifikasikan sebagai tersedia untuk dijual pada tanggal-tanggal 31 Desember 2024 dan 2023.

16. PREMISES AND EQUIPMENT (continued)

The valuation of landrights is performed by external independent appraiser, as follows (continued):

6. KJPP Toha, Okky, Heru and Partners, with report No. 00121/2.0014-00/PI/07/0080/1/IX/2022 dated September 19, 2022 amounting to Rp1,152,233 signed by Okky Danuza.

7. KJPP Abdullah Fitriantoro and Partners, with report No. 00282/2.0051-00/PI/07/0152/1/IX/2022 dated September 1, 2022 amounting Rp1,056,302 and Rp654,858 signed by Abdullah Fitriantoro.

8. KJPP Muttaqin Bambang Purwanto Rozak Uswatun and Partners, with report No. 01155/2.0027-00/PI/07/0196/1/IX/2022 dated September 19, 2022 amounting to Rp1,524,861 signed by Muhammad A. Muttaqin.

9. KJPP Iwan Bachron and Partners, with report No. 00066/2.0047-00/PI/07/0108/1/IX/2022 dated September 14, 2022 amounting to Rp730,970 signed by Iwan Bachron.

The increase in the carrying value arising from the revaluation of BRI's (Parent entity) landrights on April 1, 2022 amounted to Rp2,963,485 was recognized as a "Revaluation Surplus arising from Premises and Equipment" and presented in other comprehensive income amounted to Rp2,984,488 while the decrease in carrying value arising from the revaluation amounted to Rp21,003 was recognized in the statement of profit or loss for the period. The fair value of landrights is included in the level 2 fair value hierarchy.

As of December 31, 2024 and 2023 if the landrights were measured using the cost method, the carrying values would be Rp14,593,406 and Rp14,489,235, respectively.

BRI and its subsidiaries do not have premises and equipment that are temporarily not being used, do not have premises and equipment that are discontinued from active use and not classified as available for sale as of December 31, 2024 and 2023.

16. ASET TETAP (lanjutan) / *16. PREMISES AND EQUIPMENT (continued)*

Rincian aset dalam penyelesaian, adalah sebagai berikut:

Details of assets in progress are as follows:

	31 Desember/*December 31, 2024*			
	Akumulasi biaya/ *Cost accumulation*	**Persentase penyelesaian/ *Completion percentage***	**Estimasi penyelesaian/ *Estimated Date of Completion***	
Bangunan dalam penyelesaian:				*Building in progress:*
Kawasan IT Ragunan	194.197	23,00%	Apr/ *Apr 2026*	*Ragunan IT Area*
Kawasan IT Tabanan	64.920	30,00	Feb/ *Feb 2025*	*Tabanan IT Area*
Revitalisasi Kawasan Semarang	63.893	30,00	Jul/ *Jul 2025*	*RevitalizationSemarang Area*
Kantor Cabang S. Parman	37.877	90,00	Mar/ Mar 2025	*S. Parman Branch Office*
Kantor Cabang BRI Demak	32.175	92,00	Mar/ *Mar 2025*	*BRI Demak Branch Office*
Lain-lain	830.974	Beragam/ *Various*	Beragam/ *Various*	*Others*
	1.222.354			
Software dalam penyelesaian:				*Software in progress:*
Pengadaan Konsultan IT-Fase *Implementasi Product*	363.796	95,00%	Jan/*Jan 2025*	*Procurement of IT Consultant-Product Implementation Phase*
Pengadaan Infrastruktur *New Data Center IT*	190.525	31,00	Des/*Dec 2026*	*Procurement of New Data Center IT Infrastructure*
Pengadaan Peningkatan Kapasitas *& Performance* SAP BRIFIRST	106.209	26,00	Des/ *Dec 2028*	*Procurement of Capacity & Performance SAP BRIFIRST*
Pengadaan Rubrik *Security Cloud* (RSC)	104.670	97,00	Jun/ *Jun 2027*	*Procurement of Rubric Security Cloud (RSC)*
Pengadaan Konsultan Modernisasi Kartu Kredit & *Acquiring*	76.160	64,00	Okt/ *Oct 2025*	*Procurement of Credit Card Modern-*ization *& Acquiring Consultant*
Lain-lain	589.085	Beragam/ *Various*	Beragam/ *Various*	*Others*
	1.430.445			
Hardware dalam penyelesaian	778.959	Beragam/*Various*	Beragam/*Various*	*Hardware in progress*
	778.959			
Total	**3.431.758**			***Total***

	31 Desember/*December 31, 2023*			
	Akumulasi biaya/ *Cost accumulation*	**Persentase penyelesaian/ *Completion percentage***	**Estimasi penyelesaian/ *Estimated Date of Completion***	
Bangunan dalam penyelesaian:				*Building under construction:*
Bangunan *Tier* 3 *Uptime Institute* DC GTI	89.930	85,00%	Mar/*Mar 2024*	*Tier 3 Uptime Institute DC GTI Building*
Renovasi Menara BRI Medan	44.017	85,00	Mar/*Mar 2024*	Renovation of *Menara BRI Medan*
Kontraktor *Contact Center* Kebayoran Baru	26.439	95,00	Jan/*Jan 2024*	Contractor of *Contact Center Kebayoran Baru*
Main Campus BRI Corporate University	28.738	95,00	Jan/*Jan 2024*	*Main Campus BRI Corporate University*
Lain-lain	1.525.702	Beragam/*Various*	Beragam/*Various*	*Others*
	1.714.826			
Software dalam penyelesaian:				*Software under development*
Pengadaan Konsultan IT-Fase Implementasi *Product*	302.176	85,00%	Jun/*Jun 2024*	*Procurement of IT Consultant Product Implementasi Phase*
Pengadaan *Secure Branch* Fase II	161.441	95,00	Mar/*Mar 2024*	*Procurement of Secure Branch Fase II*
Switch DC *Workload* ODC Tahun 2022-2024	47.548	95,00	Des/*Dec 2024*	*Switch DC Workload ODC Year 2022-2024*
Pengadaan Implementasi Integrasi *New Finance System*	39.964	95,00	Mar/*Mar 2024*	*Procurement of implementation New Finance System Integration*
Lain-lain	966.662	Beragam/*Various*	Beragam/*Various*	*Others*
	1.517.791			
Hardware dalam penyelesaian	433.191	Beragam/*Various*	Beragam/*Various*	*Hardware under development*
	433.191			
Total	**3.665.808**			***Total***

16. ASET TETAP (lanjutan)

Manajemen berpendapat bahwa tidak terdapat penurunan nilai aset tetap selain yang disebutkan di atas dan jumlah nilai pertanggungan asuransi cukup untuk menutup risiko kerugian yang mungkin timbul atas aset tetap pada tanggal-tanggal 31 Desember 2024 dan 2023.

16. PREMISES AND EQUIPMENT (continued)

Management believes that there is no impairment of premises and equipments and the amount of insurance coverage is adequate to cover the risk of loss that may arise on the premises and equipments as of December 31, 2024 and 2023.

17. ASET LAIN-LAIN

Aset lain-lain terdiri atas:

17. OTHER ASSETS

Other assets consist of:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023*)/ *December 31, 2023**)*	
Rupiah			*Rupiah*
Biaya dibayar dimuka	10.906.161	9.618.292	*Prepaid expense*
Piutang bunga:			*Interest receivables:*
Usaha gadai	2.941.973	2.099.520	*Pawn business*
Efek-efek	2.860.232	2.579.374	*Securities*
Lain-lain	327.191	336.005	*Others*
Beban yang ditangguhkan untuk pinjaman pekerja (Catatan 49)	4.747.556	5.190.672	*Deferred expense for Employee loan (Note 49)*
Aset reasuransi	2.949.967	2.697.126	*Reinsurance assets*
Piutang lain-lain	1.996.023	1.764.184	*Other receivables*
Tagihan kepada Pemerintah terkait pemberian KUR	1.904.023	9.040.747	*Receivables from government related to KUR disbursement*
Uang muka pajak terkait PPh Badan	1.089.287	2.089.356	*Prepaid tax related to Corporate Income Tax*
Tagihan terkait dengan transaksi ATM dan kartu kredit	1.744.804	4.713.968	*Receivables related to ATM and credit card transaction*
Persediaan emas	1.279.747	508.699	*Gold inventories*
Aset atas sewa operasi - neto	900.623	952.001	*Assets under operating lease - net*
Uang muka pajak terkait PPh 21	879.222		*Prepaid tax related to Income Tax Art 21*
Piutang premi	430.268	286.622	*Premium receivable*
Properti investasi	197.380	199.635	*Investment property*
Kas yang dibatasi penggunaannya (Catatan 3)	151.600	534.474	*Restricted cash in bank (Note 3)*
Persekot intern	111.172	112.588	*Internal advance*
Agunan yang diambil alih	102.880	59.347	*Foreclosed collaterals*
Setoran jaminan	53.664	33.437	*Premises and equipment not yet Guarantee deposits*
Aset tetap belum didistribusikan	41.319	52.939	*distributed*
Lain-lain	3.233.872	3.447.767	*Others*
	38.848.964	46.316.753	
Mata uang asing			*Foreign currency*
Piutang bunga:			*Interest receivables:*
Efek-efek	1.034.290	1.280.545	*Securities*
Lain-lain	192.426	184.708	*Other*
Term deposit valas devisa hasil ekspor (TD Valas DHE) Bank Indonesia	333.971	5.839.312	*Foreign currency term deposit for exchange foreign proceeds of export Bank Indonesia*
Lain-lain	841.677	539.737	*Others*
	2.402.364	7.844.302	
Total	**41.251.328**	**54.161.055**	***Total***
Dikurangi cadangan penurunan nilai	(1.152.352)	(1.019.295)	*Less allowance for impairment losses*
Bersih	**40.098.976**	**53.141.760**	***Net***

*) Setelah Reklasifikasi (Catatan 52)

**) After Reclassification (Note 52)*

18. LIABILITAS SEGERA / *18. LIABILITIES DUE IMMEDIATELY*

Liabilitas segera terdiri atas: / *Liabilities due immediately consist of:*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Rupiah			*Rupiah*
Titipan pembayaran dividen (Catatan 31d)	20.337.632	12.666.432	*dividend payment deposits (Note 31d)*
Titipan *advance payment*	6.262.765	7.114.058	*Advance payment deposits*
Titipan kerja sama pihak ketiga	896.178	1.121.776	*Third parties cooperation deposits*
Titipan ATM dan kartu kredit	812.882	788.468	*ATM and credit card deposits*
Titipan setoran pajak	809.434	792.368	*Tax payment deposits*
Titipan *recovery claim* asuransi	621.636	279.530	*Claim insurance deposits - recovery*
Titipan uang elektronik	563.982	518.049	*Electronic money deposits*
Titipan dana pihak ketiga	487.993	751.038	*Third parties funding deposits*
Utang kepada nasabah	419.465	232.719	*Debt to customers*
Titipan biaya operasional	381.481	696.501	*Operating cost deposits*
Titipan pinjaman kelolaan	315.904	289.945	*Loan deposits chanelling*
Titipan asuransi	308.190	252.718	*Insurance deposits*
Titipan biaya *outsourcing*	140.347	96.900	*Outsourcing fee deposits*
Titipan setoran kliring	28.506	33.687	*Clearing deposits*
Lain-lain	3.792.424	3.430.816	*Others*
	36.178.819	29.065.005	
Mata uang asing			*Foreign currency*
Titipan setoran pajak	151.402	140.178	*Tax payment deposits*
Titipan dana pihak ketiga	47.247	139.955	*Third parties funding deposits*
Titipan *advance payment*	44.123	36.911	*Advance payment deposits*
Titipan setoran kliring	-	538.895	*Clearing deposits*
Lain-lain	400.070	730.863	*Others*
	642.842	1.586.802	
Total	**36.821.661**	**30.651.807**	***Total***

19. GIRO / *19. DEMAND DEPOSITS*

Giro terdiri atas: / *Demand deposits consist of:*

	31 Desember 2024/*December 31, 2024*		**31 Desember 2023/*December 31, 2023***		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	**Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	
Pihak ketiga					*Third parties*
Rupiah		125.234.303		111.460.225	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	6.828.445.495	109.903.830	3.314.872.997	51.039.102	*United States Dollar*
Renminbi	203.061.964	447.750	165.406.408	358.942	*Renminbi*
Euro Eropa	16.693.329	279.749	37.641.229	641.343	*European Euro*
Yen Jepang	2.514.257.926	259.044	403.969.472	43.982	*Japanese Yen*
Dirham Uni Emirat Arab	33.321.977	146.020	1.537.723	6.447	*United Arab Emirates Dirham*
Riyal Arab Saudi	14.013.377	60.033	503.509	2.067	*Saudi Arabian Riyal*
Dolar Singapura	4.022.852	47.649	10.121.481	118.182	*Singaporean Dollar*
Dolar Taiwan Baru	51.920.252	25.489	31.426.075	15.823	*New Taiwan Dollar*
Dolar Australia	2.123.116	21.260	7.821.325	82.286	*Australian Dollar*
Dolar Hong Kong	8.169.855	16.937	10.897.029	21.475	*Hong Kong Dollar*
Pound Sterling Inggris	93.231	1.885	484.595	9.511	*Great Britain Pound Sterling*
Ringgit Malaysia	2.490	9	4.894	16	*Malaysian Ringgit*
		111.209.655		52.339.176	
		236.443.958		163.799.401	

19. GIRO (lanjutan) / *19. DEMAND DEPOSITS (continued)*

Giro terdiri atas (lanjutan): / *Demand deposits consist of (continued):*

	31 Desember 2024/*December 31, 2024*		31 Desember 2023/*December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah		75.606.841		85.663.613	Rupiah
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	3.845.937.787	61.900.368	6.265.649.148	96.472.200	*United States Dollar*
Euro Eropa	22.684.350	380.147	9.716.335	165.550	*European Euro*
Dolar Singapura	12.951.350	153.403	418.266	4.884	*Singaporean Dollar*
Yen Jepang	660.367.033	68.038	166.711.843	18.151	*Japanese Yen*
Renminbi	632.260	1.394		-	*Renminbi*
Pound Sterling Inggris	9.424	191	29.196	573	*Great Britain Pound Sterling*
		62.503.541		96.661.358	
		138.110.382		182.324.971	
Total		**374.554.340**		**346.124.372**	***Total***

Giro yang dijadikan jaminan atas fasilitas perbankan yang diberikan oleh BRI dan entitas anak adalah masing-masing sebesar Rp624.144 dan Rp850.977 pada tanggal-tanggal 31 Desember 2024 dan 2023.

Demand deposits used as collateral for banking facilities granted by BRI and subsidiaries amounted to Rp624,144 and Rp850,977 as of December 31, 2024 and 2023, respectively.

20. TABUNGAN / *20. SAVING DEPOSITS*

Tabungan terdiri atas: / *Saving deposits consist of:*

	31 Desember 2024/ *December 31, 2024*		31 Desember 2023/ *December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Simpedes		323.947.506		319.168.436	*Simpedes*
Britama		203.608.262		192.009.684	*Britama*
Lain-lain		10.314.729		10.278.743	*Others*
		537.870.497		521.456.863	
Mata uang asing					*Foreign currency*
Britama					*Britama*
Dolar Amerika Serikat	218.579.951	3.518.045	225.886.596	3.477.975	*United States Dollar*
Yen Jepang	23.335.190.316	2.404.225	19.295.678.454	2.100.817	*Japanese Yen*
Euro Eropa	8.396.159	140.704	13.837.154	235.761	*European Euro*
Dolar Singapura	7.905.130	93.633	13.100.685	152.968	*Singaporean Dollar*
Renminbi	21.245.557	46.846	6.809.463	14.777	*Renminbi*
Dolar Australia	2.276.961	22.800	1.879.683	19.776	*Australian Dollar*
Dirham Uni Emirat Arab	3.244.510	14.218	93.443	392	*United Arab Emirates Dirham*
Pound Sterling Inggris	690.737	13.966	1.350.486	26.505	*Great Britain Pound Sterling*
Dolar Taiwan Baru	18.397.529	9.032	10.713.878	5.394	*New Taiwan Dollar*
Riyal Arab Saudi	1.371.029	5.873	1.078.598	4.429	*Saudi Arabian Riyal*
Ringgit Malaysia	379.550	1.366		-	*Malaysian Ringgit*
Dolar Hong Kong	172.748	358	139.868	276	*Hong Kong Dollar*
Baht Thailand	79.473	37		-	*Thailand Baht*
Won Korea Selatan	227.799	2	8.094.523	96	*South Korean Won*

20. TABUNGAN (lanjutan) / *20. SAVING DEPOSITS (continued)*

Tabungan terdiri atas (lanjutan): / *Saving deposits consist of (continued):*

	31 Desember 2024/*December 31, 2024*		31 Desember 2023/*December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga (lanjutan)					*Third parties (continued)*
Mata uang asing (lanjutan)					*Foreign currency (continued)*
Lain-lain					*Others*
Dolar Amerika Serikat	30.388	489		-	*United States Dollar*
		6.271.594		6.039.166	
		544.142.091		527.496.029	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
Britama		207.531		346.358	*Britama*
Simpedes		10.086		20.754	*Simpedes*
Lain-lain		50.047		64.824	*Others*
		267.664		431.936	
Mata uang asing					*Foreign currency*
Britama					*Britama*
Dolar Amerika Serikat	981.846	15.804	1.116.548	17.191	*United States Dollar*
Yen Jepang	10.875.122	1.120	589.677	64	*Japanese Yen*
Dolar Singapura	8.061	95	4.679	55	*Singaporean Dollar*
Euro Eropa	5.021	84	6.094	104	*European Euro*
Pound Sterling Inggris	2.384	48	7.255	142	*Great Britain Pound Sterling*
Riyal Arab Saudi	6.168	26	6.880	28	*Saudi Arabian Riyal*
Ringgit Malaysia	1.884	7		-	*Malaysian Ringgit*
Baht Thailand	14.980	7		-	*Thailand Baht*
Renminbi	237	1	417	1	*Renminbi*
		17.192		17.585	
		284.856		449.521	
Total		**544.426.947**		**527.945.550**	***Total***

Tabungan yang dijadikan jaminan atas fasilitas perbankan yang diberikan oleh BRI dan entitas anak adalah masing-masing sebesar Rp152.900 dan Rp157.317 pada tanggal-tanggal 31 Desember 2024 dan 2023.

Saving deposits used as collateral for banking facilities granted by BRI and subsidiaries amounted to Rp152,900 and Rp157,317 as of December 31, 2024 and 2023, respectively.

21. DEPOSITO BERJANGKA / *21. TIME DEPOSITS*

Deposito berjangka terdiri atas: / *Time deposits consist of:*

	31 Desember 2024/*December 31, 2024*		31 Desember 2023/*December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga					*Third parties*
Rupiah		297.390.673		411.512.036	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	1.842.930.774	29.661.973	3.077.527.862	47.384.696	*United States Dollar*
Dolar Taiwan Baru	727.074.778	356.939	6.056.320	3.049	*New Taiwan Dollar*
Renminbi	74.653.066	164.609	147.108.266	319.234	*Renminbi*
Dolar Singapura	10.904.806	129.163	12.215.745	142.635	*Singaporean Dollar*
Dolar Australia	7.786.002	77.965	7.264.028	76.423	*Australian Dollar*
Pound Sterling Inggris	726.437	14.687	926.345	18.181	*Great Britain Pound Sterling*

21. DEPOSITO BERJANGKA / *21. TIME DEPOSITS*

Deposito berjangka terdiri atas: / *Time deposits consist of:*

	31 Desember 2024/*December 31, 2024*		31 Desember 2023/*December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga (lanjutan)					*Third parties (continued)*
Mata uang asing (lanjutan)					*Foreign currency (continued)*
Euro Eropa	481.878	8.075	1.124.354	19.157	*European Euro*
Riyal Arab Saudi	5.013	21	5.010	21	*Saudi Arabian Riyal*
Yen Jepang	150.000	15	18.090.350.000	1.969.587	*Japanese Yen*
		30.413.447		49.932.983	
		327.804.120		461.445.019	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah		104.406.122		16.087.894	*Rupiah*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat	885.900.885	14.258.575	436.833.375	6.725.926	*United States Dollar*
		14.258.575		6.725.926	
		118.664.697		22.813.820	
Total		**446.468.817**		**484.258.839**	***Total***

Deposito berjangka berdasarkan periode kontrak adalah sebagai berikut: / *Time deposits based on their contractual periods are as follows:*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
Deposits on call	6.962.874	15.266.118	*Deposits on call*
Deposito			*Deposits*
1 bulan	51.995.422	74.489.537	*1 month*
3 bulan	192.809.465	161.457.891	*3 months*
6 bulan	33.958.654	119.894.005	*6 months*
12 bulan	10.891.245	39.402.328	*12 months*
Lebih dari 12 bulan	773.013	1.002.157	*More than 12 months*
	297.390.673	411.512.036	
Mata uang asing			*Foreign currency*
Deposits on call	83.903	1.672.911	*Deposits on call*
Deposito			*Deposits*
1 bulan	9.888.829	14.877.507	*1 month*
3 bulan	16.719.631	19.400.218	*3 months*
6 bulan	1.266.400	8.031.777	*6 months*
12 bulan	2.244.837	5.549.245	*12 months*
Lebih dari 12 bulan	209.847	401.325	*More than 12 months*
	30.413.447	49.932.983	
	327.804.120	461.445.019	

21. DEPOSITO BERJANGKA (lanjutan)

Deposito berjangka berdasarkan periode kontrak adalah sebagai berikut (lanjutan):

21. TIME DEPOSITS (contined)

Time deposits based on their contractual periods are as follows (continued):

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Pihak berelasi (Catatan 44)			*Related parties (Notes 44)*
Rupiah			*Rupiah*
Deposits on call	1.943.030	167.150	*Deposits on call*
Deposito			*Deposits*
1 bulan	18.335.372	4.636.710	*1 month*
3 bulan	63.128.726	8.042.824	*3 months*
6 bulan	20.382.959	2.694.098	*6 months*
12 bulan	605.209	536.321	*12 months*
Lebih dari 12 bulan	10.826	10.791	*More than 12 months*
	104.406.122	16.087.894	
Mata uang asing			*Foreign currency*
Deposits on call	162.027	-	*Deposits on call*
Deposito			*Deposits*
1 bulan	6.734.202	5.386.487	*1 month*
3 bulan	4.609.687	311.873	*3 months*
6 bulan	1.985.712	485.882	*6 months*
12 bulan	726.709	503.191	*12 months*
Lebih dari 12 bulan	40.238	38.493	*More than 12 months*
	14.258.575	6.725.926	
	118.664.697	22.813.820	
Total	**446.468.817**	**484.258.839**	***Total***

Deposito berjangka yang dijadikan jaminan atas fasilitas perbankan yang diberikan oleh BRI dan entitas anak adalah sebesar Rp77.634 dan Rp261.350 pada tanggal-tanggal 31 Desember 2024 dan 2023.

Time deposits used as collateral for banking facilities granted by BRI and subsidiaries amounted to Rp77,634 and Rp261,350 as of December 31, 2024 and 2023.

22. SIMPANAN DARI BANK LAIN DAN LEMBAGA KEUANGAN LAIN

Simpanan dari bank lain dan lembaga keuangan lain terdiri atas:

22. DEPOSITS FROM OTHER BANKS AND OTHER FINANCIAL INSTITUTIONS

Deposits from other banks and other financial institutions consist of:

	31 Desember 2024/*December 31, 2024*		**31 Desember 2023/*December 31, 2023***		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	**Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Inter-bank call money		3.435.000		-	*Inter-bank call money*
Giro		2.096.321		1.263.075	*Demand deposits*
Deposito berjangka		624.984		302.655	*Time deposits*
Tabungan		6.185		9.052	*Saving deposits*
Deposito *on call*		-		4.268.250	*Deposits on call*
		6.162.490		5.843.032	

22. SIMPANAN DARI BANK LAIN DAN LEMBAGA KEUANGAN LAIN (lanjutan)

22. DEPOSITS FROM OTHER BANKS AND OTHER FINANCIAL INSTITUTIONS (continued)

Simpanan dari bank lain dan lembaga keuangan lain terdiri atas (lanjutan):

Deposits from other banks and other financial institutions consist of (continued):

	31 Desember 2024/*December 31, 2024*		31 Desember 2023/*December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga (lanjutan)					*Third parties (continued)*
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat					*United States Dollar*
Inter-bank call money	259.212.592	4.172.026	56.671.033	872.564	*Inter-bank call money*
Deposito berjangka	151.000.000	2.430.345	180.000.000	2.771.460	*Time deposits*
Giro	44.084.669	709.543	21.435.803	330.047	*Demand deposits*
Deposito on call	3.000.000	48.285	10.000.000	153.970	*Deposits on call*
		7.360.199		4.128.041	
Dolar Singapura					*Singaporean Dollar*
Inter-bank call money		-	130.546.301	1.524.303	*Inter-bank call money*
Euro Eropa					European Euro
Giro	127	2		-	*Demand deposits*
		2		1.524.303	
		13.522.691		11.495.376	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					*Rupiah*
Giro		12.872		15.755	*Demand deposits*
Deposito berjangka		42		41	*Time deposits*
		12.914		15.796	
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat					*United States Dollar*
Inter-bank call money	71.000.000	1.142.745	29.000.000	446.513	*Inter-bank call*
Giro	70.312	1.132	41.162	634	*Demand deposits*
		1.143.877		447.147	
		1.156.791		462.943	
Total		**14.679.482**		**11.958.319**	***Total***

22. SIMPANAN DARI BANK LAIN DAN LEMBAGA KEUANGAN LAIN (lanjutan)

22. DEPOSITS FROM OTHER BANKS AND OTHER FINANCIAL INSTITUTIONS (continued)

Klasifikasi jangka waktu simpanan dari bank lain dan lembaga keuangan lain berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut:

The classification of deposits from other banks and other financial institutions based on their remaining period to maturity are as follows:

	31 Desember/*December 31, 2024*					
	< 1 bulan ***< 1 month***	**> 1 bulan - 3 bulan/** ***> 1 month - 3 months>***	**> 3 bulan - 1 tahun/** ***3 months - 1 year***	**>1 tahun/** ***> 1 year***	**Total/*Total***	
Pihak ketiga						*Third parties*
Rupiah						*Rupiah*
Inter-bank call money	2.835.000	600.000	-	-	3.435.000	*Inter-bank call money*
Giro	2.096.321	-	-	-	2.096.321	*Demand deposits*
Deposito Berjangka	165.859	442.125	15.500	1.500	624.984	*Time deposits*
Tabungan	6.185	-	-	-	6.185	*Saving deposits*
	5.103.365	1.042.125	15.500	1.500	6.162.490	
Mata uang asing						*Foreign currency*
Dolar Amerika Serikat						*United States Dollar*
Inter-bank call money	3.544.321	563.325	64.380	-	4.172.026	*Inter-bank call money*
Deposito Berjangka	-	2.430.345	-	-	2.430.345	*Time deposits*
Giro	709.543	-	-	-	709.543	*Demand deposits*
Deposito *on call*	48.285	-	-	-	48.285	*Deposits on call*
	4.302.149	2.993.670	64.380	-	7.360.199	
Euro Eropa						*European Euro*
Giro	2	-	-	-	2	*Demand deposits*
	2	-	-	-	2	
	9.405.516	4.035.795	79.880	1.500	13.522.691	
Pihak berelasi (Catatan 44)						*Related parties (Note 44)*
Rupiah						*Rupiah*
Deposito Berjangka	42	-	-	-	42	*Time deposits*
Giro	12.872	-	-	-	12.872	*Demand deposits*
	12.914	-	-	-	12.914	
Mata Uang Asing						*Foreign currency*
Dolar Amerika Serikat						*United States Dollar*
Inter-bank call money	1.142.745	-	-	-	1.142.745	*Inter-bank call money*
Giro	1.132	-	-	-	1.132	*Demand deposits*
	1.143.877	-	-	-	1.143.877	
	1.156.791	-	-	-	1.156.791	
Total	**10.562.307**	**4.035.795**	**79.880**	**1.500**	**14.679.482**	**Total**

22. SIMPANAN DARI BANK LAIN DAN LEMBAGA KEUANGAN LAIN (lanjutan)

22. DEPOSITS FROM OTHER BANKS AND OTHER FINANCIAL INSTITUTIONS (continued)

Klasifikasi jangka waktu simpanan dari bank lain dan lembaga keuangan lain berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut (lanjutan):

The classification of deposits from other banks and other financial institutions based on their remaining period to maturity are as follows (continued):

	31 Desember/*December 31, 2023*					
	< 1 bulan *< 1 month*	**> 1 bulan - 3 bulan/** *> 1 month - 3 months>*	**> 3 bulan - 1 tahun/** *3 months - 1 year*	**>1 tahun/** *> 1 year*	**Total/*Total***	
Pihak ketiga						*Third parties*
Rupiah						*Rupiah*
Deposito *on call*	4.268.250	-	-	-	4.268.250	*Deposits on call*
Giro	1.263.075	-	-	-	1.263.075	*Demand deposits*
Deposito Berjangka	80.455	218.200	4.000	-	302.655	*Time deposits*
Tabungan	9.052	-	-	-	9.052	*Saving deposits*
	5.620.832	218.200	4.000	-	5.843.032	
Mata uang asing						*Foreign currency*
Dolar Amerika Serikat						*United States Dollar*
Deposito Berjangka	307.940	1.616.685	846.835	-	2.771.460	*Time deposits*
Inter-bank call money	195.096	-	677.468	-	872.564	*Inter-bank call money*
Giro	330.047	-	-	-	330.047	*Demand deposits*
Deposito *on call*	153.970	-	-	-	153.970	*Deposits on call*
	987.053	1.616.685	1.524.303	-	4.128.041	
Dolar Singapura						*Singaporean Dollar*
Inter-bank call money	1.524.303	-	-	-	1.524.303	*Inter-bank call money*
	2.511.356	1.616.685	1.524.303	-	5.652.344	
	8.132.188	1.834.885	1.528.303	-	11.495.376	
Pihak berelasi (Catatan 44)						*Related parties (Note 44)*
Rupiah						*Rupiah*
Giro	15.755	-	-	-	15.755	*Demand deposits*
Deposito Berjangka	41	-	-	-	41	*Time deposits*
	15.796	-	-	-	15.796	
Mata Uang Asing						*Foreign currency*
Dolar Amerika Serikat						*United States Dollar*
Inter-bank call money	446.513	-	-	-	446.513	*Inter-bank call money*
Giro	634	-	-	-	634	*Demand deposits*
	447.147	-	-	-	447.147	
	462.943	-	-	-	462.943	
Total	**8.595.131**	**1.834.885**	**1.528.303**	**-**	**11.958.319**	**Total**

23. EFEK-EFEK YANG DIJUAL DENGAN JANJI DIBELI KEMBALI

Efek-efek yang dijual dengan janji dibeli kembali terdiri atas:

23. SECURITIES SOLD UNDER AGREEMENT TO REPURCHASE

Securities sold under agreement to repurchase consist of:

	31 Desember/*December 31, 2024*					
	Tanggal Jual/ *Date Of Sale*	**Tanggal Beli Kembali/ *Date of Repurchase***	**Nilai Nominal/ *Nominal Amount***	**Nilai Jual/ *Sale Amount***	**Nilai Tercatat/ *Carrying Amount***	
Pihak ketiga						*Third parties*
Rupiah						*Rupiah*
Bank Indonesia						*Bank Indonesia*
Obligasi Pemerintah						*Government Bonds*
IDSR250425364S	30 Des/ *Dec 30*, 2024	30 Jan/ *Jan 30*, 2025	500.000	488.448	488.624	*IDSR250425364S*
IDSR110625364S	27 Des/ *Dec 27*, 2024	10 Jan/ *Jan 10*, 2025	500.000	483.645	484.075	*IDSR110625364S*
IDSR130625364S	30 Des/ *Dec 30*, 2024	13 Jan/ *Jan 13*, 2025	500.000	483.716	483.888	*IDSR130625364S*
IDSR200625364S	23 Des/ *Dec 23*, 2024	20 Jan/ *Jan 20*, 2025	500.000	482.215	482.999	*IDSR200625364S*
IDSR200625364S	05 Des/ *Dec 05*, 2024	02 Jan/ *Jan 02*, 2025	500.000	480.497	482.839	*IDSR200625364S*
IDSR260925364S	09 Des/ *Dec 09*, 2024	06 Jan/ *Jan 06*, 2025	500.000	473.913	475.881	*IDSR260925364S*
FR0087	12 Des/ *Dec 12*, 2024	09 Jan/ *Jan 09*, 2025	500.000	460.945	462.609	*FR0087*
IDSR200625364S	27 Des/ *Dec 27*, 2024	10 Jan/ *Jan 10*, 2025	400.000	386.079	386.422	*IDSR200625364S*
IDSR200625364S	23 Des/ *Dec 23*, 2024	06 Jan/ *Jan 06*, 2025	400.000	385.772	386.390	*IDSR200625364S*
FR0056	19 Des/ *Dec 19*, 2024	02 Jan/ *Jan 02*, 2025	300.000	298.173	298.862	*FR0056*
IDSR070225182S	09 Des/ *Dec 09*, 2024	06 Jan/ *Jan 06*, 2025	300.000	296.514	297.745	*IDSR070225182S*
IDSR200625364S	17 Des/ *Dec 17*, 2024	14 Jan/ *Jan 14*, 2025	300.000	288.985	289.767	*IDSR200625364S*
IDSR250725364S	11 Des/ *Dec 11*, 2024	08 Jan/ *Jan 08*, 2025	300.000	286.982	288.070	*IDSR250725364S*
FR0095	30 Des/ *Dec 30*, 2024	01 Jun/ *Jun 01*, 2025	250.000	238.458	238.251	*FR0095*
FR0081	09 Des/ *Dec 09*, 2024	06 Jan/ *Jan 06*, 2025	200.000	202.049	202.888	*FR0081*
FR0081	11 Des/ *Dec 11*, 2024	08 Jan/ *Jan 08*, 2025	200.000	202.082	202.848	*FR0081*
FR0059	04 Des/ *Dec 04*, 2024	02 Jan/ *Jan 02*, 2025	200.000	191.839	192.809	*FR0059*
IDSR071125364S	10 Des/ *Dec 10*, 2024	07 Jan/ *Jan 07*, 2025	200.000	187.813	188.559	*IDSR071125364S*
FR0087	10 Des/ *Dec 10*, 2024	07 Jan/ *Jan 07*, 2025	200.000	184.227	184.959	*FR0087*
FR0056	23 Des/ *Dec 23*, 2024	06 Jan/ *Jan 06*, 2025	100.000	99.445	99.605	*FR0056*
FR0084	19 Des/ *Dec 19*, 2024	16 Jan/ *Jan 16*, 2025	100.000	98.030	98.260	*FR0084*
FR0059	10 Des/ *Dec 10*, 2024	07 Jan/ *Jan 07*, 2025	100.000	95.718	96.099	*FR0059*
FR0086	19 Des/ *Dec 19*, 2024	16 Jan/ *Jan 16*, 2025	100.000	94.102	94.323	*FR0086*
FR0087	04 Des/ *Dec 04*, 2024	02 Jan/ *Jan 02*, 2025	80.000	74.040	74.414	*FR0087*
FR0071	30 Des/ *Dec 30*, 2024	01 Feb/ *Feb 01*, 2025	50.000	52.441	52.432	*FR0071*
			7.280.000	7.016.128	7.033.618	
Bank lain						*Others Banks*
Obligasi Pemerintah						*Government Bonds*
FR0086	13 Sep/ *Sep 13*, 2024	15 Apr/ *Apr 15*, 2026	2.000.000	1.917.782	1.945.622	*FR0086*
FR0081	10 Jul/ *Jul 10*, 2023	13 Jun/ *Jun 13*, 2025	1.500.000	1.322.032	1.325.675	*FR0081*
FR0086	12 Sep/ *Sep 12*, 2024	15 Apr/ *Apr 15*, 2026	1.080.000	1.002.285	1.016.835	*FR0086*
FR0086	18 Jul/ *Jul 18*, 2023	15 Apr/ *Apr 15*, 2026	1.150.000	1.001.549	1.015.112	*FR0086*
FR0081	11 Jul/ *Jul 11*, 2023	15 Jun/ *Jun 13*, 2025	1.098.000	999.680	1.002.457	*FR0081*
FR0081	04 Apr/ *Apr 04*, 2023	12 Jun/ *Jun 12*, 2025	1.000.000	887.065	990.855	*FR0081*
FR0086	12 Sep/ *Sep 12*, 2024	15 Apr/ *Apr 15*, 2026	1.000.000	904.987	918.124	*FR0086*
FR0081	12 Jul/ *Jul 12*, 2023	13 Jun/ *Jun 13*, 2025	600.000	547.677	598.927	*FR0081*
FR0081	15 Jul/ *Jul 15*, 2024	15 Jun/ *Jun 15*, 2025	575.000	501.445	502.982	*FR0081*
FR0081	12 Jul/ *Jul 12*, 2024	15 Jun/ *Jun 15*, 2025	575.000	501.259	502.797	*FR0081*
FR0081	14 Des/ *Dec 14*, 2023	13 Jun/ *Jun 13*, 2025	500.000	491.298	492.783	*FR0081*
FR0081	22 Mei/ *May 22*, 2024	13 Jun/ *Jun 13*, 2025	500.000	489.302	490.781	*FR0081*
FR0081	29 Mei/ *May 29*, 2024	13 Jun/ *Jun 13*, 2025	500.000	447.112	448.463	*FR0081*
FR0078	30 Des/ *Dec 30*, 2024	06 Jan/ *Jan 06*, 2025	300.000	302.115	302.222	*FR0078*
FR0101	23 Des/ *Dec 23*, 2024	23 Jan/ *Jan 23*, 2025	300.000	288.175	288.636	*FR0101*
FR0090	27 Des/ *Dec 27*, 2024	03 Jan/ *Jan 03*, 2025	225.000	207.328	207.510	*FR0090*
FR0090	24 Des/ *Dec 24*, 2024	07 Jan/ *Jan 07*, 2025	200.000	184.226	184.490	*FR0090*
FR0090	31 Des/ *Dec 31*, 2024	06 Jan/ *Jan 06*, 2025	150.000	138.372	138.397	*FR0090*
FR0090	31 Des/ *Dec 31*, 2024	31 Jan/ *Jan 31*, 2025	100.000	92.248	92.265	*FR0090*
FR0090	31 Des/ *Dec 31*, 2024	06 Jan/ *Jan 06*, 2025	100.000	92.248	92.264	*FR0090*
FR0090	30 Des/ *Dec 30*, 2024	02 Jan/ *Jan 02*, 2025	100.000	92.203	92.235	*FR0090*
FR0090	31 Des/ *Dec 31*, 2024	14 Jan/ *Jan 14*, 2025	100.000	91.951	91.968	*FR0090*
FR0090	27 Des/ *Dec 27*, 2024	03 Jan/ *Jan 03*, 2025	75.000	69.109	69.170	*FR0090*
FR0090	31 Des/ *Dec 31*, 2024	14 Jan/ *Jan 14*, 2025	50.000	46.124	46.132	*FR0090*
FR0090	27 Des/ *Dec 27*, 2024	10 Jan/ *Jan 10*, 2025	50.000	46.073	46.114	*FR0090*
FR0083	31 Des/ *Dec 31*, 2024	07 Jan/ *Jan 07*, 2025	20.000	19.549	19.552	*FR0083*
FR0090	30 Des/ *Dec 30*, 2024	13 Jan/ *Jan 13*, 2025	5.000	4.610	4.612	*FR0090*
FR0090	27 Des/ *Dec 27*, 2024	10 Jan/ *Jan 10*, 2025	5.000	4.607	4.611	*FR0090*
			13.858.000	12.692.411	12.931.591	
			21.138.000	19.708.539	19.965.209	

23. EFEK-EFEK YANG DIJUAL DENGAN JANJI DIBELI KEMBALI (lanjutan)

23. SECURITIES SOLD UNDER AGREEMENT TO REPURCHASE (continued)

Efek-efek yang dijual dengan janji dibeli kembali terdiri atas (lanjutan):

Securities sold under agreement to repurchase consist of (continued):

	31 Desember/*December 31, 2024*					
	Tanggal Jual/ *Date of Sale*	**Tanggal Beli Kembali/ *Date of Repurchase***	**Nilai Nominal/ *Nominal Amount***	**Nilai Jual/ *Sale Amount***	**Nilai Tercatat/ *Carrying Amount***	
Pihak Ketiga (lanjutan)						*Third parties (continued)*
Mata uang asing						*Foreign currency*
Bank lain						*Others Banks*
Obligasi Pemerintah						*Government Bonds*
FR0086	22Jun/*Jun 22*, 2023	15 Apr/*Apr 15*, 2026	900.000	874.271	884.177	*FR0086*
FR0086	21 Jun/*Jun 21*, 2023	15 Apr/*Apr 15*, 2026	900.000	847.236	856.836	*FR0086*
FR0086	16 Des/*Dec 16*, 2021	15 Apr/*Apr 15*, 2026	815.000	805.375	815.287	*FR0086*
FR0081	16 Des/*Dec 16*, 2021	13 Jun/*Jun 13*, 2025	791.500	804.342	806.262	*FR0081*
RI0128	21 Nov/*Nov 21*, 2024	21 Feb/*Feb 21*, 2025	370.185	333.037	334.858	*RI0128*
RI0126	05 Sep/*Sep 05*, 2024	05 Mar/*Mar 05*, 2025	336.321	318.547	323.840	*RI0126*
RI0127	23 Sep/*Sep 23*, 2024	24 Mar/*Mar 24*, 2025	321.900	300.606	304.614	*RI0127*
RI0229	30 Okt/*Oct 30*, 2024	28 Jan/*Jan 28*, 2025	305.805	284.995	287.454	*RI0229*
RI0230	26 Sep/*Sep 26*, 2024	27 Jan/*Jan 27*, 2025	78.866	65.482	66.341	*RI0230*
			4.819.577	4.633.891	4.679.669	
Sukuk Berharga Syariah Negara						*Sharia Government Treasury Bills*
INDOIS 25	30 Sep/*Sep 30*, 2024	27 Jan/*Jan 27*, 2025	378.233	361.117	365.661	*INDOIS 25*
INDOIS 26	26 Sep/*Sep 26*, 2024	27 Jan/*Jan 27*, 2025	32.190	28.195	28.565	*INDOIS 26*
			410.423	389.312	394.226	
			5.230.000	5.023.203	5.073.895	
			26.368.000	24.731.742	25.039.104	
Pihak berelasi (Catatan 44)						*Related parties (note 44)*
Rupiah						*Rupiah*
Bank lain						*Others Banks*
Obligasi Pemerintah						*Government Bonds*
FR0090	31 Des/*Dec 31*, 2024	02 Jan/*Jan 02*, 2025	5.000	4.612	4.613	*FR0090*
			5.000	4.612	4.613	
Total			**26.373.000**	**24.736.354**	**25.043.717**	***Total***

	31 Desember/ *December 31, 2023*					
	Tanggal Jual/ *Date Of Sale*	**Tanggal Beli Kembali/ *Date of Repurchase***	**Nilai Nominal/ *Nominal Amount***	**Nilai Jual/ *Sale Amount***	**Nilai Tercatat/ *Carrying Amount***	
Pihak ketiga						*Third parties*
Rupiah						*Rupiah*
Bank lain						*Others Banks*
Obligasi Pemerintah						*Government Bonds*
FR0081	10 Jul/ *Jul, 10* 2023	13 Jun/ *Jun 13*, 2025	1.500.000	1.322.032	1.325.902	*FR0081*
FR0086	18 Jul/ *Jul, 18* 2023	15 Apr/ *Apr, 15* 2026	1.150.000	1.001.549	1.014.938	*FR0086*
FR0081	11 Jul/ *Jul, 11* 2023	13 Jun/ *Jun 13*, 2025	1.098.000	999.680	1.002.630	*FR0081*
FR0081	04 Apr/ *Apr 04*, 2023	12 Jun/ *Jun 12*, 2025	1.000.000	887.065	894.118	*FR0081*
FR0081	12 Jul/ *Jul 12*, 2023	13 Jun/ *Jun 13*, 2025	600.000	547.677	549.293	*FR0081*
FR0081	14 Des/ *Dec 14*, 2023	13 Jun/ *Jun 13*, 2025	500.000	491.298	492.876	*FR0081*
FR0086	06 Des/ *Dec 06*, 2023	05 Jan/ *Jan 05*, 2024	100.000	93.789	94.235	*FR0086*
			5.948.000	5.343.090	5.373.992	
Mata uang asing						*Foreign currency*
Bank lain						*Others Banks*
Obligasi Pemerintah						*Government Bonds*
RI0126	09 Nov/ *Nov 09*, 2023	09 Mei/ *May 09*, 2024	1.539.700	1.473.269	1.486.066	*RI0126*
RI0125	20 Des/ Dec 20, 2023	18 Jan/ *Jan 18*, 2024	1.539.700	1.475.895	1.478.714	*RI0125*
RI0126	06 Des/ Dec 06, 2023	04 Jun/ *Jun 04*, 2024	1.539.700	1.433.947	1.439.840	*RI0126*
RI1129	20 Des/ *Dec 20*, 2023	18 Jan/ *Jan 18*, 2024	923.820	896.902	898.616	*RI0129*
FR0086	22 Jun/ *Jun 22*, 2023	15 Apr/ *Apr 15*, 2026	900.000	836.356	845.855	*FR0086*
FR0086	21 Jun/ *Jun 21*, 2023	15 Apr/ *Apr 15*, 2026	900.000	810.493	819.698	*FR0086*
FR0086	16 Des/ *Dec 16*, 2021	15 Apr/ *Apr 15*, 2026	815.000	770.448	779.199	*FR0086*
FR0081	16 Des/ *Dec 16*, 2021	13 Jun/ *Jun 13*, 2025	791.500	769.460	771.389	*FR0081*
RI0731	29 Nov/ *Nov 29*, 2023	29 Mei/ *May 29*, 2024	846.835	643.612	646.993	*RI0731*

23. EFEK-EFEK YANG DIJUAL DENGAN JANJI DIBELI KEMBALI (lanjutan)

Efek-efek yang dijual dengan janji dibeli kembali terdiri atas (lanjutan):

23. SECURITIES SOLD UNDER AGREEMENT TO REPURCHASE (continued)

Securities sold under agreement to repurchase consist of (continued):

	31 Desember/*December 31, 2023*					
	Tanggal Jual/ *Date Of Sale*	Tanggal Beli Kembali/ *Date of Repurchase*	Nilai Nominal/ *Nominal Amount*	Nilai Jual/ *Sale Amount*	Nilai Tercatat/ *Carrying Amount*	
Pihak ketiga (lanjutan)						*Third parties (continued)*
Mata uang asing (lanjutan)						*Foreign currency (continued)*
Bank lain (lanjutan)						*Others Banks (continued)*
Obligasi Pemerintah (lanjutan)						*Government Bonds (continued)*
RI0827	29 Nov/ *Nov 29*, 2023	29 Mei/ *May 29*, 2024	692.865	641.695	645.066	*RI0827*
RI0929	20 Des/ *Dec 20*, 2023	18 Jan/ *Jan 18*, 2024	615.880	551.706	552.760	*RI0929*
RI0126	16 Jun/ *Jun 16*, 2023	18 Mar/ *Mar 18*, 2024	461.910	425.946	438.896	*RI0126*
RI0124	*02 Nov/ Nov 02*, 2023	02 Jan/ *Jan 02*, 2024	292.543	297.651	300.454	*RI0124*
RI0126	*02 Nov/ Nov 02*, 2023	02 Feb/ *Feb 02*, 2024	307.940	292.921	295.694	*RI0126*
RI0229	30 Nov/ *Nov 30*, 2023	29 Feb/ *Feb 29*, 2024	292.543	276.355	277.765	*RI0229*
RI0727	27 Okt/ *Oct 27*, 2023	29 Jan/ *Jan 29*, 2024	230.955	208.840	211.015	*RI0727*
RI0125	27 Okt/ *Oct 27*, 2023	29 Jan/ *Jan 29*, 2024	200.161	189.761	191.737	*RI0125*
RI0428	30 Nov/ *Nov 30*, 2023	29 Feb/ *Feb 29*, 2024	138.573	140.728	141.446	*RI0428*
RI0727	30 Ags/ *Aug 30*, 2023	26 Feb/ *Feb 26*, 2024	76.985	67.957	69.331	*RI0727*
RI0927	30 Ags/ *Aug 30*, 2023	26 Feb/ *Feb 26*, 2024	61.588	55.652	56.777	*RI0927*
			13.168.198	12.259.594	12.347.311	
Sukuk Berharga Syariah Negara						*Sharia Government Treasury Bills*
INDOIS 27	21 Ags/ *Aug 21*, 2023	20 Feb/ *Feb 20*, 2024	423.418	396.764	405.192	*INDOIS 27*
INDOIS 25	30 Nov/ *Nov 30*, 2023	29 Feb/ *Feb 29*, 2024	207.860	195.144	196.140	*INDOIS 25*
INDOIS 26	08 Nov/ *Nov 08*, 2023	07 Feb/ *Feb 02*, 2024	184.764	173.319	174.791	*INDOIS 26*
INDOIS 24	30 Nov/ *Nov 30*, 2023	29 Feb/ *Feb 29*, 2024	153.970	146.808	147.557	*INDOIS 24*
INDOIS 28	30 Nov/ *Nov 30*, 2023	26 Feb/ *Feb 26*, 2024	92.382	84.514	86.222	*INDOIS 28*
INDOIS 24	30 Nov/ *Nov 30*, 2023	26 Feb/ *Feb 26*, 2024	61.587	55.943	57.074	*INDOIS 24*
			1.123.981	1.052.492	1.066.976	
Obligasi Korporasi						*Corporate Bonds*
PT Bank Mandiri (Persero) Tbk						*PT Bank Mandiri (Persero) Tbk*
Tahun 2024	23 Okt/ *Oct 23*, 2023	23 Jan/ *Jan 23*, 2024	107.779	96.032	97.097	*Year 2024*
Tahun 2025	23 Okt/ *Oct 23*, 2023	23 Jan/ *Jan 23*, 2024	76.985	69.363	70.134	*Year 2025*
PT Pertamina (Persero)						*PT Pertamina (Persero)*
Tahun 2029	23 Okt/ *Oct 23*, 2023	23 Jan/ *Jan 23*, 2024	76.985	65.432	66.158	*Year 2029*
PT Perusahaan Listrik Negara (Persero)						*PT Perusahaan Listrik Negara (Persero)*
Tahun 2029	23 Okt/ *Oct 23*, 2023	23 Jan/ *Jan 23*, 2024	61.588	57.156	57.790	*Year 2029*
			323.337	287.983	291.179	
Total			**20.563.516**	**18.943.159**	**19.079.458**	***Total***

24. SURAT BERHARGA YANG DITERBITKAN

BRI dan entitas anak menerbitkan surat berharga dengan rincian sebagai berikut:

24. MARKETABLE SECURITIES ISSUED

BRI and Subsidiaries issued marketable securities with details as follows:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Rupiah			*Rupiah*
Obligasi Berkelanjutan II BRI			*BRI Shelf Registration Bond II*
Tahap I Tahun 2016			*Phase I Year 2016*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp322 dan Rp1.052 pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp322 and Rp1,052 as of December 31, 2024 and 2023*
Pihak ketiga	947.924	896.601	*Third parties*
Pihak berelasi (Catatan 44)	1.267.811	1.316.647	*Related parties (Note 44)*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

24. MARKETABLE SECURITIES ISSUED (continued)

BRI dan entitas anak menerbitkan surat berharga dengan rincian sebagai berikut (lanjutan):

BRI and Subsidiaries issued marketable securities with details as follows (continued):

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Rupiah (lanjutan)			*Rupiah (continued)*
Obligasi Berkelanjutan II BRI (lanjutan)			*BRI Shelf Registration Bond II (continued)*
Tahap II Tahun 2017			*Phase II Year 2017*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp185 dan Rp372 pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp185 and Rp372 as of December 31, 2024 and 2023*
Pihak ketiga	819.009	799.145	*Third parties*
Pihak berelasi (Catatan 44)	439.935	459.835	*Related parties (Note 44)*
Tahap III Tahun 2017			*Phase III Year 2017*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar RpNihil dan Rp204 pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to RpNil and Rp204 as of December 31, 2024 and 2023*
Pihak ketiga	-	1.452.730	*Third parties*
Pihak berelasi (Catatan 44)	-	1.065.535	*Related parties (Note 44)*
Tahap IV Tahun 2018			*Phase IV Year 2018*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp88 dan Rp118 pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp88 and Rp118 as of December 31, 2024 and 2023*
Pihak ketiga	289.957	285.333	*Third parties*
Pihak berelasi (Catatan 44)	304.958	309.930	*Related parties (Note 44)*
Obligasi Berkelanjutan III BRI			*BRI Shelf Registration Bond III*
Tahap I Tahun 2019			*Phase I Year 2019*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar RpNihil dan Rp704 pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to RpNil and Rp704 as of December 31, 2024 and 2023*
Pihak ketiga	-	1.616.903	*Third parties*
Pihak berelasi (Catatan 44)	-	523.599	*Related parties (Note 44)*
Obligasi Berwawasan Lingkungan Berkelanjutan I BRI			*BRI Green Shelf Registration Bond I*
Tahap I Tahun 2022			*Phase I Year 2022*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp352 dan Rp3.201 pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp352 and Rp3,201 as of December 31, 2024 and 2023*
Pihak ketiga	2.006.336	2.031.414	*Third parties*
Pihak berelasi (Catatan 44)	375.445	349.102	*Related parties (Note 44)*
Tahap II Tahun 2023			*Phase II Year 2023*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp686 dan Rp7.273 pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp686 and Rp7,273 as of December 31, 2024 and 2023*
Pihak ketiga	4.113.744	5.506.549	*Third parties*
Pihak berelasi (Catatan 44)	539.920	489.677	*Related parties (Note 44)*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

24. MARKETABLE SECURITIES ISSUED (continued)

BRI dan entitas anak menerbitkan surat berharga dengan rincian sebagai berikut (lanjutan):

BRI and Subsidiaries issued marketable securities with details as follows (continued):

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Rupiah (lanjutan)			*Rupiah (continued)*
Obligasi Berwawasan Lingkungan Berkelanjutan I BRI Tahap III Tahun 2024 setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp365 dan RpNihil pada tanggal-tanggal 31 Desember 2024 dan 2023			*BRI Green Shelf Registration Bond I Phase III Year 2024 net of unamortized bond issuance cost amounting to Rp365 and RpNil as of December 31, 2024 and 2023*
Pihak ketiga	1.979.705	-	*Third parties*
Pihak berelasi (Catatan 44)	499.927	-	*Related parties (Note 44)*
MTN BRI Tahun 2022 setelah dikurangi biaya diskonto dan biaya emisi yang belum diamortisasi masing-masing sebesar Rp841 dan Rp2.531 pada tanggal-tanggal 31 Desember 2024 dan 2023			*BRI MTN Year 2022 net of unamortized bond issuance cost amounting to Rp841 and Rp2,531 as of December 31, 2024 and 2023*
Pihak ketiga	2.999.159	4.994.194	*Third parties*
LTN BRI Tahun 2022 setelah dikurangi biaya diskonto dan biaya emisi yang belum diamortisasi masing-masing sebesar Rp148 dan Rp256 pada tanggal-tanggal 31 Desember 2024 dan 2023			*BRI LTN Year 2022 net of unamortized bond issuance cost amounting to Rp148 and Rp256 as of December 31, 2024 and 2023*
Pihak ketiga	44.580	48.564	*Third parties*
LTN BRI Tahun 2023 setelah dikurangi biaya diskonto dan biaya emisi yang belum diamortisasi masing-masing sebesar Rp107 dan Rp203 pada tanggal-tanggal 31 Desember 2024 dan 2023			*BRI LTN Year 2023 net of unamortized bond issuance cost amounting to Rp107 and Rp203 as of December 31, 2024 and 2023*
Pihak ketiga	54.995	59.377	*Third parties*
LTN BRI Tahun 2024 setelah dikurangi biaya diskonto dan biaya emisi yang belum diamortisasi masing-masing masing sebesar Rp253 dan RpNihil pada tanggal-tanggal 31 Desember 2024 dan 2023			*BRI LTN Year 2024 net of unamortized bond issuance cost amounting to Rp253 and RpNil as of December 31, 2024 and 2023*
Pihak ketiga	52.694	-	*Third parties*
MTN II BRI Finance Tahun 2021 setelah dikurangi biaya diskonto dan biaya emisi yang belum diamortisasi masing-masing sebesar RpNihil dan Rp261 pada tanggal-tanggal 31 Desember 2024 dan 2023			*BRI Finance MTN II Year 2021 net of unamortized bond issuance cost amounting to RpNil and Rp261 as of December 31, 2024 and 2023*
Pihak ketiga	-	186.644	*Third parties*
Pihak berelasi (Catatan 44)	-	137.955	*Related parties (Note 44)*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

24. MARKETABLE SECURITIES ISSUED (continued)

BRI dan entitas anak menerbitkan surat berharga dengan rincian sebagai berikut (lanjutan):

BRI and Subsidiaries issued marketable securities with details as follows (continued):

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Rupiah (lanjutan)			*Rupiah (continued)*
Obligasi I BRI Finance Tahun 2022 setelah dikurangi biaya diskonto dan biaya emisi yang belum diamortisasi masing-masing sebesar Rp505 dan Rp1.268 pada tanggal-tanggal 31 Desember 2024 dan 2023			*BRI Finance Bond I Year 2022 net of unamortized bond issuance cost amounting to Rp505 and Rp1,268 as of December 31, 2024 and 2023*
Pihak ketiga	430.971	338.969	*Third parties*
Pihak berelasi (Catatan 44)	119.890	210.922	*Related parties (Note 44)*
Obligasi II BRI Finance Tahun 2023 setelah dikurangi biaya diskonto dan biaya emisi yang belum diamortisasi masing-masing sebesar Rp835 dan Rp1.889 pada tanggal-tanggal 31 Desember 2024 dan 2023			*BRI Finance Bond II Year 2023 net of unamortized bond issuance cost amounting to Rp835 and Rp1,889 as of December 31, 2024 and 2023*
Pihak ketiga	262.249	415.962	*Third parties*
Pihak berelasi (Catatan 44)	34.902	57.067	*Related parties (Note 44)*
Obligasi Berkelanjutan III PNM			*PNM Shelf Registration Bond III*
Tahap I Tahun 2019 setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar RpNihil dan Rp152 pada tanggal-tanggal 31 Desember 2024 dan 2023			*Phase I Year 2019 net of unamortized bond issuance cost amounting to RpNil and Rp152 as of December 31, 2024 and 2023*
Pihak ketiga	-	598.848	*Third parties*
Tahap II Tahun 2019 setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar RpNihil dan Rp110 pada tanggal-tanggal 31 Desember 2024 dan 2023			*Phase II Year 2019 net of unamortized bond issuance cost amounting to RpNil and Rp110 as of December 31, 2024 and 2023*
Pihak ketiga	-	705.399	*Third parties*
Pihak berelasi (Catatan 44)	-	57.991	*Related parties (Note 44)*
Tahap III Tahun 2020 setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp43 dan Rp164 pada tanggal-tanggal 31 Desember 2024 dan 2023			*Phase III Year 2020 net of unamortized bond issuance cost amounting to Rp43 and Rp164 as of December 31, 2024 and 2023*
Pihak ketiga	194.857	179.749	*Third parties*
Pihak berelasi (Catatan 44)	-	14.987	*Related parties (Note 44)*
Tahap IV Tahun 2020 setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp48 dan Rp91 pada tanggal-tanggal 31 Desember 2024 dan 2023			*Phase IV Year 2020 net of unamortized bond issuance cost amounting to Rp48 and Rp91 as of December 31, 2024 and 2023*
Pihak ketiga	291.952	281.912	*Third parties*
Pihak berelasi (Catatan 44)	-	9.997	*Related parties (Note 44)*
Tahap V Tahun 2021 setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp142 dan Rp279 pada tanggal-tanggal 31 Desember 2024 dan 2023			*Phase V Year 2021 net of unamortized bond issuance cost amounting to Rp142 and Rp279 as of December 31, 2024 and 2023*
Pihak ketiga	306.572	458.448	*Third parties*
Pihak berelasi (Catatan 44)	32.486	39.473	*Related parties (Note 44)*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

24. MARKETABLE SECURITIES ISSUED (continued)

BRI dan entitas anak menerbitkan surat berharga dengan rincian sebagai berikut (lanjutan):

BRI and Subsidiaries issued marketable securities with details as follows (continued):

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Rupiah (lanjutan)			*Rupiah (continued)*
Obligasi Berkelanjutan IV PNM			*PNM Shelf Registration Bond IV*
Tahap I Tahun 2021			*Phase I Year 2021*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp1.222 dan Rp2.783 pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp1,222 and Rp2,783 as of December 31, 2024 and 2023*
Pihak ketiga	990.781	1.979.241	*Third parties*
Pihak berelasi (Catatan 44)	7.997	17.976	*Related parties (Note 44)*
Tahap II Tahun 2022			*Phase II Year 2022*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp248 dan Rp966 pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp248 and Rp966 as of December 31, 2024 and 2023*
Pihak ketiga	449.293	420.060	*Third parties*
Pihak berelasi (Catatan 44)	136.942	165.408	*Related parties (Note 44)*
Obligasi Berkelanjutan V PNM			*PNM Shelf Registration Bond V*
Tahap I Tahun 2022			*Phase I Year 2022*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp110 dan Rp267 pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp110 and Rp267 as of December 31, 2024 and 2023*
Pihak ketiga	115.890	115.733	*Third parties*
Tahap II Tahun 2024			*Phase II Year 2024*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp1.621 dan RpNihil pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp1,621 and RpNil as of December 31, 2024 and 2023*
Pihak ketiga	1.594.512	-	*Related parties (Note 44)*
Pihak berelasi (Catatan 44)	29.928	-	*Related parties (Note 44)*
MTN III PNM Venture Capital			*PNM MTN III Venture Capital*
Pihak ketiga	350.000	339.900	*Third parties*
MTN V PNM Venture Capital			*PNM MTN V Venture Capital*
Tahap II Tahun 2024			*Phase II Year 2024*
Pihak ketiga	148.000	-	*Third parties*
Sukuk Mudharabah III PNM			*PNM Sukuk Mudharabah III*
Tahun 2019			*Year 2019*
Pihak ketiga	-	300.000	*Third parties*
Sukuk Mudharabah IV PNM			*PNM Sukuk Mudharabah IV*
Tahun 2021			*Year 2021*
Pihak ketiga	-	1.800.000	*Third parties*
Sukuk Mudharabah V PNM			*PNM Sukuk Mudharabah V*
Tahun 2022			*Year 2022*
Pihak ketiga	-	466.000	*Third parties*
Sukuk Mudharabah Berkelanjutan I			*PNM Shelf Registration*
PNM Tahap I			*Sukuk Mudharabah I Phase I*
Tahun 2021			*Year 2021*
Pihak ketiga	291.000	801.000	*Third parties*
Pihak berelasi (Catatan 44)	36.000	41.000	*Related parties (Note 44)*
PNM Tahap II			*Sukuk Mudharabah I Phase II*
Tahun 2023			*Year 2023*
Pihak ketiga	890.900	1.441.274	*Third parties*
Pihak berelasi (Catatan 44)	205.000	280.626	*Related parties (Note 44)*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

24. MARKETABLE SECURITIES ISSUED (continued)

BRI dan entitas anak menerbitkan surat berharga dengan rincian sebagai berikut (lanjutan):

BRI and Subsidiaries issued marketable securities with details as follows (continued):

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Rupiah (lanjutan)			*Rupiah (continued)*
Sukuk Mudharabah Berkelanjutan I			*PNM Shelf Registration*
PNM Tahap III			*Sukuk Mudharabah I Phase III*
Tahun 2024			*Year 2024*
Pihak ketiga	1.432.500	-	*Third parties*
Pihak berelasi (Catatan 44)	67.000	-	Related parties (Note 44)
Sukuk Mudharabah Jangka Menengah VI			*PNM Shelf Registration Sukuk*
PNM Tahap I			*Mudharabah Medium Term VI Phase I*
Tahun 2024			*Year 2024*
Pihak ketiga	500.000	-	*Third parties*
Sukuk Mudharabah Jangka Menengah VI			*PNM Shelf Registration Sukuk*
PNM Tahap II			*Mudharabah Medium Term VI Phase II*
Tahun 2024			*Year 2024*
Pihak ketiga	262.000	-	*Third parties*
Sukuk Mudharabah Jangka Menengah VI			*PNM Shelf Registration Sukuk*
PNM Tahap III			*Mudharabah Medium Term VI Phase III*
Tahun 2024			*Year 2024*
Pihak ketiga	110.000	-	*Third parties*
Sukuk Mudharabah Jangka Menengah VI			*PNM Shelf Registration Sukuk*
PNM Tahap VI			*Mudharabah Medium Term VI Phase I*
Tahun 2024			*Year 2024*
Pihak ketiga	150.000	-	*Third parties*
Obligasi Berkelanjutan IV Pegadaian			*Pegadaian Shelf Registration Bond IV*
Tahap II Tahun 2020			*Phase II Year 2020*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp20 dan Rp50 pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp20 and Rp50 as of December 31, 2024 and 2023*
Pihak ketiga	121.983	121.950	*Third parties*
Pihak berelasi (Catatan 44)	19.997	19.992	*Related parties (Note 44)*
Tahap IV Tahun 2021			*Phase IV Year 2021*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar RpNihil dan Rp96 pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to RpNil and Rp96 as of December 31, 2024 and 2023*
Pihak ketiga	-	735.439	*Third parties*
Pihak berelasi (Catatan 44)	-	204.005	*Related parties (Note 44)*
Obligasi Berkelanjutan V Pegadaian			*Pegadaian Shelf Registration Bond V*
Tahap I Tahun 2022			*Phase I Year 2022*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp120 dan Rp499 pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp120 and Rp499 as of December 31, 2024 and 2023*
Pihak ketiga	388.915	349.580	*Third parties*
Pihak berelasi (Catatan 44)	188.961	227.903	*Related parties (Note 44)*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan) / *24. MARKETABLE SECURITIES ISSUED (continued)*

BRI dan entitas anak menerbitkan surat berharga dengan rincian sebagai berikut (lanjutan):

BRI and Subsidiaries issued marketable securities with details as follows (continued):

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Rupiah (lanjutan)			*Rupiah (continued)*
Obligasi Berkelanjutan V Pegadaian			*Pegadaian Shelf Registration Bond V*
Tahap II Tahun 2022			*Phase II Year 2022*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp83 dan Rp217 pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp83 and Rp217 as of December 31, 2024 and 2023*
Pihak ketiga	204.339	199.243	*Third parties*
Pihak berelasi (Catatan 44)	71.578	76.540	*Related parties (Note 44)*
Tahap III Tahun 2023			*Phase III Year 2023*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp309 dan Rp1.712 pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp309 and Rp1,712 as of December 31, 2024 and 2023*
Pihak ketiga	384.790	1.622.766	*Third parties*
Pihak berelasi (Catatan 44)	1.998	315.803	*Related parties (Note 44)*
Tahap IV Tahun 2023			*Phase IV Year 2023*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp179 dan Rp2.364 pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp179 and Rp2,364 as of December 31, 2024 and 2023*
Pihak ketiga	227.846	2.390.840	*Third parties*
Pihak berelasi (Catatan 44)	-	39.956	*Related parties (Note 44)*
Tahap V Tahun 2023			*Phase V Year 2023*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp422 dan RpNihil pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp422 and RpNil as of December 31, 2024 and 2023*
Pihak ketiga	771.411	-	*Third parties*
Pihak berelasi (Catatan 44)	19.973	-	*Related parties (Note 44)*
Obligasi Berkelanjutan VI Pegadaian			*Pegadaian Shelf Registration Bond VI*
Tahap I Tahun 2024			*Phase I Year 2024*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp733 dan RpNihil pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp733 and RpNil as of December 31, 2024 and 2023*
Pihak ketiga	73.888	-	*Third parties*
Pihak berelasi (Catatan 44)	14.854	-	*Related parties (Note 44)*
Obligasi Sosial Berkelanjutan III Pegadaian			*Pegadaian Shelf Registration Social Bond III*
Tahap I Tahun 2024			*Phase I Year 2024*
setelah dikurangi biaya emisi obligasi yang belum diamortisasi masing-masing sebesar Rp663 dan RpNihil pada tanggal-tanggal 31 Desember 2024 dan 2023			*net of unamortized bond issuance cost amounting to Rp663 and RpNil as of December 31, 2024 and 2023*
Pihak ketiga	59.502	-	Third parties

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

24. MARKETABLE SECURITIES ISSUED (continued)

BRI dan entitas anak menerbitkan surat berharga dengan rincian sebagai berikut (lanjutan):

BRI and Subsidiaries issued marketable securities with details as follows (continued):

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Rupiah (lanjutan)			*Rupiah (continued)*
Sukuk Mudharabah Berkelanjutan I Pegadaian			*Pegadaian Shelf Registration Sukuk Mudharabah I*
Tahap II Tahun 2020			*Phase II Year 2020*
Pihak ketiga	80.500	70.500	*Third parties*
Pihak berelasi (Catatan 44)	-	10.000	*Related parties (Note 44)*
Tahap IV Tahun 2021			*Phase IV Year 2021*
Pihak ketiga	-	127.800	*Third parties*
Pihak berelasi (Catatan 44)	-	38.000	*Related parties (Note 44)*
Sukuk Mudharabah Berkelanjutan II Pegadaian			*Pegadaian Shelf Registration Sukuk Mudharabah II*
Tahap I Tahun 2022			*Phase I Year 2022*
Pihak ketiga	299.000	284.000	*Third parties*
Pihak berelasi (Catatan 44)	21.000	36.000	*Related parties (Note 44)*
Tahap II Tahun 2022			*Phase II Year 2022*
Pihak ketiga	120.477	115.100	*Third parties*
Pihak berelasi (Catatan 44)	43.000	49.288	*Related parties (Note 44)*
Tahap III Tahun 2023			*Phase III Year 2023*
Pihak ketiga	-	533.000	*Third parties*
Pihak berelasi (Catatan 44)	-	72.000	*Related parties (Note 44)*
Tahap IV Tahun 2023			*Phase IV Year 2023*
Pihak ketiga	215.040	215.040	*Third parties*
Pihak berelasi (Catatan 44)	20.000	20.000	*Related parties (Note 44)*
Sukuk Mudharabah Berkelanjutan III Pegadaian			*Pegadaian Shelf Registration Sukuk Mudharabah III*
Tahap I Tahun 2024			*Phase I Year 2024*
Pihak ketiga	65.125	-	*Third parties*
Pihak berelasi (Catatan 44)	3.000	-	*Related parties (Note 44)*
Tahap II Tahun 2024			*Phase II Year 2024*
Pihak ketiga	743.795	-	*Third parties*
Pihak berelasi (Catatan 44)	15.000	-	*Related parties (Note 44)*
Tahap III Tahun 2024			*Phase III Year 2024*
Pihak ketiga	682.005	-	*Third parties*
Pihak berelasi (Catatan 44)	70.000	-	*Related parties (Note 44)*
Sukuk Mudharabah Berkelanjutan Sosial I Pegadaian			*Pegadaian Shelf Registration Social Sukuk Mudharabah I*
Tahap I Tahun 2024			*Phase I Year 2024*
Pihak ketiga	33.891	-	*Third parties*
Tahap II Tahun 2024			*Phase II Year 2024*
Pihak ketiga	1.342.910	-	*Third parties*
Pihak berelasi (Catatan 44)	20.000	-	*Related parties (Note 44)*
	32.502.499	41.942.421	
Dolar Amerika Serikat			*United States Dollar*
Senior Unsecured Notes Due 2024 (*Sustainability Bond* BRI Tahun 2019) setelah dikurangi diskonto dan biaya emisi obligasi yang belum diamortisasi masing-masing sebesar RpNihil dan Rp2.670 pada tanggal-tanggal 31 Desember 2024 dan 2023			*Senior Unsecured Notes Due 2024 (Sustainability Bond BRI Year 2019) net of unamortized bond issuance cost amounting to RpNil and Rp2,670 December 31, 2024 and 2023*
Pihak ketiga	-	7.695.160	*Third parties*
	-	7.695.160	
Total	**32.502.499**	**49.637.581**	***Total***

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Amortisasi atas biaya emisi surat berharga yang diterbitkan untuk tahun yang terakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 sebesar Rp24.769 dan Rp35.358.

Manajemen BRI dan entitas anak telah melakukan pembayaran bunga dan pokok obligasi sesuai ketentuan dan berpendapat bahwa semua persyaratan/pembatasan yang ditetapkan dalam penerbitan surat berharga di atas telah dipenuhi pada tanggal-tanggal 31 Desember 2024 dan 2023.

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan:

a) Obligasi Berkelanjutan II BRI

Pada tanggal 22 November 2016, Obligasi Berkelanjutan II BRI dengan jumlah pokok sebesar Rp20.000.000 telah dinyatakan oleh Otoritas Jasa Keuangan (OJK) berdasarkan surat keputusan S-678/D.04/2016 tanggal 22 November 2016.

24. MARKETABLE SECURITIES ISSUED (continued)

The amortization of the issuance cost of marketable securities issued for the year ended December 31, 2024 and 2023 amounted to Rp24,769 and Rp35,358.

The management of BRI and its subsidiaries have made interest and principal payments on the securities issued in accordance with the provisions and consider that all requirements/restrictions set forth in the issuance of the aforementioned securities have been fulfilled as of December 31, 2024, and 2023.

The following are other key information related to marketable securities issued:

a) BRI Shelf Registration Bond II

On November 22, 2016, BRI Shelf Registration Bond II with a principal amount of Rp20,000,000 has been declared by the Financial Services Authority (OJK) based on a Decree S-678/D.04/2016 dated November 22, 2016.

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2024/ *Dec 31, 2024*	31 Des 2023/ *Dec 31, 2023*	*Type*
Rupiah									***Rupiah***
Obligasi Berkelanjutan II BRI									*BRI Shelf Registration Bond II*
Tahap I Tahun 2016									*Phase I Year 2016*
Seri E	PT Bank Negara Indonesia Persero (Tbk)	2 Des/ *Dec 2, 2016*	1 Des/ *Dec 1, 2026*	10 tahun/ *years*	8,90	idAAA*	2.350.000	2.350.000	*Series E*
Tahap II Tahun 2017									*Phase II Year 2017*
Seri B	PT Bank Negara Indonesia Persero (Tbk)	12 Apr/ *Apr 12, 2017*	11 Apr/ *Apr 11, 2020*	3 tahun/ *years*	8,10	idAAA*	-	-	*Series B*
Seri D	PT Bank Negara Indonesia Persero (Tbk)	12 Apr/ *Apr 12, 2017*	11 Apr/ *Apr 11, 2027*	10 tahun/ *years*	8,80	idAAA*	1.300.500	1.300.500	*Series D*
Tahap III Tahun 2017									*Phase III Year 2017*
Seri C	PT Bank Negara Indonesia Persero (Tbk)	25 Ags/ *Aug 25, 2017*	24 Ags/ *Ags 24, 2024*	7 tahun/ *years*	8,25	idAAA*	-	2.517.000	*Series C*
Tahap IV Tahun 2018									*Phase IV Year 2018*
Seri B	PT Bank Negara Indonesia (Persero) Tbk	22 Feb/ *Feb 22, 2018*	21 Feb/ *Feb 21, 2025*	7 tahun/ *years*	6,90	idAAA*	605.000	605.000	*Series B*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)

*) *Based on rating issued by PT Pemeringkat Efek Indonesia (Pefindo)*

Bunga Obligasi Berkelanjutan II BRI dibayarkan setiap 3 (tiga) bulan sejak obligasi diterbitkan. Penerimaan neto dari penerbitan Obligasi Berkelanjutan tersebut dimanfaatkan untuk penyaluran kredit.

The interest of BRI Shelf Registration Bond II is paid every 3 (three) months since the bond were issued. The net proceeds from the issuance of this Shelf Registration Bond are used for loan granting.

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

a) Obligasi Berkelanjutan II BRI (lanjutan)

Obligasi Berkelanjutan II BRI tidak dijamin dengan jaminan apapun. Adapun persyaratan-persyaratan penting (*covenants*) adalah sebagai berikut:

a. Mengurangi modal dasar, modal ditempatkan dan modal disetor kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Indonesia atau otoritas yang berwenang.

b. Melakukan penggabungan dan/atau pemisahan dan/atau peleburan dan/atau pengambilalihan dengan nilai lebih dari 50% (lima puluh persen) dari ekuitas EMITEN kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Indonesia atau otoritas yang berwenang.

Obligasi Berkelanjutan II BRI yang telah jatuh tempo telah dilunasi oleh BRI pada tanggal jatuh temponya.

b) Obligasi Berkelanjutan III BRI

Pada tanggal 30 Oktober 2019, Obligasi Berkelanjutan III BRI dengan jumlah pokok sebesar Rp20.000.000 telah dinyatakan efektif oleh Otoritas Jasa Keuangan (OJK) berdasarkan surat keputusan S-159/D.04/2019 Tanggal 30 Oktober 2019.

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

a) BRI Shelf Registration Bond II (continued)

BRI Shelf Registration Bond II is not guaranteed by any guarantee. The important requirements (covenants) are as follows:

a. Entity are prohibited to reduce authorized capital stock, issued capital and paid-up capital except in the event that such deduction is made based on a request and/or order from the Government of Indonesia or authority.

b. Entity are prohibited to merge and/or separate and/or merge and/or take over with a value of more than 50% (fifty percent) of the EMITEN's equity except in the event that such deduction is made based on a request and/or order from the Government of Indonesia or authority.

BRI Shelf Registration Bond II that have matured respectively have been paid off by BRI on its maturity date.

b) BRI Shelf Registration Bond III

On October 30, 2019, BRI Shelf Registration Bond III with a principal amount of Rp20,000,000 has been declared by the Financial Services Authority (OJK) based on a Decree S-159/D.04/2019 dated October 30, 2019.

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2024/ *Dec 31, 2024*	31 Des 2023/ *Dec 31, 2023*	*Type*
Rupiah									***Rupiah***
Obligasi Berkelanjutan III BRI									*BRI Shelf Registration Bond III*
Tahap I Tahun 2019									*Phase I Year 2019*
Seri C	PT Bank Negara Indonesia	7 Nov/ *Nov 7, 2019*	7 Nov/ *Nov 7, 2024*	5 tahun/ *years*	7,85	idAAA*	-	2.172.800	*Series C*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)

*) *Based on rating issued by PT Pemeringkat Efek Indonesia (Pefindo)*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

b) Obligasi Berkelanjutan III BRI (lanjutan)

Bunga Obligasi Berkelanjutan III BRI Tahun 2019 dibayarkan setiap 3 (tiga) bulan sejak obligasi diterbitkan.

Penerimaan neto dari penerbitan Obligasi Berkelanjutan III BRI adalah untuk mengembangkan bisnis perusahaan dengan penyaluran kredit dengan menerapkan prinsip *prudential banking* dan *good corporate governance*.

Obligasi Berkelanjutan III BRI tidak dijamin dengan jaminan apapun. Adapun persyaratan-persyaratan penting (*covenants*) adalah sebagai berikut:

a. Mengurangi modal dasar, modal ditempatkan dan modal disetor kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Indonesia atau otoritas yang berwenang.

b. Melakukan penggabungan dan/atau pemisahan dan/atau peleburan dan/atau pengambilalihan dengan nilai lebih dari 50% (lima puluh persen) dari ekuitas EMITEN kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Indonesia atau otoritas yang berwenang.

Obligasi Berkelanjutan III BRI yang telah jatuh tempo telah dilunasi oleh BRI pada tanggal jatuh temponya.

c) Obligasi Berwawasan Lingkungan Berkelanjutan I BRI

Pada tanggal 12 Juli 2022, Obligasi Berwawasan Lingkungan Berkelanjutan I Bank BRI dengan jumlah pokok sebesar Rp15.000.000 telah dinyatakan efektif oleh Otoritas Jasa Keuangan (OJK) berdasarkan surat keputusan S-122/D.04/2022 tanggal 12 Juli 2022.

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

b) BRI Shelf Registration Bond III (continued)

The interest of BRI Shelf Registration Bond III Year 2019 is paid every 3 (three) months since the bond were issued.

Net proceeds from the issuance of BRI Shelf Registration Bond III are used to develop the Bank's business by channeling credit by applying the principles of prudential banking and good corporate governance.

BRI Shelf-Registration Bond III is not guaranteed by any guarantee. The important requirements (covenants) are as follows:

a. Entity are prohibited to reduce authorized capital stock, issued capital and paid-up capital except in the event that such deduction is made based on a request and/or order from the Government of Indonesia or authority.

b. Entity are prohibited to merge and/or separate and/or merge and/or take over with a value of more than 50% (fifty percent) of the EMITEN's equity except in the event that such deduction is made based on a request and/or order from the Government of Indonesia or authority.

BRI Shelf Registration Bond III that have matured respectively have been paid off by BRI on its maturity date.

c) BRI Green Shelf Registration Bond I

On July 12, 2022, Bank BRI Green Shelf Registration Bond I with a principal amount of Rp15,000,000 has been declared by the Financial Services Authority (OJK) based on Decree S-122/D.04/2022 dated July 12, 2022.

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

c) Obligasi Berwawasan Lingkungan Berkelanjutan I BRI (lanjutan)

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

c) BRI Green Shelf Registration Bond I (continued)

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2024/ *Dec 31, 2024*	31 Des 2023/ *Dec 31, 2023*	*Type*
Rupiah									***Rupiah***
Obligasi Berwawasan Lingkungan Berkelanjutan I BRI									*BRI Green Shelf Registration Bond I*
Tahap I Tahun 2022									*Phase I Year 2022*
Seri B	PT Bank Negara Indonesia Persero (Tbk)	20 Jul/ *Jul 20, 2022*	20 Jul/ *Jul 20, 2025*	3 tahun/ *years*	5,75	idAAA*	2.000.000	2.000.000	*Series B*
Seri C	PT Bank Negara Indonesia Persero (Tbk)	20 Jul/ *Jul 20, 2022*	20 Jul/ *Jul 20, 2027*	5 tahun/ *years*	6,45	idAAA*	500.000	500.000	*Series C*
Tahap II Tahun 2023									*Phase II Year 2023*
Seri A	PT Bank Tabungan Negara Persero (Tbk)	17 Okt/ *Oct 17, 2023*	27 Okt/ *Oct 27, 2024*	370 hari/ *days*	6,10	idAAA*	-	1.345.650	*Series A*
Seri B	PT Bank Tabungan Negara Persero (Tbk)	17 Okt/ *Oct 17, 2023*	17 Okt/ *Oct 17, 2025*	2 tahun/ *years*	6,35	idAAA*	4.154.350	4.154.350	*Series B*
Seri C	PT Bank Tabungan Negara Persero (Tbk)	17 Okt/ *Oct 17, 2023*	17 Okt/ *Oct 17, 2026*	3 tahun/ *years*	6,30	idAAA*	500.000	500.000	*Series C*
Tahap III Tahun 2024									*Phase III Year 2024*
Seri A	PT Bank Tabungan Negara Persero (Tbk)	20 Mar/ *Mar 20, 2024*	30 Mar/ *Mar 30, 2025*	370 hari/ *days*	6,15	idAAA*	1.237.665	-	*Series A*
Seri B	PT Bank Tabungan Negara Persero (Tbk)	20 Mar/ *Mar 20, 2024*	20 Mar/ *Mar 20, 2026*	2 tahun/ *years*	6,25	idAAA*	879.430	-	*Series B*
Seri C	PT Bank Tabungan Negara Persero (Tbk)	20 Mar/ *Mar 20, 2024*	20 Mar/ *Mar 20, 2027*	3 tahun/ *years*	6,25	idAAA*	382.905	-	*Series C*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)

**) Based on rating issued by PT Pemeringkat Efek Indonesia (Pefindo)*

Bunga Obligasi Berwawasan Lingkungan Berkelanjutan I BRI dibayarkan setiap 3 (tiga) bulan sejak obligasi diterbitkan.

Penerimaan neto dari penerbitan Obligasi Berwawasan Lingkungan Berkelanjutan I Bank BRI akan digunakan oleh Perseroan untuk pembiayaan maupun membiayai kembali kegiatan dalam kategori Kegiatan Usaha Berwawasan Lingkungan dan untuk modal kerja.

Obligasi Berwawasan Lingkungan Berkelanjutan I Bank BRI telah dilunasi oleh BRI pada tanggal jatuh temponya. Obligasi Berwawasan Lingkungan Berkelanjutan I Bank BRI tidak dijamin dengan jaminan apapun. Adapun persyaratan-persyaratan penting (covenants) adalah sebagai berikut:

a. Mengurangi modal dasar, modal ditempatkan dan modal disetor kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Indonesia atau otoritas yang berwenang.

The Interest of BRI Green Shelf Registration Bond are paid every 3 (three) months since the bonds were issued.

The net proceeds from the issuance of BRI Green Shelf Registration Bond I Bank BRI will be used by the Company to finance or refinance activities in the category of Environmentally Sound Business Activities and for working capital.

BRI has settled its BRI Green Shelf Registration Bond I that have matured respectively have been paid off by BRI on its maturity date. BRI Green Shelf Registration Bond I Phase I Year 2022 is not guaranteed by any guarantee. The important requirements (covenants) are as follows:

a. Entity are prohibited to reduce authorized capital stock, issued capital and paid-up capital except in the event that such deduction is made based on a request and/or order from the Government of Indonesia or authority.

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

c) Obligasi Berwawasan Lingkungan Berkelanjutan I BRI (lanjutan)

Obligasi Berwawasan Lingkungan Berkelanjutan I Bank BRI telah dilunasi oleh BRI pada tanggal jatuh temponya. Obligasi Berwawasan Lingkungan Berkelanjutan I Bank BRI tidak dijamin dengan jaminan apapun. Adapun persyaratan-persyaratan penting (covenants) adalah sebagai berikut (lanjutan):

b. Melakukan penggabungan dan/atau pemisahan dan/atau peleburan dan/atau pengambilalihan dengan nilai lebih dari 50% (lima puluh persen) dari ekuitas EMITEN kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Indonesia atau otoritas yang berwenang.

d) *Medium-Term Notes Bank BRI Tahun 2022*

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

c) BRI Green Shelf Registration Bond I (continued)

BRI has settled its BRI Green Shelf Registration Bond I that have matured respectively have been paid off by BRI on its maturity date. BRI Green Shelf Registration Bond I Phase I Year 2022 is not guaranteed by any guarantee. The important requirements (covenants) are as follows (continued):

b. Entity are prohibited to merge and/or separate and/or merge and/or take over with a value of more than 50% (fifty percent) of the EMITEN's equity except in the event that such deduction is made based on a request and/or order from the Government of Indonesia or authority.

d) BRI Medium-Term Notes Year 2022

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2024/ *Des 31, 2024*	31 Des 2023/ *Dec 31, 2023*	*Type*
Rupiah									***Rupiah***
Medium-Term Notes Bank BRI Tahun 2022									*BRI Medium-Term Notes Year 2022*
Seri A	-	24 Nov/ *Nov 24, 2022*	24 Nov/ *Nov 24, 2024*	2 tahun/ *years*	6,60%	idAAA*	-	2.000.000	*Series A*
Seri B	-	24 Nov/ *Nov 24, 2022*	24 Nov/ *Nov 24, 2025*	3 tahun/ *years*	6,68	idAAA*	3.000.000	3.000.000	*Series B*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)

*) *Based on rating issued by PT Pemeringkat Efek Indonesia (Pefindo)*

Bunga *Medium-Term Note* Bank BRI Tahun 2022 dibayarkan setiap 3 (tiga) bulan sejak *Medium-Term Note* diterbitkan. Pada saat diterbitkan, *Medium-Term Notes* ini tidak dilakukan pemeringkatan.

Interest of BRI Medium Term Note Year 2022 is paid every 3 (three) months since the Medium Term Note were issued. At the time of issuance, these Medium Term Notes were not ranked.

Tidak ada persyaratan penting dalam perjanjian Penerbitan *Medium-Term Note* Bank BRI Tahun 2022.

There are no covenant in the agreement for the issuance of Medium Term Note of PT Bank Rakyat Indonesia (Persero) Tbk Year 2022.

Penerimaan neto dari penerbitan *Medium-Term Note* BRI tersebut dimanfaatkan untuk menambah kebutuhan likuiditas Rupiah.

The net revenue from the issuance of BRI Medium Term Note will be used to increase rupiah liquidity needs.

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

e) *Long-Term Notes* yang Dilakukan Tanpa Melalui Penawaran Umum PT Bank Rakyat Indonesia (Persero) Tbk

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

e) Long Term Note Conducted Without Going Through Public Offering of PT Bank Rakyat Indonesia (Persero) Tbk

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2024/ *Des 31, 2024*	31 Des 2023/ *Dec 31, 2023*	*Type*
Rupiah									***Rupiah***
Long-Term Notes yang Dilakukan Tanpa Melalui Penawaran Umum BRI									*Long-Term Notes Conducted Without Going Through Public Offering of BRI*
I tahun 2022	-	27 Des/ *Dec 27, 2022*	27 Jun/ *Jun 27, 2036*	162 bulan/ *months*	0,55%	idAAA*	44.579	52.332	*I Year 2022*
II tahun 2023	-	25 Okt/ *Oct 25, 2023*	25 Jan/ *Jan 25, 2037*	159 bulan/ *months*	0,55	idAAA*	54.995	59.485	*II Year 2023*
III tahun 2024	-	26 Mar/ *Mar 26, 2024*	26 Feb/ *Feb 26, 2037*	155 bulan/ *months*	0,55	idAAA*	52.694	-	*III Year 2024*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)

*) *Based on rating issued by PT Pemeringkat Efek Indonesia (Pefindo)*

Bunga sebesar 0,55% per tahun dan Pokok dibayarkan setiap 3 (tiga) bulan sejak *Long-Term Notes diterbitkan*. Pada saat diterbitkan, *Long-Term Notes* ini tidak dilakukan pemeringkatan dan tidak menggunakan Jasa Agen Pemantau.

Interest of 0.55% per annum and Principal are paid every 3 (three) months since those Long Term Note were issued. At the time of issuance, these Long Term Notes were not ranked and does not use the services of a monitoring agent.

Tidak ada persyaratan penting dalam perjanjian Penerbitan *Long-Term Notes* Yang Dilakukan Tanpa Melalui Penawaran Umum PT Bank Rakyat Indonesia (Persero) Tbk I Tahun 2022, II Tahun 2023, dan III Tahun 2024.

There are no covenant in the agreement for the issuance of Long Term Note Conducted Without Going Through a Public Offering of PT Bank Rakyat Indonesia (Persero) Tbk I Year 2022, II Year 2023 and III Year 2024.

Penerimaan neto dari penerbitan *Long-Term Notes* BRI I tahun 2022 dan II tahun 2023 tersebut dimanfaatkan untuk menambah kebutuhan likuiditas Rupiah.

Net revenue from the issuance of BRI Long-Term Notes BRI I Year 2022 and II Year 2023 are used entirely specifically for increase the need of rupiah liquidity.

Penerimaan neto dari penerbitan *Long-Term Notes* BRI III tahun 2024 dimanfaatkan seluruhnya khusus untuk pembiayaan maupun membiayai kembali kredit Perumahan peserta Tapera sebagaimana dimaksud pada Undang-Undang No. 4 Tahun 2016 Tentang Tabungan Perumahan Rakyat, Peraturan Pemerintah No 25 Tahun 2020 tentang Penyelenggaraan Tabungan Perumahan Rakyat, Peraturan Badan Pengelola Tabungan Perumahan Rakyat No 6 Tahun 2021 serta Perjanjian Kerjasama dan Kesepakatan antara Badan Pengelola Tabungan Perumahan Rakyat dan PT Bank Rakyat Indonesia (Persero) Tbk yang berlaku.

Net revenue from the issuance of BRI Long-Term Notes III Year 2024 is used entirely specifically for financing and refinancing housing loans of Tapera participants, as referred to in Law No. 4 of 2016 concerning Public Housing Savings, Government Regulation No. 25 of 2020 concerning the Implementation of Public Housing Savings, Regulation of the Public Housing Savings Management Agency No. 6 of 2021, and the applicable Cooperation and Agreement Agreement between the Public Housing Savings Management Agency and PT Bank Rakyat Indonesia (Persero) Tbk.

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

f) *Senior Unsecured Notes Due 2024 (Sustainability Bond BRI Tahun 2019)*

Pada tanggal 28 Maret 2019, BRI menerbitkan dan mendaftarkan Obligasi BRI Tahun 2019 dengan nominal sebesar ASD500.000.000 (angka penuh) pada *Singapore Exchange Securities Trading Limited* (SGX-ST). Obligasi tersebut diterbitkan sebesar 99,713% atau setara dengan ASD498.565.000 (angka penuh) dan bunga obligasi tersebut dibayarkan setiap 6 (enam) bulan mulai tanggal 28 September 2019.

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

f) Senior Unsecured Notes Due 2024 (Sustainability Bond BRI Year 2019)

On March 28, 2019, BRI issued and listed the BRI Sustainability Bond Year 2019 with a nominal value of USD500,000,000 (full amount) on Singapore Exchange Securities Trading Limited (SGX-ST). This bond was issued at 99.713%, which was equivalent to USD498,565,000 (full amount) and the interest of this bond is paid every 6 (six) months, starting from September 28, 2019.

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2024/ *Dec 31, 2024*	31 Des 2023/ *Dec 31, 2023*	*Type*
Mata uang asing									***Foreign Currency***
Senior Unsecured Notes Due 2024 (Sustainability Bond BRI Tahun 2019	*The Bank of New York Mellon*	28 Mar/ *Mar 28, 2019*	28 Mar/ *Mar 28, 2024*	5 tahun/ *years*	3,95%	Baa2**-BBB-***	-	500.000	*Senior Unsecured Notes Due 2024 (Sustainability Bond BRI Year 2019*

**) Berdasarkan peringkat yang diterbitkan oleh Moody's
***) Berdasarkan peringkat yang diterbitkan oleh Fitch

) Based on rating issued by Moody's
****) Based on rating issued by Fitch***

Senior Unsecured Notes Due 2024 (*Sustainability Bond* BRI Tahun 2019) tidak dijamin dengan jaminan apapun. Adapun persyaratan-persyaratan penting (*covenants*) adalah sebagai berikut:

a. Mengurangi modal dasar, modal ditempatkan dan modal disetor kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Indonesia atau otoritas yang berwenang.

b. Melakukan penggabungan dan/atau pemisahan dan/atau peleburan dan/atau pengambilalihan dengan nilai lebih dari 50% (lima puluh persen) dari ekuitas EMITEN kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Indonesia atau otoritas yang berwenang.

Senior Unsecured Notes Due 2024 (Sustainability Bond BRI Year 2019) is not guaranteed by any guarantee. The important requirements (covenants) are as follows:

a. Entity are prohibited to reduce authorized capital stock, issued capital and paid-up capital except in the event that such deduction is made based on a request and/or order from the Government of Indonesia or authority.

b. Entity are prohibited to merge and/or separate and/or merge and/or take over with a value of more than 50% (fifty percent) of the EMITEN's equity except in the event that such deduction is made based on a request and/or order from the Government of Indonesia or authority.

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

f) *Senior Unsecured Notes Due 2024 (Sustainability Bond BRI Tahun 2019)* (lanjutan)

Penerimaan neto dari penerbitan Obligasi BRI tersebut akan dimanfaatkan untuk mendanai Eligible Project sesuai dengan Sustainability Framework. Senior Unsecured Notes Due 2024 (Sustainability Bond BRI Tahun 2019) dengan nilai ASD500.000 telah dilunasi oleh BRI pada tanggal jatuh temponya.

g) BRI Finance

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

f) Senior Unsecured Notes Due 2024 (Sustainability Bond BRI Year 2019) (continued)

The net proceeds from the issuance of BRI Bonds are used to give funding to Eligible Project in accordance with the Sustainability Framework. BRI has settled its Senior Unsecured Notes Due 2024 (BRI Sustainability Bond Year 2019) with a principal value of USD500,000 on the maturity date.

g) BRI Finance

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2024/ *Dec 31, 2024*	31 Des/ *Dec 31, 2023*	*Type*
Rupiah									***Rupiah***
MTN II BRI Finance Tahun 2021	PT Bank Negara Indonesia (Persero) Tbk	17 Sep/ *Sep 17, 2021*	17 Sep/ *Sep 17, 2024*	3 tahun/ *years*	6,40%	idAA*	-	500.000	*MTN II BRI Finance Year 2021*
Obligasi I BRI Finance Tahun 2022	PT Bank Negara Indonesia (Persero) Tbk	9 Ags/ *Aug 9, 2022*	9 Ags/ *Aug 9, 2025*	3 tahun/ *years*	6,95	idAA*	700.000	700.000	*BRI Finance Bond I Year 2022*
Obligasi II BRI Finance Tahun 2023									*BRI Finance Bond II Year 2023*
Seri A	PT Bank Negara Indonesia (Persero) Tbk	11 Jul/ *Jul 11, 2023*	21 Jul/ *Jul 21, 2024*	1 tahun/ *years*	5,85	idAA*	-	197.000	*Series A*
Seri B	PT Bank Negara Indonesia (Persero) Tbk	11 Jul/ *Jul 11, 2023*	11 Jul/ *Jul 11, 2026*	3 tahun/ *years*	6,40	idAA*	303.000	303.000	*Series B*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)

*) *Based on rating issued by PT Pemeringkat Efek Indonesia (Pefindo)*

Bunga surat berharga yang diterbitkan oleh BRI Finance dibayarkan setiap 3 bulan sejak surat berharga diterbitkan.

Interest of marketable securities issued by BRI Finance are paid every 3 (three) months since marketable securities were issued.

BRI Finance telah memenuhi semua pembatasan yang diwajibkan serta pembayaran bunga dan nilai pokok obligasi melalui Kustodian Sentral Efek Indonesia (‘‘KSEI‘‘).

BRI Finance has fulfilled all required restrictions as well as the payment of interest and principal value of bonds through The Indonesia Central Securities Depository ("KSEI").

Penerimaan neto dari penerbitan surat berharga tersebut dimanfaatkan untuk pembayaran pinjaman jangka pendek perbankan, memperkuat struktur pendanaan perseroan, ekpansi bisnis perusahaan (dalam hal ini adalah pembayaran pembiayaan baru dan ekspansi pembiayaan segmen konsumer).

The net proceeds from the issuance of marketable securities are used for short-term liabilities payment, strengthen BRI Finance's general funding structure, BRI Finance's business expansion (in this case for disbursement payments and related to consumer segment).

Persyaratan penting dalam perjanjian MTN adalah BRI Finance tanpa persetujuan tertulis dari agen pemantau tidak akan mengurangi modal dasar, ditempatkan dan disetor, melakukan penggabungan, pemisahan, peleburan dan pengambilalihan perusahaan.

The important covenant stated in the agreement of MTN is that BRI shall not, without the written approval from the trustee, reduce the authorized, issued and paid-up capital, as well as perform merger, separation, consolidation and takeover of the company.

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

g) BRI Finance (lanjutan)

BRI Finance juga diwajibkan untuk memenuhi persyaratan keuangan antara lain *gearing ratio* paling rendah nol kali dan paling tinggi 10 kali, rasio permodalan paling sedikit sebesar 10%, rasio saldo piutang pembiayaan neto terhadap total aset paling rendah 40%, rasio saldo piutang pembiayaan investasi dan modal kerja paling sedikit 10% dari total saldo piutang pembiayaan, rasio ekuitas terhadap modal disetor paling rendah sebesar 50%, rasio *non-performing financing* paling tinggi sebesar 5%, memiliki ekuitas lebih besar dari Rp200.000, mempertahankan nilai jaminan minimal 50% dari nilai pokok MTN dan obligasi serta memenuhi persyaratan tingkat kesehatan keuangan dengan kondisi minimum sehat.

Dalam perjanjian perwaliamanatan juga diatur beberapa pembatasan yang harus dipenuhi oleh Perusahaan, antara lain memberikan jaminan fidusia berupa piutang pembiayaan konsumen dan menjaga rasio-rasio keuangan berada dalam batasan sebagaimana diatur dalam Peraturan OJK No. 35/2018.

h) PNM

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

g) BRI Finance (continued)

BRI Finance is also required to fulfill financial covenants including gearing ratios of at least zero and a maximum of 10 (ten) times, capital ratios of at least 10%, the ratio of net financing receivable balances to total assets of at least 40%, the ratio of investment and capital financing receivable balances at least 10% of the total financing receivable balance, the lowest equity to paid-in capital ratio of 50%, the highest non-performing financing ratio of 5%, has an equity greater than Rp200,000, maintains a minimum guarantee value of 50% of the MTN and bonds principal value and meet the covenants of financial soundness indicators with a minimum healthy condition.

The trustee agreement also regulates several restrictions that must be fulfilled by the company, including providing fiduciary guarantees in the form of consumer financing receivables and maintaining financial ratios within the limits as regulated in OJK Regulation No. 35/2018.

h) PNM

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2024/ *Dec 31, 2024*	31 Des 2023/ *Dec 31, 2023*	*Type*
Rupiah									***Rupiah***
Obligasi Berkelanjutan III PNM									*PNM Shelf Registration Bond III*
Tahap I Tahun 2019									*Phase I Year 2019*
Seri B	PT Bank Mega Tbk	29 Mei/ *May 29*, 2019	28 Mei/ *May 28*, 2024	5 tahun/ years	9,85	idAA+*	-	599.000	*Series B*
Tahap II Tahun 2019									*Phase II Year 2019*
Seri B	PT Bank Mega Tbk	4 Mei/ *May 4, 2019*	28 Nov/ *Nov 28, 2024*	5 tahun/ *years*	8,75	idAA+*	-	763.500	*Series B*
Tahap III Tahun 2020									*Phase IIII Year 2020*
Seri B	PT Bank Mega Tbk	4 Mei/ *May 4, 2020*	30 Apr/ *Apr 30, 2025*	5 tahun/ *years*	9,00	idAA+*	194.900	194.900	*Series B*
Tahap IV Tahun 2020									*Phase IV Year 2020*
Seri C	PT Bank Mega Tbk	4 Mei/ *May 4, 2020*	4 Des/ *Dec 4, 2025*	370 hari/ *days*	8,75	idAA+*	292.000	292.000	*Series C*
Tahap V Tahun 2021									*Phase V Year 2021*
Seri B	PT Bank Mega Tbk	18 Mar/ *Mar 18, 2021*	17 Mar/ *Mar 17, 2024*	3 tahun/ *years*	7,25	idAA+*	-	159.000	*Series B*
Seri C	PT Bank Mega Tbk	18 Mar/ *Mar 18, 2021*	17 Mar/ *Mar 17, 2026*	5 tahun/ *years*	8,25	idAA+*	339.200	339.200	*Series C*
Obligasi Berkelanjutan IV PNM									*PNM Shelf Registration Bond IV*
Tahap I Tahun 2021									*Phase I Year 2021*
Seri B	PT Bank Mega Tbk	10 Des/ *Dec 10, 2021*	10 Des/ *Dec 10, 2024*	3 tahun/ *years*	5,50	idAA+*	-	1.000.000	*Series B*
Seri C	PT Bank Mega Tbk	10 Des/ *Dec 10, 2021*	10 Des/ *Dec 10, 2026*	5 tahun/ *years*	6,25	idAA+*	1.000.000	1.000.000	*Series C*
Tahap II Tahun 2022									*Phase II Year 2022*
Seri B	PT Bank Mega Tbk	22 Apr/ *Apr 22, 2022*	22 Apr/ *Apr 22, 2025*	3 tahun/ *years*	5,50	idAA+*	626.500	626.500	*Series B*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

h) PNM (lanjutan)

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

h) PNM (continued)

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2024/ *Dec 31, 2024*	31 Des/ *Dec 31, 2023*	*Type*
Rupiah (lanjutan)									***Rupiah (continued)***
Obligasi Berkelanjutan V PNM									*PNM Shelf Registration Bond V*
Tahap I Tahun 2022									*Phase I Year 2022*
Seri B	PT Bank Mega Tbk	12 Ags/ *Aug 12, 2022*	11 Ags/ *Aug 11, 2025*	3 tahun/ *years*	5,85	idAA+*	116.000	116.000	*Series B*
Tahap II Tahun 2024									*Phase II Year 2024*
Seri A	PT Bank Mega Tbk	21 Mar/ *Mar 21*, 2024	30 Mar/ *Mar 30*, 2025	1 tahun/ years	6,40	idAA+*	1.335.150	-	*Series A*
Seri B	PT Bank Mega Tbk	21 Mar/ *Mar 21*, 2024	20 Mar/ *Mar 20*, 2027	3 tahun/ years	6,55	idAA+*	341.030	-	*Series B*
Medium-Term Notes III PNM Venture Capital									*PNM MTN III Venture Capital*
Tahun 2023 Seri A	PT Bank Rakyat Indonesia Tbk	18 Jan/ *Jan 18, 2023*	25 Jan/ *Jan 25, 2026*	3 tahun/ *years*	10,25	idA-*	200.000	200.000	*Year 2023 Series A*
Tahun 2023 Seri B	PT Bank Rakyat Indonesia Tbk	21 Jul/ *Jul 21, 2023*	25 Jan/ *Jan 25, 2026*	3 tahun/ *years*	10,25	idA-*	150.000	150.000	*Year 2023 Series B*
Medium-Term Notes V PNM Venture Capital Tahap II									*PNM MTN V Venture Capital Phase II*
Tahun 2024	PT Bank Rakyat Indonesia Tbk	18 Des/ *Dec 18, 2024*	18 Des/ *Dec 18, 2027*	3 tahun/ *years*	10,00	idA-*	148.000	-	*Year 2024*
Sukuk Mudharabah Berkelanjutan I PNM									*PNM Shelf Registration Sukuk Mudharabah I*
Tahap I Tahun 2021									*Phase I Year 2021*
Seri B	PT Bank Mega Tbk	8 Jul/ *Jul 8*, 2021	8 Jul/ *Jul 8*, 2024	3 tahun/ *years*	18.025	idAA+(sy)*	-	515.000	*Series B*
Seri C	PT Bank Mega Tbk	8 Jul/ *Jul 8*, 2021	8 Jul/ *Jul 8*, 2026	5 tahun/ *years*	13.080	idAA+(sy)*	327.000	327.000	*Series C*
Tahap II Tahun 2023									*Phase II Year 2023*
Seri A	PT Bank Mega Tbk	11 Apr/ *Apr 11, 2023*	21 Apr/ *Apr 21, 2024*	1 tahun/ *years*	18,467	idAA+(sy)*	-	626.000	*Series A*
Seri B	PT Bank Mega Tbk	11 Apr/ *Apr 11, 2023*	11 Apr/ *Apr 11, 2026*	3 tahun/ *years*	36,987	idAA+(sy)*	1.095.900	1.095.900	*Series B*
Tahap III Tahun 2024									*Phase III Year 2024*
Seri A	PT Bank Mega Tbk	12 Jul/ *Jul 12, 2024*	17 Jul/ *Jul 17, 2025*	1 tahun/ *years*	22,65%	idAA+(sy)*	169.060	-	*Series A*
Seri B	PT Bank Mega Tbk	12 Jul/ *Jul 12, 2024*	12 Jul/ *Jul 12, 2027*	3 tahun/ *years*	47,24	idAA+(sy)*	1.330.940	-	*Series B*
Sukuk Mudharabah III PNM Tahun 2019									*PNM Sukuk Mudharabah III Year 2019*
Tahap I	PT Bank Syariah Mandiri	18 Jun/ *Jun 18, 2019*	18 Jun/ *Jun 18, 2024*	5 tahun/ *years*	19,00	idAA+(sy)*	-	300.000	*Phase I*
Sukuk Mudharabah IV PNM									*PNM Sukuk Mudharabah IV Series A*
Tahun 2021 Seri A	PT Bank Syariah Indonesia	19 Jan/ *Jan 19, 2021*	19 Jan/ *Jan 19, 2024*	3 tahun/ *years*	37,38	idAA+(sy)*	-	712.000	*Year 2021 Series A*
Tahun 2021 Seri B	PT Bank Syariah Indonesia	10 Mar/ *Mar 10, 2021*	10 Mar/ *Mar 10, 2024*	3 tahun/ *years*	40,95	idAA+(sy)*	-	780.000	*Year 2021 Series B*
Tahun 2021 Seri D	PT Bank Syariah Indonesia	19 Feb/ *Feb 19, 2021*	19 Jan/ *Jan 19, 2024*	3 tahun/ *years*	16,17	idAA+(sy)*	-	308.000	*Year 2021 Series D*
Sukuk Mudharabah V PNM									*PNM Sukuk Mudharabah V*
Tahun 2022 Seri A	PT Bank Syariah Mandiri	22 Jul/ *Jul 22, 2022*	22 Jul/ *Jul 22, 2024*	2 tahun/ *years*	45,00	idAA+(sy)*	-	216.000	*Year 2022 Series A*
Tahun 2022 Seri B	PT Bank Syariah Mandiri	15 Sep/ *Sep 15, 2022*	25 Sep/ *Sep 25, 2023*	1 tahun/ *year*	39,375	idAA+(sy)*	-	-	*Year 2022 Series B*
Tahun 2022 Seri C	PT Bank Syariah Mandiri	25 Mei/ *May 25, 2023*	5 Jun/ *Jun 5, 2024*	1 tahun/ *year*	48,75	idAA+(sy)*	-	250.000	*Year 2022 Series C*
Sukuk Mudharabah VI PNM									*PNM Sukuk Mudharabah VI*
Tahap I tahun 2024	PT Bank Syariah Indonesia	22 Ags/ *Aug 22, 2024*	2 Sep/ *Sep 2, 2025*	1 tahun/ *year*	25,93	idAA+(sy)*	500.000	-	*Phase I Year 2024*
Tahap II tahun 2024	PT Bank Syariah Indonesia	11 Okt/ *Oct 11, 2024*	11 Okt/ *Oct 11, 2027*	*3* tahun/ *year*	26,67	idAA+(sy)*	262.000	-	*Phase II Year 2024*
Tahap III tahun 2024	PT Bank Syariah Indonesia	26 Nov/ *Nov 26, 2024*	26 Nov/ *Nov 26, 2027*	*3* tahun/ *year*	26,67	idAA+(sy)*	110.000	-	*Phase II Year 2024*
Tahap IV tahun 2024	PT Bank Syariah Indonesia Indonesia	19 Des/ *Dec 19, 2024* *Aug 22, 2024*	19 Des/ *Dec 19, 2027* *Sep 2, 2025*	*1* tahun/ *year* *year*	25,93	idAA+(sy)*	150.000	-	*Phase II Year 2024*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)

**) Based on rating issued by PT Pemeringkat Efek Indonesia (Pefindo)*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

h) PNM (lanjutan)

Pembayaran bunga obligasi, *Medium Term Notes* dan bagi hasil sukuk dilakukan setiap 3 (tiga) bulan sejak surat berharga diterbitkan.

PNM telah memenuhi semua pembatasan yang diwajibkan serta pembayaran bunga dan nilai pokok obligasi Kustodian Sentral Efek Indonesia ("KSEI").

Tidak ada jaminan pada penerbitan Sukuk Mudharabah Berkelanjutan I, Sukuk Mudharabah III, IV dan V.

Tujuan penerbitan sukuk adalah untuk tambahan modal kerja murabahah melalui Mekaar Syariah dan UlaMM Syariah.

Obligasi berkelanjutan dan sukuk PNM yang telah jatuh tempo telah dilunasi oleh PNM sesuai tanggal jatuh tempo.

Pembatasan yang dipersyaratkan oleh Wali Amanat untuk obligasi berkelanjutan dan sukuk:

1. Melakukan penjualan atau pengalihan aset tetap perusahaan kepada pihak manapun melebihi 50% dari nilai aset tetap dalam satu tahun berjalan;
2. Mengadakan penggabungan dan/atau peleburan dengan perusahaan lain baik secara langsung maupun tidak langsung dan melakukan tindakan melikuidasi Perusahaan;
3. Melakukan akuisisi saham atau aset;
4. Mengubah bidang usaha Perusahaan kecuali atas keputusan pemerintah;
5. Melakukan pengakhiran perjanjian-perjanjian perusahaan yang berdampak negatif secara material; dan
6. Mengurangi modal dasar, modal yang ditempatkan dan modal disetor.

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

h) PNM (continued)

Bond, Medium Term Notes interest and sukuk profit sharing payments are paid every 3 (three) months since those marketable securities were issued.

PNM has fulfilled all the required restrictions as well as the payment of interest and principal value of the bond through The Indonesia Central Securities Depository ("KSEI").

There is no covenance in the issuance of Sukuk Mudharabah Berkelanjutan I, Sukuk Mudharabah III, IV, and V.

The purpose of Sukuk's issuance is to increase murabahah working capital through Sharia Mekaar and Sharia UlaMM.

PNM Shelf Registration Bond and Sukuk that have matured respectively has been paid off by PNM on its maturity date.

Restrictions required by the trustee:

1. *Sell or transfer the company's fixed assets to any party exceeding 50% of the value of the fixed assets in the current year;*
2. *Merger and/or consolidation with another company either directly or indirectly and liquidate the Company;*
3. *Acquisition of shares or assets;*
4. *Change the Company's line of business except by government decision;*
5. *Terminate company agreements that have a material negative impact; and*
6. *Reduce authorized capital, issued capital and paid-up capital.*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

i) Pegadaian

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

i) Pegadaian

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2024/ *Dec 31, 2024*	31 Des/ *Dec 31, 2023*	*Type*
Rupiah									***Rupiah***
Obligasi Berkelanjutan IV Pegadaian									*Pegadaian Shelf Registration Bond IV*
Tahap II Tahun 2020									*Phase II Year 2020*
Seri C	PT Bank Mega Tbk	8 Jul/ *Jul 8, 2020*	8 Jul/ *Jul 8, 2025*	5 tahun/ *years*	7,95	idAAA*	142.000	142.000	*Series C*
Tahap IV Tahun 2021									*Phase IV Year 2021*
Seri B	PT Bank Mega Tbk	6 Apr/ *Apr 6, 2021*	6 Apr/ *Apr 6, 2024*	3 tahun/ *years*	6,20	idAAA*	-	1.107.500	*Series B*
Obligasi Berkelanjutan V Pegadaian									*Pegadaian Shelf Registration Bond V*
Tahap I Tahun 2022									*Phase I Year 2022*
Seri B	PT Bank Mega Tbk	26 Apr/ *Apr 26, 2022*	26 Apr/ *Apr 26, 2025*	3 tahun/ *year*	5,35	idAAA*	598.000	598.000	*Series B*
Tahap II Tahun 2022									*Phase II Year 2022*
Seri B	PT Bank Mega Tbk	16 Ags/ *Aug 16, 2022*	16 Ags/ *Aug 26, 2025*	3 tahun/ *year*	5,75	idAAA*	276.000	276.000	*Series B*
Tahap III Tahun 2023									*Phase III Year 2023*
Seri A	PT Bank Mega Tbk	16 Jun/ *Jun 16, 2023*	26 Jun/ *Jun 26, 2024*	1 tahun/ *year*	5,80	idAAA*	-	1.595.000	*Series A*
Seri B	PT Bank Mega Tbk	16 Jun/ *Jun 16, 2023*	16 Jun/ *Jun 26, 2026*	3 tahun/ *year*	6,20	idAAA*	400.000	400.000	*Series B*
Tahap IV Tahun 2023									*Phase IV Year 2023*
Seri A	PT Bank Mega Tbk	24 Ags/ *Aug 24, 2023*	4 Sep/ *Sep 4, 2024*	1 tahun/ year	5,90	idAAA*	-	2.205.135	*Series A*
Seri B	PT Bank Mega Tbk	24 Ags/ *Aug 24, 2023*	24 Ags/ *Aug 24, 2026*	3 tahun/ *year*	5,90	idAAA*	228.025	228.025	*Series B*
Tahap V Tahun 2024									*Phase V Year 2024*
Seri A	PT Bank Mega Tbk	6 Feb/ *Feb 2024*	16 Feb/ *Feb 16, 2025*	1 tahun/ year	6,20	idAAA*	590.615	-	*Series A*
Seri B	PT Bank Mega Tbk	6 Feb/ *Feb 2024*	6 Feb/ *Feb 6, 2027*	3 tahun/ year	6,20	idAAA*	201.190	-	*Series B*
Obligasi Berkelanjutan VI Pegadaian									*Pegadaian Shelf Registration Bond VI*
Tahap I Tahun 2024									*Phase I Year 2024*
Seri A	PT Bank Mega Tbk	5 Jul/ *Jul 5, 2024*	15 Jul/ *Jul 15, 2025*	1 tahun/ *year*	6,55	idAAA*	38.360	-	*Series A*
Seri B	PT Bank Mega Tbk	5 Jul/ *Jul 5, 2024*	5 Jul/ *Jul 5, 2027*	3 tahun/ *year*	6,65	idAAA*	51.115	-	*Series B*
Obligasi Sosial Berkelanjutan I Pegadaian									*Pegadaian Shelf Registration Social Bond I*
Tahap I Tahun 2024									*Phase I Year 2024*
Seri A	PT Bank Mega Tbk	5 Jul/ Jul 5, 2024	15 Jul/ Jul 15, 2025	1 tahun/ *year*	6,55	idAAA*	30.110	-	*Series A*
Seri B	PT Bank Mega Tbk	5 Jul/ *Jul 5,* 2024	5 Jul/ *Jul 5,* 2025	3 tahun/ *years*	6,65	idAAA*	30.055	-	*Series B*
Sukuk Mudharabah Berkelanjutan I Pegadaian									*Pegadaian Shelf Registration Sukuk Mudharabah I*
Tahap II Tahun 2020									*Phase II Year 2020*
Seri C	PT Bank Mega Tbk	8 Jul/ *Jul 8, 2020*	8 Jul/ *Jul 8, 2025*	5 tahun/ *years*	7,95	idAAA*	80.500	80.500	*Series C*
Tahap IV Tahun 2021									*Phase IV Year 2021*
Seri B	PT Bank Mega Tbk	6 Apr/ *Apr 6, 2021*	6 Apr/ *Apr 6, 2024*	3 tahun/ *years*	6,20	idAAA*	-	165.800	*Series B*
Sukuk Mudharabah Berkelanjutan II Pegadaian									*Pegadaian Shelf Registration Sukuk Mudharabah II*
Tahap I Tahun 2022									*Phase I Year 2022*
Seri B	PT Bank Mega Tbk	26 Apr/ *Apr 26, 2022*	26 Apr/ *Apr 26, 2025*	3 tahun/ *years*	3,60	idAAA*	320.000	320.000	*Series B*
Tahap II Tahun 2022									*Phase II Year 2022*
Seri B	PT Bank Mega Tbk	16 Ags/ *Aug 16, 2022*	16 Ags/ *Aug 16, 2025*	3 tahun/ *years*	5,75	idAAA*	245.000	245.000	*Series B*
Tahap III Tahun 2023	PT Bank Mega Tbk	16 Jun/ *Jun 16, 2023*	26 Jun/ *Jun 26, 2024*	1 tahun/ *year*	3,95	idAAA*	-	605.000	*Phase III Year 2023*
Tahap IV Tahun 2023	PT Bank Mega Tbk	24 Ags/ *Aug 24, 2023*	24 Ags/ *Aug 24, 2026*	3 tahun/ *years*	5,90	idAAA*	235.040	235.040	*Phase IV Year 2023*
Sukuk Mudharabah Berkelanjutan III Pegadaian									*Pegadaian Shelf Registration Sukuk Mudharabah III*
Tahap I Tahun 2024									*Phase I Year 2024*
Seri A	PT Bank Mega Tbk	5 Jul/ *Jul 5, 2024*	15 Jul/ *Jul 15, 2025*	1 tahun/ *year*	6,55	idAAA*	50.800	-	*Series A*
Seri B	PT Bank Mega Tbk	5 Jul/ Jul 5, 2024	5 Jul/ Jul 5, 2027	3 tahun/ years	6,65	idAAA*	18.045	-	*Series B*
Tahap II Tahun 2024									*Phase II Year 2024*
Seri A	PT Bank Mega Tbk	27 Ags/ *Aug 27, 2024*	7 Sep/ *Sep 7, 2025*	1 tahun/ *year*	6,65	idAAA*	808.795	-	*Series A*

24. SURAT BERHARGA YANG DITERBITKAN (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan surat berharga yang diterbitkan (lanjutan):

i) Pegadaian (lanjutan)

24. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

i) Pegadaian (continued)

Jenis	Wali Amanat/ *Trustee*	Tanggal Mulai/ *Start Date*	Tanggal Jatuh Tempo/ *Maturity Date*	Jangka Waktu/ *Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	Peringkat/ *Rating*	31 Des 2024/ *Dec 31, 2024*	31 Des/ *Dec 31, 2023*	*Type*
Rupiah									***Rupiah***
Sukuk Mudharabah Berkelanjutan III Pegadaian									*Pegadaian Shelf Registration Sukuk Mudharabah III*
Tahap III Tahun 2024									*Phase II Year 2024*
Seri A	PT Bank Mega Tbk	24 Des/ *Dec 24, 2024*	4 Jan/ *Jan 4, 2025*	1 tahun/ *year*	6,25	idAAA*	725.005	-	*Series A*
Sukuk Mudharabah Berkelanjutan Sosial I Pegadaian									*Pegadaian Shelf Registration Social Sukuk Mudharabah I*
Tahap I Tahun 2024									*Phase I Year 2024*
Seri A	PT Bank Mega Tbk	5 Jul/ *Jul 5, 2024*	15 Jul/ *Jul 15, 2025*	1 tahun/ *year*	6,65	idAAA*	33.785	-	*Series A*
Seri B	PT Bank Mega Tbk	5 Jul/ Jul 5, 2024	5 Jul/ Jul 5, 2027	3 tahun/ years	6,65	idAAA*	100	-	*Series A*
Tahap II Tahun 2024									*Phase II Year 2024*
Seri A	PT Bank Mega Tbk	27 Ags/ *Aug 27, 2024*	7 Sep/ *Sep 7, 2025*	1 tahun/ *year*	6,65	idAAA*	1.412.910	-	*Series A*

*) Berdasarkan peringkat yang diterbitkan oleh PT Pemeringkat Efek Indonesia (Pefindo)

*) *Based on rating issued by PT Pemeringkat Efek Indonesia (Pefindo)*

Pembayaran bunga obligasi dan bagi hasil sukuk dilakukan setiap 3 (tiga) bulan sejak surat berharga diterbitkan.

Pegadaian telah memenuhi semua pembatasan yang diwajibkan serta pembayaran bunga dan nilai pokok obligasi melalui Kustodian Sentral Efek Indonesia (''KSEI'').

Obligasi Berkelanjutan dan sukuk Pegadaian yang telah jatuh tempo telah dilunasi oleh Pegadaian sesuai tanggal jatuh tempo.

Bond interest and sukuk profit sharing payments are paid every 3 (three) months since those marketable securities were issued.

Pegadaian has fulfilled all the required restrictions as well as the payment of interest and principal value of the bond through The Indonesia Central Securities Depository ("KSEI").

Pegadaian Shelf Registration Bond and Sukuk that have matured respectively has been paid off by Pegadaian on its maturity date.

25. PINJAMAN YANG DITERIMA

Pinjaman yang diterima terdiri atas:

25. FUND BORROWINGS

Fund borrowings consist of:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
Bank Indonesia			*Bank Indonesia*
Pinjaman likuiditas	14.285	15.589	*Liquidity borrowing*
Pinjaman lainnya	5.607	4.293	*Other borrowings*
Pinjaman lainnya	41.171.174	30.494.075	*Other borrowings*
	41.191.066	30.513.957	

25. PINJAMAN YANG DITERIMA (lanjutan) / *25. FUND BORROWINGS (continued)*

Pinjaman yang diterima terdiri atas (lanjutan): / *Fund borrowings consist of (continued):*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Mata uang asing			*Foreign currency*
Pinjaman sindikasi *social* dan *club loan* setelah dikurangi biaya transaksi yang belum diamortisasi	12.797.756	-	*Syndicated Borrowing - Social and club loan net of unamortized*
Pinjaman *sustainability-linked loan* setelah dikurangi biaya transaksi yang belum diamortisasi	12.736.122	12.240.042	*Sustainability-linked loan borrowing net of unamortized transaction cost*
Pinjaman sindikasi *club loan* setelah dikurangi biaya transaksi yang belum diamortisasi	4.818.188	4.600.226	*Syndicated Borrowing - Club loan net of unamortized transaction cost*
Pinjaman dari BNP Paribas setelah dikurangi biaya transaksi yang belum diamortisasi	64.233	173.416	*Borrowing from BNP Paribas net of unamortized transaction cost*
Pinjaman lainnya	19.606.152	25.220.514	*Other Borrowings*
	50.022.451	42.234.198	
	91.213.517	72.748.155	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
Pinjaman dari			*Borrowing from*
PT Bank Mandiri (Persero) Tbk	20.145.401	12.287.085	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	7.822.181	4.518.885	*PT Bank Negara Indonesia (Persero) Tbk*
Pusat Investasi Pemerintah	7.399.922	7.300.588	*Government Investment Center*
PT Bank Syariah Indonesia Tbk	955.477	914.403	*PT Bank Syariah Indonesia Tbk*
PT Sarana Multigriya Finansial (Persero)	317.801	337.724	*PT Sarana Multigriya Finansial (Persero)*
PT Danareksa Finance	25.000	25.000	*PT Danareksa Finance*
PT Bank Hibank Indonesia	505	947	*PT Bank Hibank Indonesia*
PT Bank Tabungan Negara (Persero) Tbk	-	718.026	*PT Bank Tabungan Negara (Persero) Tbk*
	36.666.287	26.102.658	
Total	**127.879.804**	**98.850.813**	***Total***

Klasifikasi jangka waktu pinjaman yang diterima berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut:

The classification of fund borrowing based on their remaining periods until maturity is as follows:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
≤ 1 bulan	26.144.310	20.340.495	*≤ 1 months*
> 1 bulan - 3 bulan	3.674.249	1.822.112	*> 1 month - 3 months*
> 3 bulan - 1 tahun	2.578.442	5.877.585	*> 3 months - 1 year*
> 1 tahun - 5 tahun	8.788.458	2.468.152	*> 1 year - 5 years*
> 5 tahun	5.607	5.613	*> 5 years*
	41.191.066	30.513.957	

25. PINJAMAN YANG DITERIMA (lanjutan)

Klasifikasi jangka waktu pinjaman yang diterima berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut (lanjutan):

25. FUND BORROWINGS (continued)

The classification of fund borrowing based on their remaining periods until maturity is as follows (continued):

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Mata uang asing			*Foreign currency*
≤ 1 bulan	5.363.602	5.551.192	*≤ 1 months*
> 1 bulan - 3 bulan	8.755.533	19.358.816	*> 1 month - 3 months*
> 3 bulan - 1 tahun	11.794.546	-	*> 3 months - 1 year*
> 1 tahun - 5 tahun	24.108.770	17.318.975	*> 1 year - 5 years*
> 5 tahun	-	5.215	*> 5 years*
	50.022.451	42.234.198	
	91.213.517	72.748.155	
Pihak berelasi (Catatan 44)			*Related parties (Note 44)*
Rupiah			*Rupiah*
≤ 1 bulan	20.422.680	15.530.752	*≤ 1 months*
> 1 bulan - 3 bulan	3.755.919	420.371	*> 1 months - 3 months*
> 3 bulan - 1 tahun	5.771.248	2.180.139	*> 3 month - 1 year*
> 1 tahun - 5 tahun	6.702.818	7.956.760	*> 1 year - 5 years*
> 5 tahun	13.622	14.636	*> 5 years*
	36.666.287	26.102.658	
Total	**127.879.804**	**98.850.813**	***Total***

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima:

The following are other key information related to fund borrowings:

Pinjaman lainnya / *Other borrowings*

	31 Desember/*December 31, 2024*		**31 Desember/*December 31, 2023***		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	**Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Bank Indonesia					*Bank Indonesia*
Lainnya		5.607		4.293	*Others*
Lainnya					*Others*
PT Bank Central Asia Tbk		16.435.265		12.890.155	*PT Bank Central Asia Tbk*
PT Bank Permata Tbk		3.789.996		1.504.000	*PT Bank Permata Tbk*
PT Bank CIMB Niaga Tbk		3.768.454		506.028	*PT Bank CIMB Niaga Tbk*
PT Bank Maybank Indonesia Tbk		2.026.025		2.387.528	*PT Bank Maybank Indonesia Tbk*
PT Bank DKI		1.768.970		1.228.127	*PT Bank DKI*
PT Bank SMBC Indonesia Tbk		1.300.000		2.000.000	*PT Bank SMBC Indonesia Tbk*
PT Bank HSBC Indonesia		1.227.001		1.299.992	*PT Bank HSBC Indonesia*
PT Bank Pan Indonesia Tbk		1.205.027		203.969	*PT Bank Pan Indonesia Tbk*
PT Bank DBS		1.000.000		-	*PT Bank DBS*
PT Bank UOB Indonesia		950.000		-	*PT Bank UOB Indonesia*
PT Bank of India Indonesia Tbk		756.028		742.761	*PT Bank of India Indonesia Tbk*
PT Bank BNP Paribas		600.000		-	*PT Bank BNP Paribas*
PT Bank Danamon Indonesia Tbk		504.008		500.000	*PT Bank Danamon Indonesia Tbk*
PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta		497.450		391.215	*PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta*
PT Bank Pembangunan Daerah Kalimantan Tengah		462.856		198.911	*PT Bank Pembangunan Daerah Kalimantan Tengah*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk		416.667		720.508	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
PT Bank SBI Indonesia		399.968		399.670	*PT Bank SBI Indonesia*
PT Bank ICBC Indonesia		399.988		200.000	*PT Bank ICBC Indonesia*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

Pinjaman lainnya (lanjutan) / *Other borrowings (continued)*

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Lainnya					*Others*
Citibank N.A.		350.000		649.995	*Citibank N.A*
PT Bank of China		350.000		200.000	*PT Bank of China*
PT Bank QNB Indonesia Tbk		350.000		100.000	*PT Bank QNB Indonesia Tbk*
The Bank of Tokyo Mitsubishi UFJ		350.000		-	*The Bank of Tokyo Mitsubishi UFJ*
Bank Mizuho		300.000		200.000	*Bank Mizuho*
PT Bank Shinhan Indonesia		280.935		-	*PT Bank Shinhan Indonesia*
PT Bank Maspion Indonesia Tbk		275.000		-	*PT Bank Maspion Indonesia Tbk*
PT Bank Panin Dubai Syariah Tbk		264.687		74.596	*PT Bank Panin Dubai Syariah Tbk*
PT Bank China Construction Bank Indonesia Tbk		257.544		374.115	*PT Bank China Construction Bank Indonesia Tbk*
PT Bank Resona Perdania		249.755		162.328	*PT Bank Resona Perdania*
PT Bank Victoria International Tbk		228.223		662.222	*PT Bank Victoria International Tbk*
PT Bank IBK Indonesia Tbk		123.013		274.659	*PT Bank IBK Indonesia Tbk*
PT Bank Oke Indonesia Tbk		85.549		257.399	*PT Bank Oke Indonesia Tbk*
PT Bank BCA Syariah		74.874		152.446	*PT Bank BCA Syariah*
PT Bank Pembangunan Daerah Kalimantan Selatan		48.032		74.871	*PT Bank Pembangunan Daerah Kalimantan Selatan*
PT OCBC NISP Tbk		35.000		-	*PT OCBC NISP Tbk*
PT Bank Aceh Syariah		28.995		-	*PT Bank Aceh Syariah*
PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat		10.301		47.473	*PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat*
Lembaga Pengelola Dana Bergulir		1.563		7.937	*Lembaga Pengelola Dana Bergulir*
PT Bank DKI - unit usaha syariah		-		750.000	*PT Bank DKI - unit usaha syariah*
PT Bank Permata Tbk - unit usaha syariah		-		350.000	*PT Bank Permata Tbk - unit usaha syariah*
PT Bank Muamalat Indonesia Tbk		-		304.167	*PT Bank Muamalat Indonesia Tbk*
PT Bank CIMB Niaga Tbk - unit usaha syariah		-		300.000	*PT Bank CIMB Niaga Tbk - unit usaha syariah*
PT Bank National Nobu Tbk		-		150.000	*PT Bank National Nobu Tbk*
PT Bank JTrust Indonesia Tbk		-		110.541	*PT Bank JTrust Indonesia Tbk*
PT Bank Aladin Syariah Tbk		-		100.000	*PT Bank Aladin Syariah Tbk*
PT Bank Ina Perdana Tbk		-		13.662	*PT Bank Ina Perdana Tbk*
PT Bank Danamon Indonesia - unit usaha syariah		-		4.800	*PT Bank Danamon Indonesia - unit usaha syariah*
		41.171.174		30.494.075	
		41.176.781		30.498.368	
Mata uang asing					*Foreign currency*
Dolar Amerika Serikat					*United States Dollar*
MUFG Bank Ltd,	445.000.000	7.162.275	314,000.000	4.834.658	*MUFG Bank Ltd,*
PT Bank HSBC Indonesia	200.000.000	3.219.000		-	*PT Bank HSBC Indonesia*
The Bank of New York Mellon Corporation	120.000.000	1.931.400	150.000.000	2.309.550	*The Bank of New York Mellon Corporation*
Standard Chartered Bank, Jakarta	110.000.000	1.770.450	392.186.984	6.038.503	*Standard Chartered Bank, Jakarta*
CTBC Bank Co, Ltd,	81.276.048	1.308.138	86.263.883	1.328.205	*CTBC Bank Co. Ltd*
United Overseas Bank Limited	75.789.251	1.219.828	100,000.000	1.539.700	*United Overseas Bank Limited*
OCBC Ltd,	50.000.000	804.750	115.000.000	1.770.655	*OCBC Ltd,*
Mashreq Bank	30.000.000	482.850	50.000.000	769.850	*Mashreq Bank*
PT Bank Danamon Indonesia Tbk	24.067.847	387.372	27.627.395	425.379	*PT Bank Danamon Indonesia Tbk*
Asian Development Bank	284.374	4.577	338.702	5.215	*Asian Development Bank*
DBS Bank. Ltd.		-	200.000.000	3.079.400	*DBS Bank. Ltd.*
Emirates NBD		-	86.284.991	1.328.530	*Emirates NBD*
Citibank N.A		-	50.000.000	769.850	*Citibank N.A*
Wells Fargo Bank. N.A.			30.000.000	461.910	*Wells Fargo Bank. N.A.*
BNP Paribas		-	19.675.000	302.936	*BNP Paribas*
JP Morgan Chase Bank N.A.		-	38.839	598	*JP Morgan Chase Bank N.A.*
		18.290.640		24.964.939	

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

Pinjaman lainnya (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

Other borrowings (continued)

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Mata uang asing					*Foreign currency*
Euro Eropa					*European Euro*
Emirates NBD	43.500.000	728.978		-	*Emirates NBD*
PT Bank HSBC Indonesia	35.000.000	586.534	15.000.000	255.575	*PT Bank HSBC Indonesia*
		1.315.512		255.575	
		19.606.152		25.220.514	
Total		**60.782.933**		**55.718.882**	***Total***

a) Pinjaman dari Bank Indonesia

Pinjaman likuiditas

Pinjaman ini merupakan fasilitas kredit yang diperoleh dari Bank Indonesia untuk dipinjamkan kembali kepada debitur-debitur BRI antara lain untuk keperluan Kredit Investasi, Kredit Koperasi Primer untuk Anggota Tebu Rakyat, Pinjaman untuk BULOG dan KUD, Kredit Modal Kerja Permanen, Pupuk, dan lain-lain.

Tingkat suku bunga rata-rata untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 masing-masing adalah sebesar 0,02%.

a) Borrowing from Bank Indonesia

Liquidity borrowing

This borrowing represents loan facilities obtained from Bank Indonesia that are channeled back to BRI's debtors for the purposes of Investment Loans, Primary Cooperative Loans for Sugar Cane Farmer Members, BULOG and Village Cooperative Units Loans, Permanent Working Capital Loans, Fertilizers and others.

The average interest rates are 0.02% for the year ended December 31, 2024 and 2023.

b) Pinjaman sindikasi *club loan*

Pada tanggal 14 Oktober 2020, telah dilakukan penarikan untuk sisa fasilitas pinjaman sindikasi berupa club loan sebesar ASD300.000.000 (nilai penuh) yang difasilitasi oleh Citicorp International Limited (agent), sebagai berikut:

b) Syndicated borrowing - club loan

On October 14, 2020, a withdrawal has been made for the remaining syndicated loan facility in the form of a club loan amounting to USD300,000,000 (full amount) facilitated by Citicorp International Limited (agent), as follows:

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Valuta asing (nilai penuh)/ *Foreign currency (full amount)*	*Type*
Club loan	China Development Bank	14 Okt/ *Oct 14, 2020*	7 Ags/ *Aug 7, 2025*	60 bulan/ *months*	SOFR (3 bulanan) + marjin tertentu/ *SOFR (3 months) + certain margin*	ASD/ *USD*	150.000.000	*Club loan*
Club loan	CTBC Bank Co.,Ltd	14 Okt/ *Oct 14, 2020*	7 Ags/ *Aug 7, 2025*	60 bulan/ *months*	SOFR (3 bulanan) + marjin tertentu *SOFR (3 months) + certain margin*	ASD/ *USD*	25.000.000	*Club loan*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

b) Pinjaman sindikasi *club loan* (lanjutan)

Pada tanggal 14 Oktober 2020, telah dilakukan penarikan untuk sisa fasilitas pinjaman sindikasi berupa club loan sebesar ASD300.000.000 (nilai penuh) yang difasilitasi oleh Citicorp International Limited (agent), sebagai berikut (lanjutan):

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Valuta asing (nilai penuh)/ *Foreign currency (full amount)*	*Type*
Club loan	MUFG Bank Ltd Singapore	14 Okt/ *Oct 14, 2020*	7 Ags/ *Aug 7, 2025*	60 bulan/ *months*	SOFR (3 bulanan) + marjin tertentu *SOFR (3 months) + certain margin*	ASD/ *USD*	20.000.000	*Club loan*
Club loan	Standard Chartered Bank (Singapore)	14 Okt/ *Oct 14, 2020*	7 Ags/ *Aug 7, 2025*	60 bulan/ *months*	SOFR (3 bulanan) + marjin tertentu/ *SOFR (3 months) + certain margin*	ASD/ *USD*	50.000.000	*Club loan*
Club loan	Sumitomo Mitsui Banking Corporation Singapore	14 Okt/ *Oct 14, 2020*	7 Ags/ *Aug 7, 2025*	60 bulan/ *months*	SOFR (3 bulanan) + marjin tertentu/ *SOFR (3 months) + certain margin*	ASD/ *USD*	50.000.000	*Club loan*
Club loan	United Overseas Bank Limited	14 Okt/ *Oct 14, 2020*	7 Ags/ *Aug 7, 2025*	60 bulan/ *months*	SOFR (3 bulanan) + marjin tertentu/ *SOFR (3 months) + certain margin*	ASD/ *USD*	5.000.000	*Club loan*
							300.000.000	

Persyaratan-persyaratan penting (*financial covenants*) dalam perjanjian pinjaman ini antara lain menjaga rasio keuangan sebagai berikut:

- Nilai *Capital Adequacy Ratio* (CAR) minimum 9%.
- Rasio *Non-Performing Loan* (NPL) maksimum 5%.
- Mematuhi setiap rasio keuangan yang berlaku lainnya yang ditetapkan oleh Bank Indonesia dan OJK dari waktu ke waktu.

c) Pinjaman dari BNP Paribas

Pada tanggal 7 Juni 2016, BRI telah menandatangani perjanjian fasilitas pinjaman dari BNP Paribas dengan skema Export Credit Financing (ECF) untuk membiayai komponen dan jasa peluncuran BRIsat yang dilakukan oleh Arianespace Perancis. Pinjaman ini terdiri dari 2 (dua) fasilitas, yaitu:

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

b) Syndicated borrowing - club loan (continued)

On October 14, 2020, a withdrawal has been made for the remaining syndicated loan facility in the form of a club loan amounting to USD300,000,000 (full amount) facilitated by Citicorp International Limited (agent), as follows (continued):

The financial covenants in this borrowing agreement, among others, are maintaining the financial ratios as follows:

- *Minimum Capital Adequacy Ratio (CAR) of 9%.*
- *Maximum Non-Performing Loan (NPL) ratio of 5%.*
- *Any other applicable financial ratios imposed by Bank Indonesia and OJK from time to time.*

c) Borrowing from BNP Paribas

On June 7, 2016, BRI signed a loan facility agreement with BNP Paribas under the Export Credit Financing (ECF) scheme to finance the BRIsat components and launch services carried out by Arianespace France. This borrowing consists of 2 (two) facilities, which are:

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Valuta asing (nilai penuh)/ *Foreign currency (full amount)*	*Type*
Tranche Banque Publique d'Investissement	BNP Paribas	7 Jun/ *Jun 7, 2016*	3 Feb/ *Feb 3*, 2025	103 bulan/ *months*	SOFR (6 bulanan) + marjin tertentu/ *SOFR (6 months) + certain margin*	ASD/ *USD*	49.961.501,23	*Tranche Banque Publique d'Investissement*
Tranche Hermes	BNP Paribas	7 Jun/ *Jun 7, 2016*	3 Feb/ *Feb 3*, 2025	103 bulan/ *months*	SOFR (6 bulanan) + marjin tertentu/ *SOFR (6 months) + certain margin*	ASD/ *USD*	9.901.308,77	*Tranche Hermes*
							59.862.810,00	

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

c) Pinjaman dari BNP Paribas (lanjutan)

Angsuran pokok dibayarkan setiap 6 (enam) bulan bersamaan dengan pembayaran bunga. Untuk fasilitas *Tranche* BPI, angsuran pokok pertama kali mulai dibayarkan pada tanggal 5 Februari 2018 sebesar ASD3.330.767 (nilai penuh) sampai dengan jatuh tempo. Sedangkan untuk fasilitas *Tranche Hermes*, angsuran pokok pertama kali mulai dibayarkan pada tanggal 5 Februari 2018 sebesar ASD660.087 (nilai penuh) sampai dengan jatuh tempo. BRI tidak memberikan jaminan apapun atas pinjaman ini.

Persyaratan-persyaratan penting dalam perjanjian pinjaman ini antara lain menjaga rasio keuangan sebagai berikut:

- Nilai *Capital Adequacy Ratio* (CAR) minimum 9%.
- Rasio *Non-Performing Loan* (NPL) maksimum 5%.
- Mematuhi setiap rasio keuangan yang berlaku lainnya yang ditetapkan oleh Bank Indonesia dan OJK dari waktu ke waktu.

d) Pinjaman sindikasi Sustainability - Linked Loan

Pada tanggal 30 Agustus 2022, BRI mendapatkan fasilitas pinjaman sindikasi berupa *Sustainability-linked Loan* dengan total pinjaman sebesar ASD1.000.000.000 (nilai penuh). Pinjaman ini difasilitasi oleh PT Bank HSBC Indonesia (*agent*), penarikan yang telah dilakukan terbagi atas:

a. Fasilitas A sebesar ASD200.000.000 (nilai penuh), dengan suku bunga *Compounded* SOFR ditambah marjin tertentu per tahun. Jangka waktu pinjaman selama 12 (dua belas) bulan sejak tanggal 15 September 2022 dan telah jatuh tempo pada tanggal 15 September 2023.

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

c) Borrowing from BNP Paribas (continued)

The principal installments are paid every 6 (six) months along with interest payments. For the BPI Tranche facility, the principal installments amounting to USD3,330,767 (full amount) are paid starting from February 5, 2018 until maturity. For Hermes Tranche facility, the principal installments amounting to USD660,087 (full amount) are paid starting from February 5, 2018 until maturity. BRI does not provide any collateral for these borrowings.

The financial covenants in this borrowing agreement, among others, are maintaining the financial ratios as follows:

- *Minimum Capital Adequacy Ratio (CAR) of 9%.*
- *Maximum Non-Performing Loan (NPL) ratio of 5%.*
- *Any other applicable financial ratios imposed by Bank Indonesia and OJK from time to time.*

d) Syndicated Borrowing - Sustainability Linked Loan

On August 30, 2022, BRI received a syndicated loan facility in the form of a Sustainability-linked Loan with a total loan of USD1,000,000,000 (full amount). This loan is facilitated by PT Bank HSBC Indonesia (agent), the withdrawals that have been made are divided into:

a. Facility A amounted to USD200,000,000 (full amount), with interest at Compounded SOFR plus a certain margin per year. The loan term is 12 (twelve) months from September 15, 2022 and mature on September 15, 2023.

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

d) Pinjaman sindikasi *Sustainability - Linked Loan* (lanjutan)

b. Fasilitas B sebesar ASD300.000.000 (nilai penuh), dengan suku bunga *Compounded* SOFR ditambah marjin tertentu per tahun. Jangka waktu pinjaman selama 36 (tiga puluh enam) bulan sejak tanggal 15 September 2022 dan akan jatuh tempo pada tanggal 15 September 2025. Bank yang ikut berpartisipasi dalam pinjaman ini adalah:

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

d) Syndicated Borrowing - Sustainability Linked Loan (continued)

b. Facility B amounted to USD300,000,000 (full amount), with interest at Compounded SOFR plus a certain margin per year. The loan term is 36 (thirty six) months from September 15, 2022 and will mature on September 15, 2025. The participating banks for this loan are:

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Valuta asing (nilai penuh)/ *Foreign currency (full amount)*	*Type*
Sustainability-linked loan Fasilitas B	CTBC Bank Co.,Ltd	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan B* Facility
Sustainability-linked loan Fasilitas B	DBS Bank Ltd	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan B* Facility
Sustainability-linked loan Fasilitas B	The Hongkong and Shanghai Banking Co.,Ltd	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan B* Facility
Sustainability-linked loan Fasilitas B	The Korea Development Bank Singapore	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	30.000.000	*Sustainability-linked loan B* Facility
Sustainability-linked loan Fasilitas B	The Korea Development Bank Tokyo	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	10.000.000	*Sustainability-linked loan B* Facility
Sustainability-linked loan Fasilitas B	MUFG Bank Ltd	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan B* Facility
Sustainability-linked loan Fasilitas B	Oversea Chinese Banking Co Ltd	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan B* Facility
Sustainability-linked loan Fasilitas B	Standard Chartered Bank (Singapore) Limited	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	20.000.000	*Sustainability-linked loan B* Facility
Sustainability-linked loan Fasilitas B	United Overseas Bank Limited	15 Sep/ *Sep 15, 2022*	15 Sep/ *Sep 15, 2025*	36 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan B* Facility
							300.000.000	

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

d) Pinjaman sindikasi *Sustainability - Linked Loan* (lanjutan)

c. Fasilitas C sebesar ASD500.000.000 (nilai penuh) dengan suku bunga *Compounded* SOFR ditambah marjin tertentu per tahun. Jangka waktu pinjaman selama 48 bulan sejak tanggal 30 Desember 2022 dan akan jatuh tempo pada tanggal 15 September 2026. Bank yang ikut berpartisipasi dalam pinjaman ini adalah:

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

d) Syndicated Borrowing - Sustainability Linked Loan (continued)

c. Facility C amounted to USD500,000,000 (full amount), with interest at Compounded SOFR plus a certain margin per year. The loan has a term of 48 months from December 30, 2022 and will mature on September 15, 2026. The participating banks for this loan are:

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Valuta asing (nilai penuh)/ *Foreign currency (full amount)*	*Type*
Sustainability-linked loan Fasilitas C	BNP Paribas Singapura	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	90.000.000	*Sustainability-linked loan C* Facility
Sustainability-linked loan Fasilitas C	CTBC Bank Co.,Ltd	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan C* Facility
Sustainability-linked loan Fasilitas C	DBS Bank Co.,Ltd	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan C* Facility
Sustainability-linked loan Fasilitas C	The Hongkong and Shanghai Banking Co Ltd	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan C* Facility
Sustainability-linked loan Fasilitas C	The Korea Development Bank Singapore	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	30.000.000	*Sustainability-linked loan C* Facility
Sustainability-linked loan Fasilitas C	The Korea Development Bank Tokyo	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	10.000.000	*Sustainability-linked loan C* Facility
Sustainability-linked loan Fasilitas C	PT Bank Mizuho Indonesia	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	80.000.000	*Sustainability-linked loan C* Facility
Sustainability-linked loan Fasilitas C	MUFG Bank Ltd Jakarta Branch	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan C* Facility
Sustainability-linked loan Fasilitas C	The Bank OCBC NISP Tbk	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	40.000.000	*Sustainability-linked loan C* Facility
Sustainability-linked loan Fasilitas C	Standard Chartered Bank (Singapore) Limited	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	80.000.000	*Sustainability-linked loan C* Facility
Sustainability-linked loan Fasilitas C	United Overseas Bank Limited	30 Des/ *Dec 30, 2022*	15 Sep/ *Sep 15, 2026*	48 bulan/ *months*	SOFR + marjin tertentu/ *SOFR + certain margin*	ASD/ USD	10.000.000	*Sustainability-linked loan C* Facility
							500.000.000	

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

d) Pinjaman sindikasi *Sustainability - Linked Loan* (lanjutan)

Persyaratan-persyaratan penting dalam perjanjian pinjaman ini antara lain menjaga rasio keuangan sebagai berikut :

- Nilai *Capital Adequacy Ratio* (CAR) minimum 9%.
- Rasio *Non-Performing Loan* (NPL) maksimum 5%.
- Mematuhi setiap rasio keuangan yang berlaku lainnya yang ditetapkan oleh Bank Indonesia dan OJK dari waktu ke waktu.

Pada tanggal-tanggal 31 Desember 2024 dan 2023, BRI telah memenuhi persyaratan penting, dalam perjanjian pinjaman yang diterima.

e) Pinjaman sindikasi *Social* dan *Club Loan*

a. Fasilitas A sebesar ASD800.000.000 (nilai penuh) dengan suku bunga *Term* SOFR 3 bulan ditambah marjin tertentu per tahun. Jangka waktu pinjaman selama 36 bulan sejak tanggal 6 Agustus 2024 dan akan jatuh tempo pada tanggal 27 Juli 2027. Bank yang ikut berpartisipasi dalam pinjaman ini adalah:

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

d) Syndicated Borrowing - Sustainability Linked Loan (continued)

The financial covenants in this borrowing agreement, among others, are maintaining the financial ratios as follows:

- *Minimum Capital Adequacy Ratio (CAR) of 9%.*
- *Maximum Non-Performing Loan (NPL) ratio of 5%.*
- *Any other applicable financial ratios imposed by Bank Indonesia and OJK from time to time.*

As of December 31, 2024 and 2023, BRI has fulfilled the important requirements outlined in the fund borrowing agreements.

e) Syndicated Borrowing - Social and Club Loan

a. Facility A amounted to USD800,000,000 (full amount), with interest at Term SOFR 3 months plus a certain margin per year. The loan has a term of 36 months from August 6, 2024 and will mature on July 27, 2027. The participating banks for this loan are:

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Valuta asing (nilai penuh)/ *Foreign currency (full amount)*	*Type*
Social loan Fasilitas A	ANZ Banking Group Ltd Singapore	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	17.500.000	*Social loan A* Facility
Social loan Fasilitas A	PT Bank ANZ Indonesia	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	62.500.000	*Social loan A Facility*
Social loan Fasilitas A	Bank of China Co.,Ltd	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	39.000.000	*Social loan A Facility*
Social loan Fasilitas A	Bank of China Co.,Ltd Indonesia	6 Ags/ *Aug 6, 2024*	27 Jul / *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	25.000.000	*Social loan A Facility*
Social loan Fasilitas A	Bank of China Co.,Ltd Singapore	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	40.000.000	*Social loan A Facility*
Social loan Fasilitas A	Citibank N.A. Indonesia	6 Ags/ *Aug 6, 2024*	27 Jul / *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	60.000.000	*Social loan A Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

e) Pinjaman sindikasi *Social* dan *Club Loan* (lanjutan)

a. Fasilitas A sebesar ASD800.000.000 (nilai penuh) dengan suku bunga *Term* SOFR 3 bulan ditambah marjin tertentu per tahun. Jangka waktu pinjaman selama 36 bulan sejak tanggal 6 Agustus 2024 dan akan jatuh tempo pada tanggal 27 Juli 2027. Bank yang ikut berpartisipasi dalam pinjaman ini adalah (lanjutan):

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

e) Syndicated Borrowing - Social and Club Loan (continued)

a. Facility A amounted to USD800,000,000 (full amount), with interest at Term SOFR 3 months plus a certain margin per year. The loan has a term of 36 months from August 6, 2024 and will mature on July 27, 2027. The participating banks for this loan are (continued):

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Valuta asing (nilai penuh)/ *Foreign currency (full amount)*	*Type*
Social loan Fasilitas A	Citibank N.A. Singapore	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	20.000.000	*Social loan A Facility*
Social loan Fasilitas A	CTBC Bank Co., Ltd	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	80.000.000	*Social loan A Facility*
Social loan Fasilitas A	Development Bank Singapore Bank Ltd	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	80.000.000	*Social loan A Facility*
Social loan Fasilitas A	The Hongkong and Shanghai Banking Co.,Ltd Singapore	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	80.000.000	*Social loan A Facility*
Social loan Fasilitas A	PT Bank Mizuho Indonesia	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	80.000.000	*Social loan A Facility*
Social loan Fasilitas A	Overseas-Chinese Banking Co., Ltd	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	71.000.000	*Social loan A Facility*
Social loan Fasilitas A	PT Bank OCBC NISP Tbk Indonesia	6 Ags/ *Aug 6, 2024*	27 Jul// *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	25.000.000	*Social loan A Facility*
Social loan Fasilitas A	United Overseas Bank Co., Ltd	6 Ags/ *Aug 6, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	120.000.000	*Social loan A Facility*
							800.000.000	

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

e) Pinjaman sindikasi *Social* dan *Club Loan* (lanjutan)

a. Fasilitas B sebesar ASD200.000.000 (nilai penuh) dengan suku bunga *Term* SOFR 3 bulan ditambah marjin tertentu per tahun. Jangka waktu pinjaman selama 36 bulan sejak tanggal 22 Agustus 2024 dan akan jatuh tempo pada tanggal 27 Juli 2027. Bank yang ikut berpartisipasi dalam pinjaman ini adalah:

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

e) Syndicated Borrowing - Social and Club Loan (continued)

a. Facility B amounted to USD200,000,000 (full amount), with interest at Term SOFR 3 months plus a certain margin per year. The loan has a term of 36 months from August 22, 2024 and will mature on July 27, 2027. The participating banks for this loan are:

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Valuta asing (nilai penuh)/ *Foreign currency (full amount)*	*Type*
Social loan Fasilitas B	ANZ Banking Group Ltd Singapore	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	20.000.000	*Social loan B Facility*
Social loan Fasilitas B	Bank of China Co.,Ltd	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	16.000.000	*Social loan B Facility*
Social loan Fasilitas B	Bank of China Co.,Ltd Singapore	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	10.000.000	*Social loan B Facility*
Social loan Fasilitas B	Citibank N.A. Singapore	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	20.000.000	*Social loan B Facility*
Social loan Fasilitas B	CTBC Bank Co., Ltd	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	20.000.000	*Social loan B Facility*
Social loan Fasilitas B	Development Bank Singapore Bank Ltd	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	20.000.000	*Social loan B Facility*
Social loan Fasilitas B	The Hongkong and Shanghai Banking Co.,Ltd Singapore	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	20.000.000	*Social loan B Facility*
Social loan Fasilitas B	Mizuho Bank Ltd Singapore	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	20.000.000	*Social loan B Facility*
Social loan Fasilitas B	Overseas-Chinese Banking Co., Ltd	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	24.000.000	*Social loan B Facility*
Social loan Fasilitas B	United Overseas Bank Co., Ltd	22 Ags/ *Aug 22, 2024*	27 Jul/ *Jul 27, 2027*	36 bulan/ *months*	TSOFR + marjin tertentu/ *TSOFR + certain margin*	ASD/ USD	30.000.000	*Social loan B Facility*
							200.000.000	

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

e) Pinjaman sindikasi *Social* dan *Club Loan* (lanjutan)

Persyaratan-persyaratan penting dalam perjanjian pinjaman ini antara lain menjaga rasio keuangan sebagai berikut :

- Nilai *Capital Adequacy Ratio* (CAR) minimum 9%.
- Rasio *Non-Performing Loan* (NPL) maksimum 5%.
- Mematuhi setiap rasio keuangan yang berlaku lainnya yang ditetapkan oleh Bank Indonesia dan OJK dari waktu ke waktu.

Pada tanggal-tanggal 31 Desember 2024 dan 2023, BRI telah memenuhi persyaratan penting, dalam perjanjian pinjaman yang diterima.

f) Pinjaman Diterima Pegadaian

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

e) Syndicated Borrowing - Social and Club Loan (continued)

The financial covenants in this borrowing agreement, among others, are maintaining the financial ratios as follows:

- *Minimum Capital Adequacy Ratio (CAR) of 9%.*
- *Maximum Non-Performing Loan (NPL) ratio of 5%.*
- *Any other applicable financial ratios imposed by Bank Indonesia and OJK from time to time.*

As of December 31, 2024 and 2023, BRI has fulfilled the important requirements outlined in the fund borrowing agreements.

f) Fund Borrowings - Pegadaian

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas KMK	PT Bank Mandiri (Persero) Tbk	14 Mei/ *May 14, 2024*	13 Mei/ *May 13*, 2025	12 bulan/ *months*	6,50	IDR	121.110	*WCC* Facility
Fasilitas Pinjaman Jangka Pendek	PT Bank Mandiri (Persero) Tbk	20 Des/ *Dec 20, 2024*	3 Jan/ *Jan 3*, 2025	14 hari/ *days*	5.8	IDR	1.911.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Mandiri (Persero) Tbk	24 Des/ *Dec 24, 2024*	7 Jan/ *Jan 7*, 2025	14 hari/ *days*	6,10	IDR	7.339.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Mandiri (Persero) Tbk	27 Des/ *Dec 27, 2024*	10 Jan/ *Jan 10*, 2025	14 hari/ *days*	6,10	IDR	1.500.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Mandiri (Persero) Tbk	27 Des/ *Dec 27, 2024*	10 Jan/ *Jan 10*, 2025	14 hari/ *days*	5.70	IDR	850.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Mandiri (Persero) Tbk	31 Des/ *Dec 31, 2024*	14 Jan/ *Jan 14*, 2025	14 hari/ *days*	6.10	IDR	7.400.000	*Short term loan-facility*
Fasilitas KMK	PT Bank Negara Indonesia (Persero) Tbk	15 Jan/ *Jan 15, 2023*	14 Jan/ *Jan 14*, 2025	12 bulan/ *months*	6,50	IDR	97.681	*WCC* Facility
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	26 June/ *June 26, 2024*	18 Feb/ *Feb 18*, 2025	8 bulan/ *months*	6,30	IDR	450.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	27 June/ *June 27, 2024*	20 Feb/ *Feb 20*, 2025	8 bulan/ *months*	6,30	IDR	450.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	12 Sep/ *Sep 12, 2024*	8 Apr/ *Apr 8*, 2025	6 bulan/ *months*	6,15	IDR	250.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	22 Okt/ *Oct 22, 2024*	17 Feb/ *Feb 17*, 2025	4 bulan/ *months*	6,30	IDR	450.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	23 Okt/ *Oct 23, 2024*	18 Feb/ *Feb 18*, 2025	4 bulan/ *months*	6,30	IDR	450.000	*Short term loan-facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

f) Pinjaman Diterima Pegadaian (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

f) Fund Borrowings – Pegadaian (lanjutan)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	28 Okt/ *Oct 28, 2024*	24 Feb/ *Feb 24*, 2025	4 bulan/ *months*	6,30	IDR	900.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	13 Nov/ *Nov 13, 2024*	13 Mar/ *Mar 13*, 2025	4 bulan/ *months*	6,20	IDR	400.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	15 Nov/ *Nov 15, 2024*	14 Mar/ *Mar 14*, 2025	4 bulan/ *months*	6,20	IDR	500.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	13 Dec/ *Dec 13, 2024*	11 Apr/ *Apr 11*, 2025	4 bulan/ *months*	6,15	IDR	750.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	20 Dec/ *Dec 20, 2024*	16 Apr/ *Apr 16*, 2025	4 bulan/ *months*	5,85	IDR	500.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	23 Dec/ *Dec 23, 2024*	22 Apr/ *Apr 22*, 2025	4 bulan/ *months*	5,85	IDR	1.000.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	24 Dec/ *Dec 24, 2024*	23 Apr/ *Apr 23*, 2025	4 bulan/ *months*	5,85	IDR	500.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Negara Indonesia (Persero) Tbk	31 Dec/ *Dec 31, 2024*	30 Apr/ *Apr 30*, 2025	4 bulan/ *months*	5,85	IDR	500.000	*Short term loan-facility*
Fasilitas KMK	PT Bank Central Asia Tbk	26 Jul/ *Jul 26, 2024*	26 Jan/ *Jan 26, 2025*	6 bulan/ *months*	6,90	IDR	118.911	*WCC* Facility
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	9 Juni/ *June 9, 2024*	9 Juni/ *June 9, 2025*	12 Bulan/ *months*	6,70	IDR	50.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	27 Des/ *Dec 27, 2024*	2 Jan/ *Jan 2, 2025*	6 hari/ *days*	6,20	IDR	2.450.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	27 Des/ *Dec 27, 2024*	3 Jan/ *Jan 2, 2025*	7 hari/ *days*	6,20	IDR	3.300.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	31 Des/ *Dec 31, 2024*	7 Jan/ *Jan 7, 2025*	7 hari/ *days*	6,20	IDR	3.450.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Central Asia Tbk	31 Des/ *Dec 31, 2024*	8 Jan/ *Jan 7, 2025*	8 hari/ *days*	6,20	IDR	3.500.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank ICBC Indonesia	27 Des/ *Dec 27, 2024*	24 Jan/ *Jan 24*, 2025	1 bulan/ *months*	6,20	IDR	200.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Permata Tbk	18 Okt/ *Oct 18, 2024*	17 Jan/ *Jan 17*, 2025	3 bulan/ *months*	6,35	IDR	600.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Permata Tbk	29 Okt/ *Oct 29, 2024*	23 Jan/ *Jan 23*, 2025	3 bulan/ *months*	6,25	IDR	500.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Permata Tbk	1 Nov/ *Nov 1, 2024*	24 Jan/ *Jan 24*, 2025	3 bulan/ *months*	6,25	IDR	650.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank SMBC Indonesia Tbk	30 Sep/ *Sep 30, 2024*	30 Jan/ *Jan 30*, 2025	4 bulan/ *months*	6,25	IDR	750.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank SMBC Indonesia Tbk	6 Dec/ *Dec 6 2024*	6 Jan/ *Jan 6*, 2025	1 bulan/ *months*	6,20	IDR	100.000	*Short term loan-facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank UOB Indonesia Tbk	28 Nov/ *Nov 28, 2024*	02 Jan/ *Jan 02*, 2025	1 bulan/ *months*	6,20	IDR	500.000	*Short term loan-facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

f) Pinjaman Diterima Pegadaian (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

f) Fund Borrowings – Pegadaian (lanjutan)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas KMK	PT Bank Syariah Indonesia Tbk	10 Feb/ *Feb 10, 2024*	10 Feb/ *Feb 10*, 2025	12 bulan/ *months*	6,00	IDR	151.398	*WCC* Facility
Fasilitas Pinjaman Jangka Pendek	PT Bank Syariah Indonesia Tbk	13 Des/ *Dec 13, 2024*	10 Jan/ *Jan 10*, 2025	1 bulan/ *months*	6,20	IDR	400.000	*Short-term loan facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Syariah Indonesia Tbk	16 Des/ *Dec 16, 2024*	13 Jan/ *Jan 13*, 2025	1 bulan/ *months*	6,20	IDR	400.000	*Short-term loan facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank BTPN Syariah Tbk	11 Okt/ *Oct 11, 2024*	10 Jan/ *Jan 10*, 2025	3 bulan/ *months*	6,25	IDR	200.000	*Short-term loan facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank CIMB Niaga Tbk	19 Des/ *Dec 19, 2024*	14 Jan/ *Jan 14*, 2025	1 bulan/ *months*	6,20	IDR	500.000	*Short-term loan facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank CIMB Niaga Tbk	20 Des/ *Dec 20, 2024*	17 Jan/ *Jan 17*, 2025	1 bulan/ *months*	6,20	IDR	2.000.000	*Short-term loan facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank CIMB Niaga Tbk	24 Des/ *Dec 24, 2024*	21 Jan/ *Jan 21*, 2025	1 bulan/ *months*	6,20	IDR	500.000	*Short-term loan facility*
Fasilitas Pinjaman Jangka Pendek	PT Bank Maybank Indonesia Tbk	25 Okt/ *Oct 25, 2024*	24 Jan/ *Jan 24*, 2025	1 bulan/ *months*	6,30	IDR	800.000	*Short-term loan facility*

Persyaratan-persyaratan penting *(covenants)* dalam perjanjian kredit yang diperoleh Entitas anak antara lain adalah sebagai berikut:

- Menggunakan fasilitas pembiayaan untuk kepentingan/kebutuhan sesuai dengan tujuan penggunaan yang tercantum di dalam akad pembiayaan.
- Menyampaikan laporan Non-Performing Loan (NPL) bersih konsolidasi dan Non-Performing Loan (NPL) bersih syariah.

Pada tanggal-tanggal 31 Desember 2024 dan 2023, Entitas anak telah memenuhi persyaratan penting, dalam perjanjian pinjaman yang diterima.

The financial covenants in the credit agreements obtained by Subsidiary are as follows:

- *Using financing facilities for interests or needs in accordance with the purpose of use stated in the agreement.*
- *Submit consolidated Non-Performing Loan (NPL) and Sharia net Non-Performing Loan (NPL) reports.*

As of December 31, 2024 and 2023, Subsidiary has fulfilled the important requirements outlined in the fund borrowing agreements.

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

g) Pinjaman Diterima PNM

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

g) Fund Borrowings - PNM

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas KMK	PT Bank Negara Indonesia (Persero) Tbk	21 Jun/ *Jun 21, 2024*	20 Jun/ *Jun 20*, 2025	12 bulan/ *months*	6,50	IDR	500.000	*WCC* Facility
Fasilitas KMK	PT Bank Negara Indonesia (Persero) Tbk	24 Jun/ *Jun 24, 2024*	23 Jun/ *Jun 23*, 2025	12 bulan/ *months*	6,50	IDR	500.000	*WCC* Facility
Fasilitas KMK	PT Bank Negara Indonesia (Persero) Tbk	17 Sep/ *Sep 17, 2023*	25 Sep/ *Sep 25*, 2025	12 bulan/ *months*	6,50	IDR	166.000	*WCC* Facility
Fasilitas Pinjaman Jangka Pendek Pendek	PT Bank Mandiri (Persero) Tbk	27 Des/ *Dec 27, 2024*	8 Jan/ *Jan 8*, 2025	1 bulan/ *months*	6,35	IDR	500.000	*Short-term loan* facility
Fasilitas KMK	PT Bank Syariah Indonesia Tbk	20 Mei/ *May 20, 2024*	20 Apr/ *Apr 20*, 2027	35 bulan/ *months*	9,00	IDR	2.000	*WCC* Facility
Fasilitas KMK	PT Bank Syariah Indonesia Tbk	25 Mei/ *May 25, 2024*	25 Apr/ *Apr 25*, 2027	35 bulan/ *months*	9,00	IDR	3.000	*WCC* Facility
Fasilitas *Uncomitted Facility Line*	PT Sarana Multigriya Finansial (Persero)	22 Jun/ *Jun 22, 2022*	20 Jun/ *Jun 20*, 2025	36 bulan/ *months*	6,15	IDR	24.372	*Uncomitted Facility Line facility*
Fasilitas *Uncomitted Facility Line*	PT Sarana Multigriya Finansial (Persero)	12 Jun/ *Jun 12, 2023*	12 Jun/ *Jun 22*, 2025	24 bulan/ *months*	6,55	IDR	69.475	*Uncomitted Facility Line facility*
Fasilitas *Uncomitted Facility Line*	PT Sarana Multigriya Finansial (Persero)	5 Ags/ *Aug 5, 2024*	5 Ags/ *Aug 5*, 2026	24 bulan/ *months*	7,00	IDR	85.466	*Uncomitted Facility Line facility*
Fasilitas *Mudharabah Muqayyadah*	PT Sarana Multigriya Finansial (Persero)	22 Jun/ *Jun 22, 2022*	22 Jun/ *Jun 22*, 2025	36 bulan/ *months*	6,15	IDR	25.671	*Mudharabah Muqayyadah facility*
Fasilitas *Mudharabah Muqayyadah*	PT Sarana Multigriya Finansial (Persero)	12 Jun/ *Jun 22, 2023*	12 Jun/ *Jun 22*, 2025	24 bulan/ *months*	6,65	IDR	67.604	*Mudharabah Muqayyadah facility*
Fasilitas *Mudharabah Muqayyadah*	PT Sarana Multigriya Finansial (Persero)	5 Ags/ *Aug 5, 2024*	5 Ags/ *Aug 5*, 2026	24 bulan/ *months*	7,00	IDR	181.349	*Mudharabah Muqayyadah facility*
Fasilitas KMK	PT Sarana Multigriya *Finansial* (Persero)	8 Feb/ *Sep 8, 2023*	8 Feb/ *Feb 8*, 2026	36 bulan/ *months*	7,76	IDR	930	*WCC* Facility
Fasilitas KMK	PT Sarana Multigriya *Finansial* (Persero) Tbk	9 Ags/ *Aug 9, 2023*	9 Ags/ *Aug 9*, 2026	36 bulan/ *months*	7,76	IDR	287	*WCC* Facility
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	31 Mei/ *May 31, 2022*	10 Jun/ *Jun 10*, 2025	36 bulan/ *months*	4,00	IDR	500.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	18 Ags/ *Aug 18, 2022*	10 Jun/ *Jun 10*, 2025	34 bulan/ *months*	4,00	IDR	500.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	20 Sep/ *Sep 20, 2022*	10 Jun/ *Jun 10*, 2025	33 bulan/ *months*	4,00	IDR	250.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	7 Des/ *Dec 7, 2022*	10 Des/ *Dec 10*, 2025	36 bulan/ *months*	4,00	IDR	450.000	*Ultra Micro (Umi) facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

g) Pinjaman Diterima PNM (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

g) Fund Borrowings - PNM (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	23 Feb/ *Feb 23, 2023*	10 Des/ *Dec 10*, 2025	34 bulan/ *months*	4,00	IDR	150.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	10 Ags/ *Aug 10, 2023*	10 Ags/ *Aug 10*, 2026	36 bulan/ *months*	4,00	IDR	360.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	9 Okt/ *Oct 9, 2023*	10 Ags/ *Aug 10*, 2026	34 bulan/ *months*	4,00	IDR	360.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	13 Nov/ *Nov 13, 2023*	10 Ags/ *Aug 10*, 2026	33 bulan/ *months*	4,00	IDR	180.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	27 Des/ *Dec 27, 2023*	20 Des/ *Dec 20*, 2026	36 bulan/ *months*	4,00	IDR	240.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	8 Mar/ *Mar 8, 2024*	20 Des/ *Dec 20*, 2026	33 bulan/ *months*	4,00	IDR	240.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	31 Mei/ *May 31, 2024*	31 Des/ *Dec 31*, 2026	31 bulan/ *months*	4,00	IDR	120.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	30 Sep/ *Sep 30, 2024*	10 Sep/ *Sep 10*, 2027	35 bulan/ *months*	4,00	IDR	375.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	15 Nov/ *Nov 15, 2024*	10 Okt/ *Oct 10*, 2027	35 bulan/ *months*	4,00	IDR	375.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	31 Mei / *May 31, 2022*	10 Jun/ *Jun 10*, 2025	36 bulan/ *months*	4,00	IDR	500.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	18 Ags/ *Aug 18, 2022*	10 Jun/ *Jun 10*, 2025	34 bulan/ *months*	4,00	IDR	500.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	20 Sep/ *Sep 20, 2022*	10 Jun/ *Jun 10*, 2025	33 bulan/ *months*	4,00	IDR	250.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	7 Des/ *Dec 7, 2022*	10 Des/ *Dec 10*, 2025	36 bulan/ *months*	4,00	IDR	1.050.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	30 Jan/ *Jan 30, 2023*	10 Des/ *Dec 10*, 2025	34 bulan/ *months*	4,00	IDR	350.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	10 Ags/ *Aug 10, 2023*	10 Ags/ *Aug 10*, 2026	36 bulan/ *months*	4,00	IDR	840.000	*Ultra Micro (Umi) facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

g) Pinjaman Diterima PNM (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

g) Fund Borrowings - PNM (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	9 Okt/ *Oct 9, 2023*	10 Ags/ *Aug 10*, 2026	34 bulan/ *months*	4,00	IDR	840.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	13 Nov/ *Nov 13, 2023*	10 Ags/ *Aug 10*, 2026	33 bulan/ *months*	4,00	IDR	420.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	27 Des/ *Dec 27, 2023*	20 Des/ *Dec 20*, 2026	36 bulan/ *months*	4,00	IDR	560.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	8 Mar/ *Mar 8, 2024*	20 Des/ *Des 20*, 2026	33 bulan/ *months*	4,00	IDR	560.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	31 Mei/ *May 31, 2024*	31 Des/ *Des 31*, 2026	31 bulan/ *months*	4,00	IDR	280.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	30 Sep/ *Sep 30, 2024*	10 Sep/ *Sep 10*, 2027	35 bulan/ *months*	4,00	IDR	875.000	*Ultra Micro (Umi) facility*
Fasilitas Ultra Mikro (Umi)	Pusat Investasi Pemerintah/ *Government Investment Center*	15 Nov/ *Nov 15, 2024*	10 Sep/ *Sep 10*, 2027	34 bulan/ *months*	4,00	IDR	875.000	*Ultra Micro (Umi) facility*
Fasilitas KMK	Lembaga Pengelola Dana Bergulir	31 Mar/ *Mar 31, 2021*	7 Mei/ *May 7*, 2025	49 bulan/ *months*	6,75	IDR	15.000	*WCC* Facility
Fasilitas Mikro Kredit	Asian Development Bank	1 Sep/ *Sep 1, 2009*	1 Des/ *Dec 1*, 2028	231bulan/ *months*	Foreign loans + 0,35	ASD/USD	757,551	*Micro loan facility*
Fasilitas Kredit Investasi	PT Bank Central Asia Tbk	22 Des/ *Dec 22, 2022*	22 Des/ *Dec 22*, 2025	36 bulan/ *months*	9,00	IDR	30.000	*Investment loan facility*
Fasilitas Kredit Multi 3	PT Bank Central Asia Tbk	13 Ags/ *Aug 13, 2024*	13 Ags/ *Aug 13*, 2027	36 bulan/ *months*	6,98	IDR	2.000.000	*Multi loan 3 facility*
Fasilitas Kredit Multi 3	PT Bank Central Asia Tbk	3 Sep/ *Sep 3, 2024*	3 Sep/ *Sep 13*, 2027	36 bulan/ *months*	6,90	IDR	500.000	*Multi loan 3 facility*
Fasilitas Kredit Multi 3	PT Bank Central Asia Tbk	5 Nov/ *Nov 5, 2024*	5 Nov/ *Nov 5*, 2027	36 bulan/ *months*	6,60	IDR	1.000.000	*Multi loan 3 facility*
Fasilitas Rekening Koran *(PRK)*	PT Bank Central Asia Tbk	31 Des/ *Dec 31, 2024*	3 Jan/ *Jan 3*, 2025	3 hari/ *Days*	6,60	IDR	77	*PRK* Facility
Fasilitas KMK	PT BCA Syariah	22 Okt/ *Oct 22, 2021*	22 Okt/ *Oct 22*, 2026	60 bulan/ *months*	18,00	IDR	30.000	*WCC* Facility
Fasilitas Mudharabah	PT BCA Syariah	17 Des/ *Dec 17, 2024*	17 Jan/ *Jan 17*, 2025	1 bulan/ *months*	6,25	IDR	50.000	*Mudharabah facility*
Fasilitas Mudharabah	PT BCA Syariah	24 Mar/ *Mac 24, 2021*	24 Mar/ *Mar 24*, 2025	1 bulan/ *months*	7,00	IDR	9.100	*Mudharabah facility*
Fasilitas Mudharabah	PT BCA Syariah	24 Mar/ *Mac 24, 2021*	24 Mar/ *Mar 24*, 2025	1 bulan/ *months*	7,00	IDR	60.000	*Mudharabah facility*
Fasilitas KMK	PT BPD BJB Tbk	13 Mei/ *May 13, 2024*	13 Mei/ *May 13*, 2025	12 bulan/ *months*	6,55	IDR	1.000.000	*WCC* Facility
Fasilitas KMK	PT BPD DIY	2 Apr/ *Apr 2, 2024*	2 Apr/ *Apr 2*, 2025	12 bulan/ *months*	6,15	IDR	200.000	*WCC* Facility
Fasilitas KMK	PT BPD DIY	4 Jun/ *Jun 4, 2024*	4 Jun/ *Jun 4*, 2025	12 bulan/ *months*	6,15	IDR	100.000	*WCC* Facility

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

g) Pinjaman Diterima PNM (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

g) Fund Borrowings - PNM (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas KMK	PT BPD DIY	10 Sep/ *Sep 10, 2024*	10 Sep/ *Sep 10*, 2026	24 bulan/ *months*	6,25	IDR	150.000	*WCC Facility*
Fasilitas KMK	PT BPD DIY	18 Des/ *Dec 18, 2024*	18 Des/ *Dec 18*, 2026	24 bulan/ *months*	6,25	IDR	250.000	*WCC Facility*
Fasilitas *Money Market Line*	PT Bank of China	14 Okt/ *Oct 14, 2024*	14 Jan/ *Jan 14*, 2025	3 bulan/ *months*	6,24	IDR	350.000	*Money Market Line Facility*
Fasilitas Musyarakah	PT Bank Danamon Indonesia Tbk	23 Des/ *Dec 23, 2024*	17 Jan/ *Jan 17*, 2025	1 bulan/ *months*	6,40	IDR	500.000	*Musyarakah Facility*
Fasilitas KMK	PT Bank Danamon Indinesia Tbk	12 Okt/ *Okt 12, 2023*	12 Sep/ *Sep 12*, 2028	59 bulan/ *months*	9,00	IDR	1.178	*WCC Facility*
Fasilitas KMK	PT Bank Danamon Indinesia Tbk	26 Sep/ *Sep 23, 2023*	26 Sep/ *Sep 26*, 2028	60 bulan/ *months*	9,00	IDR	3.822	*WCC Facility*
Fasilitas Sindikasi	PT Bank DKI	23 Jun/ *Jun 23, 2022*	23 Jun/ *Jun 23*, 2025	36 bulan/ *months*	6,50	IDR	136.076	*Syndicated Facility*
Fasilitas Sindikasi	PT Bank DKI	13 Jul/ *Jul 13, 2022*	3 Jul/ *Jul 3*, 2025	36 bulan/ *months*	6,50	IDR	136.076	*Syndicated Facility*
Fasilitas KMK	PT Bank DKI	25 Jun/ *Jun 25, 2024*	25 Jun/ *Jun 25*, 2026	24 bulan/ *months*	6,90	IDR	1.100.000	*WCC Facility*
Fasilitas Sindikasi Mudharabah	PT Bank DKI	23 Jun/ *Jun 23, 2022*	23 Jun/ *Jun 23*, 2025	36 bulan/ *months*	6,50	IDR	113.924	*Mudharabah Facility*
Fasilitas Sindikasi Mudharabah	PT Bank DKI	13 Jul/ *Jul 13, 2022*	3 Jul/ *Jul 3*, 2025	36 bulan/ *months*	6,50	IDR	113.924	*Mudharabah Facility*
Fasilitas KMK	PT Bank DKI	25 Jun/ *Jun 25, 2024*	25 Jun/ *Jun 25*, 2026	24 bulan/ *months*	6,90	IDR	1.100.000	*WCC Facility*
Fasilitas Kredit Korporasi	PT Bank HSBC Indonesia	25 Jan/ *Jan 25, 2024*	28 Jan/ *Jan 28*, 2025	12 bulan/ *months*	6,35	IDR	540.000	*Corporation Loan Facility*
Fasilitas Kredit Korporasi	PT Bank HSBC Indonesia	17 Apr/ *Apr 17, 2024*	17 Jan/ *Jan 17*, 2025	9 bulan/ *months*	6,50	IDR	1.000.000	*Corporation Loan Facility*
Fasilitas KMK	PT BPD Kalimantan Tengah	26 Nov/ *Nov 26, 2024*	26 Nov/ *Nov 26*, 2026	24 bulan/ *months*	6,00	IDR	250.000	*WCC Facility*
Fasilitas KMK	PT BPD Kalimantan Tengah	21 Jun/ *Jun 21, 2024*	21 Jun/ *Jun 21*, 2026	24 bulan/ *months*	6,50	IDR	300.000	*WCC Facility*
Fasilitas *Mudharabah Line*	PT Bank Maybank Indonesia Tbk	9 Des/ *Dec 9, 2024*	9 Mar/ *Mac 9*, 2025	3 bulan/ *months*	6,40	IDR	500.000	*Mudharabah Line Facility*
Fasilitas *Mudharabah Line*	PT Bank Maybank Indonesia Tbk	6 Sep/ *Sep 6, 2023*	18 Feb/ *Feb 18*, 2025	17 bulan/ *months*	6,40	IDR	500.000	*Mudharabah Line Facility*
Fasilitas *demand loan*	PT Bank SBI Indonesia	23 Sep/ *Sep 23, 2024*	22 Sep/ *Jul 22, 2027*	36 bulan/ *months*	6,80	IDR	400.000	*Demand loan Facility*
Fasilitas *Corporation loan*	PT Bank Shinhan Indonesia	23 Sep / *Sep 23, 2024*	23 Sep/ *Sep 23, 2028*	48 bulan/ *months*	6,95	IDR	300.000	*Corporation loan Facility*
Fasilitas *Installment Loan*	Bank CCB Indonesia	11 Des/ *Dec 11, 2024*	6 Des/ *Dec 6, 2025*	12 bulan/ *months*	6,20	IDR	97.000	*Installment Loan Facility*
Fasilitas *Installment Loan*	Bank CCB Indonesia	24 Des/ *Dec 24, 2024*	6 Des/ *Dec 6, 2025*	11 bulan/ *months*	6,20	IDR	80.000	*Installment Loan Facility*
Fasilitas *Installment Loan*	Bank CCB Indonesia	26 Mar/ *Mar 26, 2024*	26 Mar/ *Mar 26, 2025*	12 bulan/ *months*	6,25	IDR	315.000	*Installment Loan Facility*
Fasilitas KMK	PT Bank ICBC Indonesia Tbk	29 Okt/ *Oct 29, 2024*	23 Okt/ *Oct 23, 2026*	24 bulan/ *months*	6,75	IDR	200.000	*WCC Facility*
Fasilitas *Term Loan*	PT Bank Pan Indonesia Tbk	17 Sep/ *Sep 17, 2024*	17 Sep/ *Sep 17, 2027*	12 bulan/ *months*	6,40	IDR	500.000	*Term Loan Facility*
Fasilitas Pinjaman Tetap	PT Bank Pan Indonesia Tbk	30 Jan/ *Jan 30, 2024*	30 Jan/ *Jan 30, 2025*	36 bulan/ *months*	6,85	IDR	500.000	*Fixed Loan Facility*
Fasilitas Pinjaman Tetap	PT Bank Pan Indonesia Tbk	18 Mar/ *Mar 18, 2024*	18 Mar/ *Mar 18, 2025*	12 bulan/ *months*	6,40	IDR	1.000.000	*Fixed Loan Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

g) Pinjaman Diterima PNM (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

g) Fund Borrowings - PNM (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas Pinjaman Tetap	PT Bank Pan Indonesia Tbk	21 Jul/ *Jul 21, 2022*	21 Jul/ *Jul 21, 2025*	36 bulan/ *months*	6,50	IDR	150.000	*Fixed Loan Facility*
Fasilitas Mudharabah	PT Bank Panin Dubai Syariah Tbk	27 Sep/ *Sep 27, 2024*	27 Sep/ *Sep 27, 2026*	24 bulan/ *months*	6,80	IDR	300.000	*Mudharabah Facility*
Fasilitas Musyarakah Mutanaqisah	PT Bank Permata Tbk	18 Okt/ *Oct 18, 2024*	18 Jan/ *Jan 18, 2025*	3 bulan/ *months*	6,40	IDR	500.000	*Musyarakah Mutanaqisah Facility*
Fasilitas Musyarakah Mutanaqisah	PT Bank Permata Tbk	25 Okt/ *Oct 25, 2024*	25 Jan/ *Jan 25, 2025*	3 bulan/ *months*	6,40	IDR	500.000	*Musyarakah Mutanaqisah Facility*
Fasilitas *Money Market Line*	PT Bank Permata Tbk	10 Des/ *Des 10, 2024*	10 Mar/ *Mar 10, 2025*	3 bulan/ *months*	6,20	IDR	250.000	*Money Market Line* Facility
Fasilitas *Money Market Line*	PT Bank Permata Tbk	10 Des/ *Des 10, 2024*	10 Jun/ *Jun 10, 2025*	6 bulan/ *months*	6,20	IDR	250.000	*Money Market Line* Facility
Fasilitas *Money Market Line*	PT Bank Permata Tbk	10 Des/ *Des 10, 2024*	10 Mar/ *Mar 10, 2025*	3 bulan/ *months*	6,25	IDR	500.000	*Money Market Line* Facility
Fasilitas *Uncomitted Revolving Credit*	PT Bank Mizuho Indonesia	26 Sep/ *Sep 26, 2023*	24 Jan/ *Jan 24, 2025*	4 bulan/ *months*	6,20	IDR	200.000	*Uncomitted Revolving Credit* Facility
Fasilitas *Uncomitted Revolving Credit*	PT Bank Mizuho Indonesia	23 Okt/ *Oct 23, 2024*	23 Jan/ *Jan 23, 2025*	3 bulan/ *months*	6,20	IDR	100.000	*Uncomitted Revolving Credit* Facility
Fasilitas *Time Loan Revolving*	PT Bank Maspion Indonesia Tbk	27 Mar/ *Mar 27, 2024*	26 Feb/ *Feb 26, 2025*	11 bulan/ *months*	6,40	IDR	100.000	*Time Loan Revolving Facility*
Fasilitas *Time Loan Revolving*	PT Bank Maspion Indonesia Tbk	2 Apr/ *Apr 2, 2024*	2 Apr/ *Apr 2, 2025*	11 bulan/ *months*	6,40	IDR	175.000	*Time Loan Revolving Facility*
Fasilitas *Uncomitted Revolving Credit*	PT Bank DBS Indonesia Tbk	19 Mar/ *Mar 19, 2024*	19 Mar/ *Mar 19, 2025*	12 bulan/ *months*	6,40	IDR	700.000	*Uncomitted Revolving Credit Facility*
Fasilitas *Uncomitted Revolving Credit*	PT Bank DBS Indonesia Tbk	3 Apr/ *Apr 3, 2024*	3 Apr/ *Apr 3, 2025*	12 bulan/ *months*	6,40	IDR	300.000	*Uncomitted Revolving Credit Facility*
Fasilitas KMK	PT Bank CIMB Niaga Tbk	11 Jun/ *Jun 11, 2024*	22 Jan 25/ *Jan 25, 2025*	7 bulan/ *months*	6,50	IDR	500.000	*WCC Facility*
Fasilitas KMK	PT Bank CIMB Niaga Tbk	28 Sep/ *Sep 28, 2023*	28 Sep/ *Sep 28, 2027*	47 bulan/ *months*	3,40	IDR	3.000	*WCC Facility*
Fasilitas KMK	PT Bank CIMB Niaga Tbk	30 Apr/ *Apr 30, 2024*	28 Apr/ *Apr 28, 2026*	24 bulan/ *months*	2,50	IDR	4.500	*WCC Facility*
Fasilitas KMK	PT Bank SMBC Indonesia Tbk	13 Sep/ *Sep 13, 2024*	10 Feb/ *Feb 10, 2025*	5 bulan/ *months*	6,40	IDR	200.000	*WCC Facility*
Fasilitas KMK	PT Bank SMBC Indonesia Tbk	11 Okt/ *Oct 11, 2024*	10 Feb/ *Feb 10, 2025*	4 bulan/ *months*	6,40	IDR	50.000	*WCC Facility*
Fasilitas KMK	PT Danareksa Capital	12 Jan/ *Jan 12, 2023*	10 Jan/ *Jan 10, 2025*	24 bulan/ *months*	9,00	IDR	25.000	*WCC Facility*
Fasilitas KMK	PT BPD Kalimantan Selatan	29 Des/ *Dec 29, 2020*	29 Des/ *Dec 29, 2025*	60 bulan/ *months*	11,00	IDR	50.000	*WCC Facility*
Fasilitas KMK	PT BPD Kalimantan Selatan	5 Jul/ *Jul 5, 2020*	5 Jul/ *Jul 5, 2027*	60 bulan/ *months*	10,00	IDR	10.000	*WCC Facility*
Fasilitas KMK	PT BPD Kalimantan Selatan	19 Ags/ *Aug 19, 2022*	19 Ags/ *Aug 19, 2027*	60 bulan/ *months*	10,00	IDR	40.000	*WCC Facility*
Fasilitas KMK	PT BPD Kalimantan Selatan	9 Nov/ *Nov 9, 2022*	9 Nov/ *Nov 9, 2027*	60 bulan/ *months*	10,00	IDR	14.000	*WCC Facility*
Fasilitas KMK	PT BPD Kalimantan Selatan	27 Feb/ *Feb 27, 2022*	27 Okt/ *Oct 27, 2025*	32 bulan/ *months*	10,00	IDR	10.770	*WCC Facility*
Fasilitas *Term Loan Facility*	PT Bank Resona Perdania Tbk	30 Sep/ *Sep 30, 2024*	30 Sep/ *Sep 30, 2026*	24 bulan/ *months*	6,50	IDR	250.000	*Term Loan Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

g) Pinjaman Diterima PNM (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

g) Fund Borrowings - PNM (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas KMK	PT BPD Sulselbar	25 Mar/ *Mar 25, 2022*	25 Mar/ *Mar 25, 2025*	36 bulan/ *months*	7,00	IDR	50.000	*WCC Facility*
Fasilitas Mudharabah	PT BPD Sulselbar	25 Mar/ *Mar 25, 2022*	21 Mar/ *Mar 21, 2025*	36 bulan/ *months*	7,00	IDR	50.000	Mudharabah *Facility*
Fasilitas *Demand Loan*	PT Bank Victoria Internasional Tbk	14 Mar/ *Mar 14, 2023*	14 Jan/ *Jan 14, 2025*	22 bulan/ *months*	6,40	IDR	50.000	*Demand Loan facilities*
Fasilitas *Demand Loan*	PT Bank Victoria Internasional Tbk	21 Jun/ *Jun 21, 2023*	3 Jan/ *Jan 3, 2025*	3 bulan/ *months*	6,45	IDR	100.000	*Demand Loan Facility*
Fasilitas KMK	PT Bank Victoria Internasional Tbk	28 Jul/ *Jul 28, 2024*	28 Jul/ *Jul 28, 2028*	47 bulan/ *months*	11,00	IDR	5.000	*WCC Facility*
Fasilitas KMK	PT Bank Victoria Internasional Tbk	23 Ags/ *Aug 23, 2022*	23 Ags/ *Aug 23, 2025*	36 bulan/ *months*	10,50	IDR	10.000	*WCC Facility*
Fasilitas KMK	PT Bank Victoria Internasional Tbk	23 Ags/ *Aug 23, 2024*	23 Ags/ *Aug 23, 2028*	48 bulan/ *months*	11,00	IDR	20.000	*WCC Facility*
Fasilitas KMK	PT Bank Victoria Internasional Tbk	27 Okt/ *Oct 27, 2022*	27 Okt/ *Oct 27, 2025*	36 bulan/ *months*	10,50	IDR	10.000	*WCC Facility*
Fasilitas KMK	Citibank	2 Des / *Dec 2, 2024*	6 Jun/ *June 6, 2025*	1 bulan/ *months*	6,25	IDR	350.000	*WCC Facility*
Fasilitas KMK	PT Bank Hibank Indonesia	11 Des/ *Dec 11, 2015*	11 Des/ *Dec 11, 2025*	120 bulan/ *months*	13,00	IDR	3.000	*WCC Facility*
Fasilitas *Demand Loan*	PT Bank of India Indonesia Tbk	22 Des/ *Dec 22, 2022*	22 Jun/ *Jun 22, 2025*	30 bulan/ *months*	6,00	IDR	150.000	*Demand Loan Facility*
Fasilitas *Demand Loan*	PT Bank of India Indonesia Tbk	22 Jun/ *Jun 22, 2023*	26Jun/ *Jun 26, 2025*	24 bulan/ *months*	6,05	IDR	200.000	*Demand Loan Facility*
Fasilitas *Demand Loan*	PT Bank of India Indonesia Tbk	20 Des/ *Dec 20, 2023*	19 Jun/ *Jun 19, 2025*	18 bulan/ *months*	6,00	IDR	50.000	*Demand Loan Facility*
Fasilitas *Demand Loan*	PT Bank of India Indonesia Tbk	20 Des/ *Dec 20, 2024*	19 Jun/ *Jun 19, 2025*	6 bulan/ *months*	6,50	IDR	150.000	*Demand Loan Facility*
Fasilitas *Working Capital Executing*	PT Bank IBK Indonesia Tbk	20 Jun/ *Jun 20, 2022*	20 Jun/ *Jun 20, 2025*	36 bulan/ *months*	6,00	IDR	100.000	*Working Capital Executing Facility*
Fasilitas *Working Capital Executing*	PT Bank IBK Indonesia Tbk	13 Jul/ *Jul 13, 2022*	13 Jul/ *Jul 13, 2025*	36 bulan/ *months*	6,00	IDR	100.000	*Working Capital Executing Facility*
Fasilitas KMK	PT Bank Oke Indonesia Tbk	4 Apr/ *Apr 4, 2022*	18 Apr/ *Apr 18, 2025*	36 bulan/ *months*	6,50	IDR	100.000	*WCC Facilities*
Fasilitas KMK	PT Bank Oke Indonesia Tbk	18 Mei/ *May 18, 2022*	18 Mei/ *May 18, 2025*	36 bulan/ *months*	6,50	IDR	250.000	*WCC Facilities*
Fasilitas *Revolving Credit*	PT Bank QNB Indonesia Tbk	15 Okt/ *Oct 15, 2024*	12 Feb/ *Feb 17, 2025*	4 bulan/ *months*	6,40	IDR	100.000	*Revolving Credit*
Fasilitas *Revolving Credit*	PT Bank QNB Indonesia Tbk	13 Ags/ *Aug 13, 2024*	7 Feb/ *Feb 7, 2025*	6 bulan/ *months*	6,40	IDR	250.000	*Revolving Credit*
Fasilitas KMK	PT Bank Aceh Syariah	11 Nov/ *Nov 11, 2024*	11 Okt/ *Oct 11, 2028*	47 bulan/ *months*	11,00	IDR	30.000	*WCC Facilities*
Fasilitas *Revolving Credit*	PT Bank UOB Indonesia	15 Okt/ *Oct 15, 2024*	15 Jan/ *Jan 15, 2025*	3 bulan/ *months*	6,30	IDR	500.000	*Revolving Credit*
Fasilitas *Revolving Credit*	PT Bank BNP Paribas Indonesia	15 Okt/ *Oct 15, 2024*	15 Jan/ *Jan 15, 2025*	3 bulan/ *months*	6,45	IDR	400.000	*Revolving Credit*
Fasilitas *Revolving Credit*	PT Bank BNP Paribas Indonesia	23 Des/ *Dec 23, 2024*	23 Jan/ *Jan 23, 2025*	1 bulan/ *months*	6,20	IDR	200.000	*Revolving Credit*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

g) Pinjaman Diterima PNM (lanjutan)

Persyaratan-persyaratan penting dalam perjanjian kredit yang diperoleh Entitas anak antara lain adalah sebagai berikut:

- Entitas anak wajib menjaga kualitas *Gearing Ratio* maksimal 10 (sepuluh) kali.
- Entitas anak wajib menjaga *Financing to Asset ratio* 65%.
- Entitas anak wajib menjaga *Current Ratio* minimal 120%.
- Entitas anak wajib menjaga *Micro Financing Ratio* minimal 50%.
- Entitas anak wajib menjaga *Non-Performing Loan* Mekaar maksimal 3%.
- Entitas anak wajib menjaga *Debt-Service Coverage Ratio* (DSCR) maksimal 100%.
- Entitas anak wajib menjaga/ memaksimalkan *Return on Assets* (ROA).
- Entitas anak wajib menjaga/ memaksimalkan *Return on Equity* (ROE).
- Entitas anak wajib menjaga kualitas *Collateral Coverage Ratio* minimal 100%.
- Entitas anak wajib menjaga kualitas rasio piutang lebih dari 90 (sembilan puluh) hari maksimal 5% terhadap *gross* piutang.
- Entitas anak wajib menjaga Solvabilitas minimal 200%.
- Entitas anak wajib menjaga *Profit Margin* lebih besar dari suku bunga kredit.
- Entitas anak wajib menjaga EBITDA atau Interest Expense Ratio di atas 2 (dua) kali.
- Entitas anak wajib menjaga sinking *fund* 2 (dua) kali angsuran.

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

g) Fund Borrowings - PNM (continued)

The financial covenants in the credit agreements obtained by Subsidiary are as follows:

- *Subsidiary is required to maintain the quality of the Gearing Ratio at a maximum of 10 (ten) times.*
- *Subsidiary is required to maintain a Financing to Asset ratio of 65%.*
- *Subsidiary is required to maintain a Current Ratio minimum of 120%.*
- *Subsidiary is required to maintain a Micro Financing Ratio of at least 50%.*
- *Subsidiary is required to maintain Mekaar Non-Performing Loans at a maximum of 3%.*
- *Subsidiary is required to maintain a maximum Debt-Service Coverage Ratio 100%.*
- *Subsidiary is required to maintain maximizing Return on Assets (ROA).*
- *Subsidiary is required to maintain maximizing Return on Equity (ROE).*
- *Subsidiary is required to maintain Collateral Coverage Ratio quality of at least 100%.*
- *Subsidiary is required to maintain a quality ratio of receivables of more than 90 (ninety) days, a maximum of 5% to gross receivables.*
- *Subsidiary is required to maintain Solvency of at least 200%.*
- *Subsidiary is required to maintain a Profit Margin that is greater than the credit interest rate.*
- *Subsidiary is required to maintain EBITDA or Interest Expense Ratio above 2 (two) times.*
- *Subsidiary is required to maintain a sinking fund in 2 (two) installments.*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

g) Pinjaman Diterima PNM (lanjutan)

Pada tanggal-tanggal 31 Desember 2024 dan 2023, Entitas anak telah memenuhi persyaratan penting, dalam perjanjian pinjaman yang diterima.

h) Pinjaman Diterima Bank Raya

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Pinjaman diterima Bank Raya- Fasilitas Pinjaman	PT Sarana Multigriya	14 Des/ *Dec 14, 2020*	10 Jan/ *Jan 10, 2036*	184 bulan/ *months*	4,45%	IDR	17.319	*Fund Borrowing Bank Raya- Loan Facilities*

Persyaratan-persyaratan penting (*financial covenants*) dalam perjanjian kredit yang diperoleh, Entitas anak tidak diperbolehkan untuk mengajukan permohonan pailit dan menggunakan fasilitas pinjaman tidak sesuai dengan tujuannya.

Pada tanggal-tanggal 31 Desember 2024 dan 2023, Entitas anak telah memenuhi persyaratan penting, dalam perjanjian pinjaman yang diterima.

i) Pinjaman Diterima BRI Multifinance

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Pinjaman Jangka Panjang *non revolving Comitted Credit Line*	PT Bank CIMB Niaga Tbk	12 Feb/ *Feb 12, 2024*	18 Oct/ *Oct 18, 2026*	32 bulan/ months	7,00	IDR	70.000	*Long term loan non revolving Committed Credit Line Facility*
Pinjaman Jangka Panjang *non revolving Comitted Credit Line*	PT Bank CIMB Niaga Tbk	12 Feb/ *Feb 12, 2024*	8 Oct/ *Oct 18, 2026*	32 bulan/ months	6,80	IDR	230.000	*Long term loan non revolving Committed Credit Line Facility*
Fasilitas KMK	PT Bank Oke Indonesia Tbk	22 Jun/ *Jun 22, 2022*	22 Jun/ *Jul 22, 2025*	36 bulan/	6,25	IDR	250.000	*WCC Facility*
Fasilitas *Working Capital Executing*	PT Bank IBK Indonesia Tbk	16 Nov/ *Nov 16, 2022*	2 Des/ *Dec 2, 2025*	36 bulan/ months	6,25	IDR	250.000	*Working Capital Executing Facility*
Fasilitas *Installment Loan*	PT Bank Central Asia Tbk	12 Ags/ *Aug 12, 2022*	7 Des/ *Dec 7, 2025*	39 bulan/ months	7,00	IDR	250.000	*Installment Loan Facility*
Fasilitas *Installment Loan*	PT Bank Central Asia Tbk	5 Sep/ *Sep 5, 2023*	13 Feb/ *Feb 13, 2027*	41 bulan/ months	6,50	IDR	500.000	*Installment Loan Facility*
Fasilitas Pinjaman Tetap	PT Bank Pan Indonesia Tbk	2 Apr/ *Apr 2*, 2024	2 Apr/ Apr 2, 2027	36 bulan/ months	6,75	IDR	115.000	*Fixed loan facility*
Fasilitas Pinjaman Tetap	PT Bank Pan Indonesia Tbk	2 Apr/ *Apr 2*, 2024	2 Apr/ Apr 2, 2027	36 bulan/ months	7,00	IDR	385.000	*Fixed loan facility*

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

g) Fund Borrowings - PNM (continued)

As of December 31, 2024 and 2023, Subsidiary has fulfilled the important requirements outlined in the fund borrowing agreements.

h) Fund Borrowings - Bank Raya

The financial convenants in this agreement include, prior to obtaining written approval, Subsidiary is not permitted to filing for bankruptcy and using the fund borrowings facility not suitable with its purpose.

As of December 31, 2024 and 2023, Subsidiary has fulfilled the important requirements outlined in the fund borrowing agreements.

i) Fund Borrowings - BRI Multifinance

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

i) Pinjaman Diterima BRI Multifinance (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

i) Fund Borrowings - BRI Multifinance (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas *Uncommitted Credit Line*	PT Bank Maybank Indonesia Tbk	15 Des/ *Dec 15*, 2021	31 Jan/ Jan 31, 2025	36 bulan/ months	6,25	IDR	390.000	*Uncomitted Credit Line Facility*
Fasilitas *Uncommitted Credit Line*	PT Bank Maybank Indonesia Tbk	1 Sep/ *Sep 1*, 2022	10 Feb/ *Feb 10*, 2026	36 bulan/ months	7,20	IDR	400.000	*Uncomitted Credit Line Facility*
Fasilitas *Uncommitted Credit Line*	PT Bank Maybank Indonesia Tbk	22 Feb/ *Feb 22*, 2024	22 Feb/ *Feb 22*, 2025	36 bulan/ months	6,95	IDR	50.000	*Uncomitted Credit Line Facility*
Pengalihan Fasilitas Pinjaman KAB Jangka pendek	PT Bank Danamon Indonesia Tbk	16 Apr/ *Apr 16*, 2024	13 Jan/ *Jan 13*, 2025	8 bulan/ months	5,70	ASD/*USD*	415.000	*Temporary transfer of the KAB loan facility*
Pengalihan Fasilitas Pinjaman KAB Jangka pendek	PT Bank Danamon Indonesia Tbk	16 Apr/ *Apr 16*, 2024	13 Jan/ *Jan 13*, 2025	8 bulan/ months	5,90	ASD/*USD*	7.573.367	*Temporary transfer of the KAB loan facility*
Pengalihan Fasilitas Pinjaman KAB Jangka pendek	PT Bank Danamon Indonesia Tbk	16 Apr/ *Apr 16*, 2024	9 Jan/ *Jan 9*, 2025	8 bulan/ months	6,30	ASD/*USD*	9.398.496	*Temporary transfer of the KAB loan facility*
Pengalihan Fasilitas Pinjaman KAB Jangka pendek	PT Bank Danamon Indonesia Tbk	21 Feb/ *Feb 21*, 2024	21 Des/ *Feb 20*, 2026	23 bulan/ months	6,65	ASD/*USD*	6.397.953	*Temporary transfer of the KAB loan facility*
Pengalihan Fasilitas Pinjaman KAB Jangka pendek	PT Bank Danamon Indonesia Tbk	21 Dec/ *Dec 21*, 2023	20 Jun/ *June 20*, 2025	17 bulan/ months	6,65	ASD/*USD*	6.693.440	*Fund Borrowing BRI Multifinance-temporary transfer of the KAB loan facility*
Pengalihan Fasilitas Pinjaman KAB Jangka pendek	PT Bank Danamon Indonesia Tbk	21 Dec/ *Dec 21*, 2023	13 Jun/ *June 13*, 2025	17 bulan/ months	6,65	ASD/*USD*	4.713.805	*Fund Borrowing BRI Multifinance-temporary transfer of the KAB loan facility*
Fasilitas *Uncommitted Credit Line*	PT Sarana Multigriya Finansial (Persero)	24 Mei/ *May 24*, 2023	26 Feb/ *Feb 26*, 2027	45 bulan/ months	6,40	IDR	11.000	*Fund Borrowing BRI Multifinance-Uncomitted Credit Line Facility*
Fasilitas *Uncomitted Credit Line*	PT Sarana Multigriya Finansial (Persero)	24 Mei/ *May 24*, 2023	26 Feb/ *Feb 26*, 2027	45 bulan/ months	6,80	IDR	26.000	*Uncomitted Credit Line Facility*
Fasilitas *Uncomitted Credit Line*	PT Sarana Multigriya Finansial (Persero)	24 Mei/ *May 24*, 2023	26 Mar/ *Mar 26*, 2027	45 bulan/ months	6,95	IDR	51.000	*Uncomitted Credit Line Facility*
Fasilitas KMK	PT Bank Mandiri (Persero) Tbk	8 Mar/ *Mar 8*, 2023	10 Jul/ *Jul 10*, 2025	28 bulan/ months	6,95	IDR	500.000	*WCC Facility*
Fasilitas KMK	PT Bank Mandiri (Persero) Tbk	16 Mar/ *Mar 16*, 2022	20 Jun/ *Jun 20*, 2025	39 bulan/ months	6,25	IDR	500.000	*WCC Facility*
Fasilitas KMK	PT Bank Mandiri (Persero) Tbk	23 Jan/ *Jan 23*, 2024	23 Jan/ *Jan 23*, 2025	12 bulan/ months	6,95	IDR	350.000	*WCC Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

i) Pinjaman Diterima BRI Multifinance (lanjutan)

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

i) Fund Borrowings - BRI Multifinance (continued)

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas KMK	PT Bank CTBC	5 Jul/ *Jul 5*, 2022	13 Feb/ *Feb 13*, 2026	43 bulan/ months	7,15	ASD/USD	15.000.000	*WCC Facility*
Fasilitas *Demand Loan* Jangka Panjang	PT Bank of India Indonesia Tbk	31 Jul/ *Jul 31*, 2023	12 Okt/ *Oct 12*, 2025	24 bulan/ months	6,30	IDR	400.000	*Long term demand loan facility*
Fasilitas *Demand Loan* Jangka Panjang	PT Bank of India Indonesia Tbk	14 Mar/ *Mar 14*, 2024	19 Mar/ *Mar 19*, 2026	24 bulan/ months	6,50	IDR	100.000	*Long term demand loan facility*
Fasilitas Pinjaman Jangka Pendek	MUFG Bank	26 Jul/ *Jul 26*, 2024	26 Jul/ *Jul 26*, 2025	12 bulan/ months	5,9	IDR	350.000	*Short term loan facility*
Fasilitas *Demand Loan*	PT Bank Victoria International Tbk	6 Agu/ *Aug 6*, 2024	6 Agu/ *Aug 6*, 2025	12 bulan/ months	6,25	IDR	50.000	*Demand Loan facility*

Persyaratan-persyaratan penting (*covenants*) dalam perjanjian kredit yang diperoleh BRI Multifinance antara lain adalah sebagai berikut:

- Entitas anak wajib menjaga *Debt to Equity Ratio* tidak melebihi rasio 8,5 (delapan koma lima) kali.
- Entitas anak diwajibkan untuk menjaga rasio pinjaman terhadap modal maksimum 7 (tujuh) kali.
- Entitas anak diwajibkan untuk menjaga rasio Non-Performing Financing (NPF) maksimum 5%.

Pada tanggal-tanggal 31 Desember 2024 dan 2023, Entitas anak telah memenuhi persyaratan penting, dalam perjanjian pinjaman yang diterima.

The financial covenants in the credit agreements obtained by BRI Multifinance are as follows:

- *Subsidiary is required to maintain a Debt to Equity Ratio of not more than 8.5 (eight point five) times.*
- *Subsidiary is required to maintain a maximum loan to capital ratio of 7 (seven) times.*
- *Subsidiary is required to maintain a maximum Non-Performing Financing (NPF) ratio of 5%.*

As of December 31, 2024 and 2023, Subsidiary has fulfilled the important requirements outlined in the fund borrowing agreements.

j) Pinjaman Diterima BRI Danareksa Sekuritas

j) Fund Borrowings - BRI Danareksa Sekuritas

Jenis	Pemberi Pinjaman/ *Lender*	Tanggal Kesepakatan/ *Deal Date*	Tanggal *Jatuh Tempo/ Maturity Date*	Jangka *Waktu/ Tenor*	Tingkat Bunga per tahun/ *Interest Rate per annum*	*Mata Uang/ Currency*	Rupiah/ *Rupiah*	*Type*
Fasilitas *Money Market Line*	PT Bank Permata Tbk	30 Des/ *Dec 30 , 2024*	2 Jan/ *Jan 2*, 2025	3 hari/ *days*	7,50	IDR	40.000	*Money Market Line Facility*
Fasilitas *Money Market Line*	PT Bank OCBC NISP Tbk	30 Des/ *Dec 30 , 2024*	2 Jan/ *Jan 2*, 2025	3 hari/ *days*	6,65	IDR	35.000	*Money Market Line Facility*
Fasilitas *Money Market Line*	PT Bank UOB Indonesia	30 Des/ *Dec 30 , 2024*	2 Jan/ *Jan 2*, 2025	3 hari/ *days*	6,75	IDR	50.000	*Money Market Line Facility*
Fasilitas *Money Market Line*	PT Bank Maybank Indonesia Tbk	30 Des/ *Dec 30 , 2024*	2 Jan/ *Jan 2*, 2025	3 hari/ *days*	7,20	IDR	25.000	*Money Market Line Facility*

25. PINJAMAN YANG DITERIMA (lanjutan)

Berikut ini adalah informasi pokok lainnya sehubungan dengan pinjaman yang diterima (lanjutan):

j) Pinjaman Diterima BRI Danareksa Sekuritas (lanjutan)

Persyaratan-persyaratan penting (*financial covenants*) dalam perjanjian kredit yang diperoleh BRI Danareksa Sekuritas tidak diperbolehkan untuk:

- Memiliki total aset dibawah 50 Milyar.
- Terkena *suspense* oleh BEI dan OJK.
- Mengikatkan diri sebagai penanggung atau penjamin utang dan menjaminkan harta kekayaan perusahaan.
- Memiliki rata-rata rasio giro dibawah 50%.

Pada tanggal-tanggal 31 Desember 2024 dan 2023, Entitas anak telah memenuhi persyaratan penting, dalam perjanjian pinjaman yang diterima.

25. FUND BORROWINGS (continued)

The following are other key information related to fund borrowings (continued):

j) Fund Borrowings - BRI Danareksa Sekuritas (continued)

The financial convenants in this agreement include, prior to obtaining written approval, BRI Danareksa Sekuritas is not permitted to:

- *Having total assets below 50 Billion.*
- *Suspended by BEI and OJK.*
- *Commit itself as guarantor or debt guarantor and guarantee the company assets.*
- *Having average giro ratio below 50%.*

As of December 31, 2024 and 2023, Subsidiary has fulfilled the important requirements outlined in the fund borrowing agreements.

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI

a. Rincian estimasi kerugian atas transaksi komitmen dan kontinjensi yang mempunyai risiko kredit:

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES

a. The details of Estimated Losses on Commitments and Contingencies which bear credit risk are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Rupiah			*Rupiah*
Garansi yang diterbitkan	1.235.655	2.990.195	*Guarantees issued*
Fasilitas kredit yang belum ditarik	483.602	1.225.100	*Undrawn loan facilities*
L/C yang tidak dapat dibatalkan yang masih berjalan	5.130	29.082	*Irrevocable L/C*
Mata uang asing			*Foreign currency*
Garansi yang diterbitkan	699.746	1.824.001	*Guarantees issued*
L/C yang tidak dapat dibatalkan yang masih berjalan	121.405	41.499	*Irrevocable L/C*
Fasilitas kredit yang belum ditarik	5.512	7.891	*Undrawn loan facilities*
Total	**2.551.050**	**6.117.768**	***Total***

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

b. Rincian transaksi komitmen dan kontinjensi (di luar fasilitas kredit yang belum ditarik):

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

b. The details of commitments and contingencies transactions (except undrawn loan facilities) are as follows:

	31 Desember/*December 31,* 2024		31 Desember/*December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	Ekuivalen Rupiah/ *Equivalent in Rupiah*	
Pihak ketiga					*Third parties*
Rupiah					*Rupiah*
Garansi yang diterbitkan		26.532.582		26.838.054	*Guarantees issued*
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor		1.223.304		1.011.622	*Irrevocable L/C*
		27.755.886		27.849.676	
Mata uang asing					*Foreign currency*
Garansi yang diterbitkan					*Guarantees issued*
Dolar Amerika Serikat	409.110.612	6.584.635	677.905.297	10.437.708	*United States Dollar*
Euro Eropa	39.238.244	657.559	49.318.464	840.304	*European Euro*
Dolar Singapura	2.595.421	30.742	2.120.000	24.754	*Singaporean Dollar*
Yen Jepang	42.791.794	4.409	1.291.794	141	*Japanese Yen*
		7.277.345		11.302.907	
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor					*Irrevocable L/C*
Dolar Amerika Serikat	94.654.258	1.523.460	87.737.370	1.350.892	*United States Dollar*
Euro Eropa	28.654.471	480.195	33.329.859	567.885	*European Euro*
Renminbi	144.466.057	318.546	129.211.733	280.397	*Renminbi*
Yen Jepang	750.398.962	77.314	112.235.500	12.220	*Japanese Yen*
Pound Sterling Inggris	140.438	2.839		-	*Great Britain Pound Sterling*
Dirham Uni Emirat Arab	354.619	1.554		-	*United Arab Emirates Dirham*
Dolar Singapura	123.538	1.463	409.439	4.781	*Singaporean Dollar*
Malaysian Ringgit		-	27.840	93	*Malaysian Ringgit*
		2.405.371		2.216.268	
		9.682.716		13.519.175	
		37.438.602		41.368.851	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Rupiah					Rupiah
Garansi yang diterbitkan		11.282.475		14.874.180	*Guarantees issued*
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor		1.133.865		1.216.991	*Irrevocable L/C*
		12.416.340		16.091.171	

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

b. Rincian transaksi komitmen dan kontinjensi (di luar fasilitas kredit yang belum ditarik) (lanjutan):

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

b. The details of commitments and contingencies transactions (except undrawn loan facilities) are as follows (continued):

	31 Desember/*December 31*, 2024		31 Desember/*December 31, 2023*		
	Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)*	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	**Jumlah nosional mata uang asing (nilai penuh)/ *Notional amount foreign currency (full amount)***	**Ekuivalen Rupiah/ *Equivalent in Rupiah***	
Pihak berelasi (Catatan 44)					*Related parties (Note 44)*
Mata uang asing					*Foreign currency*
Garansi yang diterbitkan					*Guarantees issued*
Dolar Amerika Serikat	1.293.052.041	20.811.673	797.472.220	12.278.680	*United States Dollar*
Euro Eropa	22.740.519	381.088	3.682.192	62.738	*European Euro*
Yen Jepang	2.822.740.622	290.827	2.923.912.176	318.341	*Japanese Yen*
Ringgit Malaysia	60.071.371	216.128	41.319.804	138.636	*Malaysian Ringgit*
Philippines Peso	226.000.000	62.899		-	*Philippine Peso*
Dirham Uni Emirat Arab	50.000	219		-	*United Arab Emirates Dirham*
Won Korea Selatan		-	6.682.601.241	79.389	*South Korean Won*
		21.762.834		12.877.784	
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor					*Irrevocable L/C*
Dolar Amerika Serikat	408.556.015	6.575.709	439.603.640	6.768.577	*United States Dollar*
Euro Eropa	20.975.791	351.515	9.860.486	168.006	*European Euro*
Yen Jepang	778.549.516	80.214	579.200.303	63.060	*Japanese Yen*
Dolar Australia	549.909	5.507		-	*Australian Dollar*
Pound Sterling Inggris	21.523	435	23.100	453	*Great Britain Pound Sterling*
Renmibi		-	361.481	784	*Renmibi*
Franc Swiss		-	80.288	1.469	*Swiss Franc*
		7.013.380		7.002.349	
		28.776.214		19.880.133	
		41.192.554		35.971.304	
Total		78.631.156		77.340.155	Total
Dikurangi cadangan kerugian penurunan nilai		(2.061.936)		(4.884.777)	*Less allowance for impairment losses*
Neto		**76.569.220**		**72.455.378**	***Net***

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

c. Perubahan Estimasi Kerugian Komitmen dan Kontinjensi

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan:

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

c. Movements in estimated losses on commitments and contingencies

The following table presents the changes in carrying value and allowance for expected losses by financial instrument category:

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss – impaired***	**Jumlah/*Total***	
L/C yang tidak dapat dibatalkan					*Irrevocable L/C*
Nilai tercatat awal	11.303.479	141.660	2.091	11.447.230	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(844.388)	(953)	-	(845.341)	*Net remeasurement of carrying value*
Komitmen dan kontinjensi baru yang diterbitkan atau dibeli	10.125.681	15.770	-	10.141.451	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(8.944.252)	(140.517)	(2.091)	(9.086.825)	*Derecognized commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	119.440	-	-	119.405	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**11.759.960**	**15.960**	**-**	**11.775.920**	***Carrying value ending balance***

	31 Desember/*December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
L/C yang tidak dapat dibatalkan					*Irrevocable L/C*
Nilai tercatat awal	12.410.787	1.247.881	-	13.658.668	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	618.137	(618.137)	-	-	*Stage 1*
Stage 2	(1.144)	1.144	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(2.151.326)	(480.440)	-	(2.631.766)	*Net remeasurement of carrying value*
Komitmen dan kontinjensi baru yang diterbitkan atau dibeli	10.146.607	554.295	2.091	10.702.993	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(9.665.885)	(563.523)	-	(10.229.408)	*Derecognized commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	(53.697)	440	-	(53.257)	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**11.303.479**	**141.660**	**2.091**	**11.447.230**	***Carrying value ending balance***

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

c. Perubahan Estimasi Kerugian Komitmen dan Kontinjensi (lanjutan)

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

c. Movements in estimated losses on commitments and contingencies (continued)

The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
L/C yang tidak dapat dibatalkan					*Irrevocable L/C*
Cadangan atas kerugian kredit ekspektasian awal	25.760	42.730	2.091	70.581	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	-	-	-	-	*Stage 1*
Stage 2	-	-	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(317)	(459)	-	(776)	*Net remeasurement of allowance for losses*
Komitmen dan kontinjensi baru yang diterbitkan atau dibeli	114.311	10.503	-	124.814	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(21.356)	(42.179)	(2.091)	(65.626)	*Derecognized commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	(2.459)	1	-	(2.458)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**115.939**	**10.596**	**-**	**126.535**	***Allowance for expected credit loss ending balance***

	31 Desember/ *December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
L/C yang tidak dapat dibatalkan					*Irrevocable L/C*
Cadangan atas kerugian kredit ekspektasian awal	53.122	490.010	-	543.132	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	134.157	(134.157)	-	-	*Stage 1*
Stage 2	(1)	1	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(20.120)	(124.715)	-	(144.835)	*Net remeasurement of allowance for losses*
Komitmen dan kontinjensi baru yang diterbitkan atau dibeli	25.018	32.358	2.091	59.467	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(166.412)	(220.768)	-	(387.180)	*Derecognized commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	(4)	1	-	(3)	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**25.760**	**42.730**	**2.091**	**70.581**	***Allowance for expected credit loss ending balance***

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

c. Perubahan Estimasi Kerugian Komitmen dan Kontinjensi (lanjutan)

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

c. Movements in estimated losses on commitments and contingencies (continued)

The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Garansi yang diterbitkan					*Guarantees issued*
Nilai tercatat awal	60.722.391	5.148.984	21.550	65.892.925	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	10.990	-	(10.990)	-	*Stage 1*
Stage 2	(6.803)	6.803	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(34.955.945)	(11.113)	-	(34.967.058)	*Net remeasurement of carrying value*
Komitmen dan kontinjensi baru yang diterbitkan atau dibeli	42.142.844	1.478.886	-	43.621.730	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(4.527.367)	(3.505.345)	(10.560)	(8.043.272)	*Derecognized commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	341.085	9.826	-	350.911	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**63.727.195**	**3.128.041**	**-**	**66.855.236**	***Carrying value ending balance***

	31 Desember/ *December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Garansi yang diterbitkan					*Guarantees issued*
Nilai tercatat awal	69.738.900	5.116.098	-	74.854.998	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	76.231	(76.231)	-	-	*Stage 1*
Stage 2	(1.904.391)	1.904.391	-	-	*Stage 2*
Stage 3	(9.968)	(11.387)	21.355	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	49.461	88.650	-	138.111	*Net remeasurement of carrying value*
Komitmen dan kontinjensi baru yang diterbitkan atau dibeli	43.995.410	2.191.578	195	46.187.183	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(51.304.879)	(4.040.515)	-	(55.345.394)	*Derecognized commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	81.627	(23.600)	-	58.027	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**60.722.391**	**5.148.984**	**21.550**	**65.892.925**	***Carrying value ending balance***

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

c. Perubahan Estimasi Kerugian Komitmen dan Kontinjensi (lanjutan)

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

c. Movements in estimated losses on commitments and contingencies (continued)

The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Garansi yang diterbitkan					*Guarantees issued*
Cadangan atas kerugian kredit ekspektasian awal	776.023	4.023.923	14.250	4.814.196	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	4.069	-	(4.069)	-	*Stage 1*
Stage 2	(6.031)	6.031	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(162.018)	(725.184)	-	(887.202)	*Net remeasurement of allowance for losses*
Komitmen dan kontinjensi baru yang diterbitkan atau dibeli	478.585	713.542	-	1.192.127	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(377.282)	(2.826.015)	(10.181)	(3.213.478)	*Derecognized commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	28.925	833	-	29.758	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**742.271**	**1.193.130**	**-**	**1.935.401**	***Allowance for expected credit loss ending balance***

	31 Desember/ *December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 – 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 – life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah*Total***	
Garansi yang diterbitkan					*Guarantees issued*
Cadangan atas kerugian kredit ekspektasian awal	1.272.632	3.190.301	-	4.462.933	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	28.379	(28.379)	-	-	*Stage 1*
Stage 2	(2.317)	2.317	-	-	*Stage 2*
Stage 3	(16)	(2.762)	2.778	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	(270.692)	1.740.509	11.277	1.481.094	*Net remeasurement of allowance for losses*
Komitmen dan kontinjensi baru yang diterbitkan atau dibeli	556.886	1.552.582	195	2.109.663	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(808.854)	(2.430.995)	-	(3.239.849)	*Derecognized commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	5	350	-	355	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**776.023**	**4.023.923**	**14.250**	**4.814.196**	***Allowance for expected credit loss ending balance***

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

c. Perubahan Estimasi Kerugian Komitmen dan Kontinjensi (lanjutan)

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

c. Movements in estimated losses on commitments and contingencies (continued)

The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Fasilitas kredit yang belum ditarik					*Undrawn loan facilities*
Nilai tercatat awal	125.809.601	2.780.815	-	128.590.416	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	384.717	(384.717)	-	-	*Stage 1*
Stage 2	(657.612)	657.612	-	-	*Stage 2*
Stage 3	-	-		-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(5.906.808)	(788.224)	-	(6.695.032)	*Net remeasurement of carrying value*
Komitmen dan kontinjensi baru yang diterbitkan atau dibeli	15.013.123	89.424	-	15.102.547	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(12.051.981)	(1.438.902)	-	(13.490.883)	*Derecognized commitments and contingencies*
Penghapusbukuan Komitmen dan kontinjensi	(33.206)	(62.112)	-	(95.318)	*Written-off commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	80.844	-	-	80.844	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**122.638.678**	**853.896**	**-**	**123.492.574**	***Carrying value ending balance***

	31 Desember/ *December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Fasilitas kredit yang belum ditarik					*Undrawn loan facilities*
Nilai tercatat awal	85.704.365	476.350	109.348	86.290.063	*Carrying value beginning balance*
Pengalihan ke					*Transition to*
Stage 1	997.604	(981.421)	(16.183)	-	*Stage 1*
Stage 2	(456.310)	464.852	(8.542)	-	*Stage 2*
Stage 3	(229.962)	(137.843)	367.805	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	5.084.318	530.277	(266.729)	5.347.866	*Net remeasurement of carrying value*
Komitmen dan kontinjensi baru yang diterbitkan atau dibeli	46.105.345	3.861.346	21.059	49.987.750	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(11.446.815)	(1.423.817)	(197.693)	(13.068.325)	*Derecognized commitments and contingencies*
Penghapusbukuan Komitmen dan kontinjensi	(3.714)	(8.929)	(9.065)	(21.708)	*Written-off commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	54.770	-	-	54.770	*Foreign exchange model or parameter changes and other changes*
Nilai tercatat akhir	**125.809.601**	**2.780.815**	**-**	**128.590.416**	***Carrying value ending balance***

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

c. Perubahan Estimasi Kerugian Komitmen dan Kontinjensi (lanjutan)

Tabel berikut menyajikan perubahan nilai tercatat dan cadangan kerugian ekspektasian berdasarkan kategori instrumen keuangan (lanjutan):

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

c. Movements in estimated losses on commitments and contingencies (continued)

The following table presents the changes in carrying value and allowance for expected losses by financial instrument category (continued):

	31 Desember/*December 31, 2024*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Fasilitas kredit yang belum ditarik					*Undrawn loan facilities*
Cadangan atas kerugian kredit ekspektasian awal	346.708	886.283	-	1.232.991	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	30.176	(30.176)	-	-	*Stage 1*
Stage 2	(9.120)	9.120	-	-	*Stage 2*
Stage 3	-	-	-	-	*Stage 3*
Pengukuran kembali bersih nilai tercatat	(57.912)	(52.161)	-	(110.073)	*Net remeasurement of carrying value*
Komitmen dan kontinjensi baru yang diterbitkan atau dibeli	87.393	5.294	-	92.687	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(114.604)	(614.351)	-	(728.955)	*Derecognized commitments and contingencies*
Penghapusbukuan Komitmen dan kontinjensi	(33.206)	(62.112)	-	(95.318)	*Written-off commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	97.782	-	-	97.782	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**347.217**	**141.897**	**-**	**489.114**	***Allowance for expected credit loss ending balance***

	31 Desember/ *December 31, 2023*				
	Stage 1*- Kerugian kredit ekspektasian 12 bulan/ *Stage 1 - 12 - months expected credit loss	***Stage 2*- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk/ *Stage 2 - life time expected credit loss - not impaired***	***Stage 3*- Kerugian kredit ekspektasian sepanjang umurnya kredit memburuk/ *Stage 3-lifetime expected credit loss - impaired***	**Jumlah/*Total***	
Fasilitas kredit yang belum ditarik					*Undrawn loan facilities*
Cadangan atas kerugian kredit ekspektasian awal	302.788	1.135.992	13.498	1.452.278	*Allowance for expected credit loss beginning balance*
Pengalihan ke					*Transition to*
Stage 1	52.184	(52.141)	(43)	-	*Stage 1*
Stage 2	(2.678)	2.815	(137)	-	*Stage 2*
Stage 3	(1.321)	(10.985)	12.306	-	*Stage 3*
Pengukuran kembali bersih penyisihan kerugian	59.497	51.087	(12.714)	97.870	*Net remeasurement of allowance for losses*
Komitmen dan kontinjensi baru yang diterbitkan atau dibeli	103.715	10.173	-	113.888	*New commitments and contingencies issued or purchased*
Komitmen dan kontinjensi yang dihentikan pengakuannya	(186.539)	(241.729)	(3.844)	(432.112)	*Derecognized commitments and contingencies*
Penghapusbukuan Komitmen dan kontinjensi	(3.714)	(8.929)	(9.066)	(21.709)	*Written-off commitments and contingencies*
Perubahan model atau parameter valuta asing dan perubahan lain	22.776	-	-	22.776	*Foreign exchange model or parameter changes and other changes*
Cadangan atas kerugian kredit ekspektasian akhir	**346.708**	**886.283**	**-**	**1.232.991**	***Allowance for expected credit loss ending balance***

26. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

BRI melakukan penilaian atas transaksi komitmen dan kontinjensi yang merupakan risiko kredit secara kolektif dan individual dengan menggunakan bukti objektif penurunan nilai.

Manajemen berpendapat bahwa jumlah estimasi kerugian komitmen dan kontinjensi pada tanggal-tanggal 31 Desember 2024 dan 2023 telah memadai.

26. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

BRI assessed commitments and contingencies transaction which bear credit risk collectively and individually based on whether objective evidence of impairment exists.

Management believes that the estimated amount of commitments and contingencies losses as of December 31, 2024 and 2023, are adequate.

27. LIABILITAS IMBALAN KERJA / *27. LIABILITIES FOR EMPLOYEE BENEFITS*

Liabilitas imbalan kerja terdiri atas: / *Liabilities for employee benefits consist of:*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Cadangan atas program imbalan kerja bagi pekerja (Catatan 42)	12.629.995	13.111.142	*Provision for employee benefit program (Note 42)*
Cadangan Bonus dan Insentif	6.828.505	8.496.353	*Provision for Bonuses and Incentives*
Cadangan Tunjangan Hari Raya	1.217.871	1.207.929	*Provision for Religious Festify Allowancer*
Cadangan pekerja kontrak	174.964	244.200	*Provision for contract worker*
Cadangan *Exit Management*	85.000	-	*Provision for Exit Management*
Total	**20.936.335**	**23.059.624**	***Total***

Cadangan atas program imbalan kerja bagi pekerja meliputi program pensiun imbalan pasti, program pemutusan hubungan kerja, program masa persiapan pensiun dan program imbalan jangka panjang lain (Program penghargaan tanda jasa, cuti besar, BPJS kesehatan pasca kerja dan manfaat lain dana manfaat tambahan) sesuai dengan kebijakan BRI dan entitas anak yang dihitung sesuai dengan perhitungan aktuaria independen.

Provisions for employee benefit program include defined benefit pension program, post-employment benefit program and other long-term benefit program (gratuity for services program, grand leave, post-employment health BPJS and other benefit program of additional benefit fund) in accordance with BRI and its subsidiaries policies calculated in accordance with the calculation of an independent actuary.

28. LIABILITAS LAIN-LAIN / *28. OTHER LIABILITIES*

Liabilitas lain-lain terdiri atas: / *Other liabilities consist of:*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
Liabilitas manfaat polis masa depan	10.858.390	9.255.256	*Future policy benefit liabilities*
Premi yang belum merupakan pendapatan	3.141.620	2.634.906	*Unearned premium*
Utang akrual	2.352.133	2.215.687	*Accrued payable*
Liabilitas kontrak investasi	2.345.475	3.286.965	*Investment contract liabilities*
Estimasi liabilitas klaim	2.035.406	2.073.134	*Estimated claim liabilities*
Utang bunga	1.509.404	1.479.174	*Interest payables*
Cadangan kewajiban litigasi (Catatan 45b)	676.572	1.361.894	*Allowance for litigation liabilities (Note 45b)*
Utang reasuransi	339.437	317.014	*Reinsurance payable*
Pendapatan diterima dimuka	310.982	170.130	*Unearned income*
Liabilitas kartu kredit	224.101	278.797	*Credit card liabilities*
Liabilitas sewa	162.092	542.630	*Lease liabilities*

28. LIABILITAS LAIN-LAIN (lanjutan)

28. OTHER LIABILITIES (continued)

Liabilitas lain-lain terdiri atas (lanjutan):

Other liabilities consist of (continued):

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak ketiga (lanjutan)			*Third parties (continued)*
Rupiah (lanjutan)			*Rupiah (continued)*
Cadangan pembayaran bunga tepat waktu	73.846	82.201	*Allowance for timely interest payment*
Setoran jaminan	12.864	12.345	*Guarantee deposits*
Lain-lain	3.252.122	4.714.651	*Others*
	27.294.444	28.424.784	
Mata uang asing			*Foreign currency*
Utang bunga	375.922	398.793	*Interest payables*
Term deposit valas devisa hasil ekspor (TD Valas DHE) Bank Indonesia	333.971	5.839.397	*Time deposits in foreign exchange proceeds from export with Bank Indonesia*
Pendapatan diterima dimuka	317.913	416.639	*Unearned income*
Liabilitas sewa	85.651	108.611	*Lease liabilities*
Lain-lain	1.189.086	1.476.393	*Others*
	2.302.543	8.239.833	
Total	**29.596.987**	**36.664.617**	***Total***

29. PINJAMAN DAN SURAT BERHARGA SUBORDINASI

29. SUBORDINATED LOANS AND MARKETABLE SECURITIES

BRI memperoleh pinjaman dan surat berharga subordinasi dengan rincian sebagai berikut:

BRI obtained subordinated loans and marketable securities with details as follows:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak Ketiga			***Third parties***
Rupiah			*Rupiah*
Obligasi Subordinasi IV	262.663	265.120	*Subordinated Bond IV*
Pihak Berelasi (Catatan 44)			***Related parties (Note 44)***
Rupiah			*Rupiah*
Obligasi Subordinasi IV	227.380	229.507	*Subordinated Bond IV*
Pinjaman *two-step loan*	1.738	2.056	*Two-step loan*
	229.118	231.563	
Total	**491.781**	**496.683**	***Total***

a. Pinjaman *two-step*

Pinjaman *two-step loan* dalam mata uang Rupiah merupakan pinjaman dari Pemerintah yang dananya berasal dari *Asian Development Bank* (ADB), *International Bank for Reconstruction and Development* (IBRD), *International Fund for Agricultural Development* (IFAD), *United States Agency for International Development* (USAID) dan *Islamic Development Bank* (IDB).

a. Two-step loan

The two-step loan in Rupiah represents the loans from the Government which were funded by the Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), International Fund for Agricultural Development (IFAD), United States Agency for International Development (USAID), and Islamic Development Bank (IDB).

29. PINJAMAN DAN SURAT BERHARGA SUBORDINASI (lanjutan)

a. Pinjaman *two-step* (lanjutan)

Tingkat suku bunga pinjaman ini bervariasi sesuai dengan perjanjian masing-masing dengan jangka waktu antara 15 (lima belas) sampai dengan 40 (empat puluh) tahun.

Tingkat suku bunga rata-rata untuk pinjaman *two-step loan* adalah sebesar 2,71% dan 2,28% masing-masing untuk periode yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023. Pinjaman-pinjaman tersebut akan jatuh tempo pada berbagai tanggal sampai dengan tahun 2027.

b. Obligasi Subordinasi IV Tahun 2023

Pada tanggal 6 Juli 2023, BRI menerbitkan Obligasi Subordinasi IV Bank BRI Tahun 2023 dengan nilai pokok sebesar Rp500.000 dengan tingkat suku bunga sebesar 6,45% per tahun, untuk jangka waktu selama 5 (lima) tahun dan akan jatuh tempo pada tanggal 6 Juli 2028. Bunga Obligasi Subordinasi IV Bank BRI Tahun 2023 dibayarkan setiap 3 (tiga) bulan mulai tanggal 6 Juli 2023. Pada saat diterbitkan, Obligasi Subordinasi IV Bank BRI Tahun 2023 ini mendapat peringkat AA dari Pefindo.

Pada tanggal 31 Desember 2024, Obligasi Subordinasi IV tahun 2023 mendapatkan peringkat AA dari Pefindo.

Obligasi Subordinasi IV tahun 2023 tidak dijamin dengan jaminan apapun. Adapun persyaratan-persyaratan penting (*covenants*) adalah sebagai berikut:

a. Mengurangi modal dasar, modal ditempatkan dan modal disetor kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Indonesia atau otoritas yang berwenang.

b. Melakukan penggabungan dan/atau pemisahan dan/atau peleburan dan/atau pengambilalihan dengan nilai lebih dari 50% (lima puluh persen) dari ekuitas EMITEN kecuali dalam hal pengurangan tersebut dilakukan berdasarkan permintaan dan/atau perintah dari Pemerintah Indonesia atau otoritas yang berwenang.

29. SUBORDINATED LOANS AND MARKETABLE SECURITIES (continued)

a. Two-step loan (continued)

The interest rates of this loan vary according to the respective agreements with periods ranging from 15 (fifteen) to 40 (forty) years.

The average interest rates for this two-step loan are 2.71% and 2.28% for period ended December 31, 2024 and 2023. This loan will mature on various dates up to 2027.

b. Subordinated Bond IV Year 2023

On July 6, 2023, BRI issued Subordinated Bond IV Year 2023 with a nominal value of Rp500,000 with an interest of 6.45% per annum, for a period of 5 (five) years and will mature on July 6, 2028. The interest of Subordinated Bond IV Year 2023 is paid every 3 (three) months, starting from July 6, 2023. At the time of issuance, the Subordinated Bond IV Year 2023 was rated AA by Pefindo.

On December 31, 2024, Subordinated Bond IV Year 2023 obtained an AA rating from Pefindo.

Subordinated Bond IV Year 2023 is not guaranteed by any guarantee. The important requirements (covenants) are as follows:

a. Entity are prohibited to reduce authorized capital stock, issued capital and paid-up capital except in the event that such deduction is made based on a request and/or order from the Government of Indonesia or authority.

b. Entity are prohibited to merger and/or split off and/or consolidation and/or acquisition with a value of more than 50% (fifty percent) of the EMITEN's equity except in the event that such deduction.

29. PINJAMAN DAN SURAT BERHARGA SUBORDINASI (lanjutan)

b. Obligasi Subordinasi IV Tahun 2023 (lanjutan)

Manajemen berpendapat bahwa semua persyaratan/pembatasan yang ditetapkan dalam perjanjian telah dipenuhi.

Klasifikasi jangka waktu pinjaman subordinasi berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Rupiah			*Rupiah*
> 1 tahun - 5 tahun	491.781	496.683	*> 1 year - 5 years*
Total	**491.781**	**496.683**	***Total***

29. SUBORDINATED LOANS AND MARKETABLE SECURITIES (continued)

b. Subordinated Bond IV Year 2023 (continued)

Management believes that all covenants or restrictions stipulated in the trustee agreements have been complied with.

The classification of subordinated loans and marketable securities based on their remaining period until maturity are as follows:

30. OPSI SAHAM

Dalam rangka meningkatkan produktivitas dan motivasi bagi talent terbaik, Direksi BRI memutuskan untuk memberikan program kepemilikan saham bagi pekerja dalam bentuk *Employee Stock Option Plan* (ESOP).

Sesuai surat Direksi No. B.0017-DIR/HCS/01/2023 tanggal 2 Januari 2023, BRI menerbitkan program ESOP pada tanggal 2 Januari 2023 (tanggal *grant*) sejumlah 131.357.200 lembar saham dimana tanggal pemberian alokasi hak saham atau tanggal *grant* pada 2 Januari 2023, dengan akhir periode *vesting* pada 31 Desember 2025. Masa berlaku dari *exercise* opsi untuk ESOP 2023 mulai tanggal 2 Januari 2026 sampai dengan 30 Juni 2026. Setelah tanggal tersebut, seluruh hak opsi yang tidak digunakan akan menjadi gugur.

Perhitungan, metode dan asumsi mengenai ESOP diperoleh dari laporan aktuaris independen, Willis Towers Watson pada November 2023.

Nilai wajar dari ESOP sebesar Rp122.030. Nilai wajar ESOP diamortisasi selama masa *vesting* dan diakui dalam laba rugi dan penghasilan komprehensif lain konsolidasian, sedangkan akumulasi biaya selama periode *vesting* diakui dalam ekuitas.

Biaya ESOP yang diakui dalam laba rugi dan penghasilan komprehensif lain konsolidasian untuk periode yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 sebesar Rp40.677 dan Rp40.454.

30. STOCK OPTION

In order to increase productivity and motivation for the best talent, the BRI Board of Directors decided to provide a share ownership program for workers in the form of an Employee Stock Option Plan (ESOP).

In accordance with the Board of Directors' letter no. B.0017-DIR/HCS/01/2023 dated January 2, 2023, BRI issued an ESOP program on January 2, 2023 (grant date) in the amount of 131,357,200 shares where the date of allocation of share rights or grant date is January 2, 2023, with the end of the vesting period is December 31, 2025. The validity period of option exercise for the 2023 ESOP is from January 2, 2026 to June 30, 2026. After that date, all unused option rights will expire.

Calculation methods and assumptions regarding ESOP were obtained from the independent actuary's report, Willis Towers Watson in November 2023.

The fair value of the ESOP is Rp122,030. The fair value of the ESOP is amortized over the vesting period and recognized in consolidated profit or loss and other comprehensive income, while the accumulated costs over the vesting period are recognized in equity.

ESOP costs recognized in consolidated profit or loss and other comprehensive income for period ended December 31, 2024 and 2023 amounted to Rp40,677 and Rp40,454.

30. OPSI SAHAM (lanjutan) / *30. STOCK OPTION (continued)*

Nilai wajar dari setiap hak opsi diestimasi pada tanggal pemberian hak opsi dengan menggunakan model "*Black-scholes*", dengan asumsi utama sebagai berikut:

The fair value of each option right is estimated on the date of granting the option rights by using the "Black-scholes" model, assuming the following main assumptions:

Periode *vesting* (dalam bulan)	36	*Vesting period (month)*
Harga saham pada tanggal pemberian opsi (dalam Rupiah penuh)	4.870	*Share price on the date of option (full amount)*
Harga pelaksanaan opsi (dalam Rupiah penuh)	4.870	*Option execution price (full amount)*
Nilai wajar opsi (dalam Rupiah penuh)	929	*Fair value options (full amount)*
Volatilitas harga saham	32,419%	*Share price volatility*
Suku bunga bebas risiko	6,103	*Risk-free interest rates*
Tingkat dividen	5,834	*Dividend rate*

31. EKUITAS / *31. EQUITY*

a. Modal Saham / *a. Capital Stock*

Rincian modal dasar, modal ditempatkan dan disetor penuh BRI masing-masing pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

The details of authorized, issued and fully paid capital stock of BRI as of December 31, 2024 and 2023 are as follows:

	31 Desember/*December 31, 2024*				
	Total Lembar Saham/ *Number of Shares*	**Nilai Nominal per Lembar Saham (Rupiah Penuh)/ *Nominal Value per Share (full amount)***	**Total Nilai Saham (Rupiah Penuh)/ *Total Share Value (full amount)***	**Persentase Kepemilikan Saham/ *Percentage of ownership***	
Modal dasar					***Authorized capital stock***
Saham Seri A Dwiwarna	1	50	50	0,00%	*Series A Dwiwarna Share*
Saham biasa atas nama Seri B	299.999.999.999	50	14.999.999.999.950	100,00	*Series B Common Shares*
Total	**300.000.000.000**		**15.000.000.000.000**	**100,00%**	**Total**
Modal ditempatkan dan disetor penuh					***Issued and fully paid capital stock***
Saham Seri A Dwiwarna	1	50	50	0,00%	*Series A Dwiwarna Share*
Negara Republik Indonesia					*Republic of Indonesia*
Saham biasa atas nama Seri B					Series B Common Shares
Negara Republik Indonesia	80.610.976.875	50	4.030.548.843.750	53,19	*Republic of Indonesia*
Dewan Komisaris*):					*Commissioners*):
- Kartika Wirjoatmodjo	1.678.000	50	83.900.000	0,00	- Kartika Wirjoatmodjo
- Rabin Indrajad Hattari	1.510.100	50	75.505.000	0,00	- Rabin Indrajad Hattari
- Awan Nurmawan Nuh	712.500	50	35.625.000	0,00	- Awan Nurmawan Nuh
Direksi*):					*Directors*):
- Sunarso	5.658.656	50	282.932.800	0,00	- Sunarso
- Catur Budi Harto	4.045.557	50	202.277.850	0,00	- Catur Budi Harto
- Handayani	5.741.900	50	287.095.000	0,00	- Handayani
- Ahmad Solichin Lutfiyanto	5.454.170	50	272.708.500	0,00	- Ahmad Solichin Lutfiyanto
- Supari	4.970.914	50	248.545.700	0,00	- Supari
- Agus Noorsanto	3.938.641	50	196.932.050	0,00	- Agus Noorsanto
- Viviana Dyah Ayu R.K	3.819.500	50	190.975.000	0,00	- Viviana Dyah Ayu R.K
- Amam Sukriyanto	3.623.454	50	181.172.700	0,00	- Amam Sukriyanto
- Agus Sudiarto	3.584.100	50	179.205.000	0,00	- Agus Sudiarto
- Agus Winardono	3.469.681	50	173.484.050	0,00	- Agus Winardono
- Arga Mahanana Nugraha	3.421.385	50	171.069.250	0,00	- Arga Mahanana Nugraha
- Andrijanto	2.989.700	50	149.485.000	0,00	- Andrijanto
Masyarakat	69.983.528.170	50	3.499.176.408.500	46,20	*Public*
	150.649.123.304		7.532.456.165.200	99,39%	
Saham treasuri (Catatan 1d)	909.878.300		45.493.915.000	0,61	*Treasury stock (Notes 1d)*
Total	**151.559.001.604**		**7.577.950.080.200**	**100,00%**	***Total***

*) Termasuk tantiem yang ditangguhkan dalam bentuk saham (Catatan 31f)

*) *Included deferred remuneration in the form of shares (Note 31f)*

31. EKUITAS (lanjutan)

a. Modal Saham (lanjutan)

Rincian modal dasar, modal ditempatkan dan disetor penuh BRI masing-masing pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut (lanjutan):

31. EQUITY (continued)

a. Capital Stock (continued)

The details of authorized, issued and fully paid capital stock of BRI as of December 31, 2024 and 2023 are as follows (continued):

	31 Desember/*December 31, 2023*				
	Total Lembar Saham/ *Number of Shares*	**Nilai Nominal per Lembar Saham (Rupiah Penuh)/ *Nominal Value per Share (full amount)***	**Total Nilai Saham (Rupiah Penuh)/ *Total Share Value (full amount)***	**Persentase Kepemilikan Saham/ *Percentage of ownership***	
Modal dasar					***Authorized capital stock***
Saham Seri A Dwiwarna	1	50	50	0,00%	*Series A Dwiwarna Share*
Saham biasa atas nama Seri B	299.999.999.999	50	14.999.999.999.950	100,00	*Series B Common Shares*
Total	**300.000.000.000**		**15.000.000.000.000**	**100,00%**	**Total**
Modal ditempatkan dan disetor penuh					***Issued and fully paid capital stock***
Saham Seri A Dwiwarna	1	50	50	0,00%	*Series A Dwiwarna Share*
Negara Republik Indonesia					*Republic of Indonesia*
Saham biasa atas nama Seri B					*Series B Common Shares*
Negara Republik Indonesia	80.610.976.875	50	4.030.548.843.750	53,19	*Republic of Indonesia*
Dewan Komisaris:					*Commissioners:*
- Kartika Wirjoatmodjo	689.800	50	34.490.000	0,00	*- Kartika Wirjoatmodjo*
- Rabin Indrajad Hattari	620.700	50	31.035.000	0,00	*- Rabin Indrajad Hattari*
Direksi:					*Directors:*
- Sunarso	3.234.856	50	161.742.800	0,00	*- Sunarso*
- Catur Budi Harto	1.839.057	50	91.952.850	0,00	*- Catur Budi Harto*
- Ahmad Solichin Lutfiyanto	3.587.470	50	179.373.500	0,00	*- Ahmad Solichin Lutfiyanto*
- Handayani	3.425.200	50	171.260.000	0,00	*- Handayani*
- Supari	2.890.914	50	144.545.700	0,00	*- Supari*
- Agus Noorsanto	2.071.941	50	103.597.050	0,00	*- Agus Noorsanto*
- Agus Sudiarto	1.717.400	50	85.870.000	0,00	*- Agus Sudiarto*
- Amam Sukriyanto	1.526.754	50	76.337.700	0,00	*- Amam Sukriyanto*
- Viviana Dyah Ayu R.K	1.512.800	50	75.640.000	0,00	*- Viviana Dyah Ayu R.K*
- Agus Winardono	1.503.481	50	75.174.050	0,00	*- Agus Winardono*
- Arga Mahanana Nugraha	1.313.785	50	65.689.250	0,00	*- Arga Mahanana Nugraha*
- Andrijanto	1.123.000	50	56.150.000	0,00	*- Andrijanto*
Masyarakat	70.152.822.670	50	3.507.641.133.500	46,30	*Public*
	150.790.856.704		**7.539.542.835.200**	**99,49%**	
Saham treasuri (Catatan 1d)	768.144.900		38.407.245.000	0,51	*Treasury stock (Notes 1d)*
Total	**151.559.001.604**		**7.577.950.080.200**	**100,00%**	***Total***

Saham Seri A Dwiwarna adalah saham yang memberikan hak-hak preferen kepada pemegangnya untuk menyetujui pengangkatan dan pemberhentian Dewan Komisaris dan Direksi, perubahan anggaran dasar, menyetujui penggabungan, peleburan, pengambilalihan dan pemisahan BRI, pengajuan permohonan agar BRI dinyatakan pailit dan pembubaran BRI.

Series A Dwiwarna share is the share that gives the shareholder preferential rights to approve the appointment and dismissal of Board of Commissioners and Directors, amendments in the articles of association, approval on BRI's merger, dissolution, acquisition and separation, as well as submission of BRI's bankruptcy and liquidation declaration request.

Saham Seri B adalah saham biasa atas nama yang dapat dimiliki oleh masyarakat.

Series B shares are common shares that can be owned by the public.

31. EKUITAS (lanjutan) / *31. EQUITY (continued)*

b. Tambahan Modal Disetor / *b. Additional Paid-in Capital*

Rincian tambahan modal disetor adalah sebagai berikut: / *The details of additional paid-in capital are as follows:*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Tambahan modal Pemerintah sehubungan dengan program rekapitalisasi	1.092.144	1.092.144	*Additional capital by the Government related to recapitalization program*
Sisa setoran modal Pemerintah sebelumnya	5	5	*Remaining balance of paid-up capital by the Government*
Agio saham dari IPO	589.762	589.762	*Additional paid-in capital from IPO*
Eksekusi atas opsi saham			*Exercise of stock options*
Tahun 2004	49.514	49.514	*Year 2004*
Tahun 2005	184.859	184.859	*Year 2005*
Tahun 2006	619.376	619.376	*Year 2006*
Tahun 2007	140.960	140.960	*Year 2007*
Tahun 2008	29.013	29.013	*Year 2008*
Tahun 2009	14.367	14.367	*Year 2009*
Tahun 2010	43.062	43.062	*Year 2010*
Opsi saham MSOP tahap pertama yang telah jatuh tempo	504	504	*Stock option MSOP Stage-I which is already expired*
Opsi saham MSOP tahap kedua yang telah jatuh tempo	1.845	1.845	*Stock option MSOP Stage-II which is already expired*
Opsi saham MSOP tahap ketiga yang telah jatuh tempo	8.447	8.447	*Stock option MSOP Stage-III which is already expired*
Akuisisi entitas sepengendali tahun 2018	(81.195)	(81.195)	*Acquisition of merging entities in 2018*
Kompensasi atas Saham Bonus tahun 2019	208.331	208.331	*Bonus shares compensation* in 2019
Kompensasi atas Saham Bonus tahun 2020	510.819	510.819	*Bonus shares compensation* in 2020
Kompensasi atas Saham Bonus tahun 2021	1.154.211	1.154.211	*Bonus shares compensation* in 2021
Opsi saham MSOP tahap keempat yang telah jatuh tempo	62.862	62.862	*Stock option MSOP Stage-IV which is already expired*
Kehilangan pengendalian atas entitas anak	565.209	565.209	*Loss of control over subsidiaries*
Tambahan modal atas transaksi PMHMETD	94.419.142	94.419.142	*Additional capital for PMHMETD transactions*
Akuisisi entitas sepengendali tahun 2021	(23.370.339)	(23.370.339)	*Acquisition transaction under common control in 2021*
Kompensasi atas Saham Bonus tahun 2022	(1.341)	(1.341)	*Bonus shares compensation in 2022*
Akuisisi entitas sepengendali tahun 2022	(604.474)	(604.474)	*Acquisition transaction under common control in 2022*
Cadangan saham bonus yang telah jatuh tempo	210.266	210.266	*Provision for bonus share from the previous program that had matured*
Kompensasi atas Saham Bonus tahun 2023	5.778	5.778	*Compensation for bonus shares in 2023*
Kompensasi atas Saham Bonus tahun 2024	27.096	-	*Compensation for bonus shares in 2024*
	75.880.223	**75.853.127**	

31. EKUITAS (lanjutan)

b. Tambahan Modal Disetor (lanjutan)

Rincian tambahan modal disetor adalah sebagai berikut (lanjutan):

Sebagai realisasi dari Program Rekapitalisasi Bank Umum sesuai Peraturan Pemerintah No. 52 Tahun 1999 tentang "Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Bank Pemerintah", Pemerintah telah menetapkan bahwa jumlah kebutuhan rekapitalisasi BRI untuk mencapai Kewajiban Penyediaan Modal Minimum 4% adalah sebesar Rp29.063.531. Sampai dengan tanggal 30 Juni 2003, modal dasar dan ditempatkan BRI belum ditingkatkan dengan tambahan modal dari program rekapitalisasi tersebut, sehingga setoran modal Pemerintah sebesar Rp29.063.531 dicatat sementara pada akun "Tambahan Modal Disetor" bersama-sama dengan sisa setoran modal Pemerintah sebelumnya sebesar Rp5.

Berdasarkan Surat Keputusan Menteri Keuangan No. 427/KMK.02/2003 tanggal 30 September 2003 jumlah final kebutuhan rekapitalisasi BRI sebesar Rp29.063.531, dikonversi menjadi modal disetor sebesar Rp3.272.000 dan sisanya sebesar Rp25.791.531 dibukukan sebagai agio saham. Selanjutnya, dengan dilaksanakannya kuasi-reorganisasi oleh BRI, saldo rugi sebelum kuasi-reorganisasi pada tanggal 30 Juni 2003 sebesar Rp24.699.387 dieliminasikan ke agio saham, sehingga menghasilkan saldo agio saham sebesar Rp1.092.149 pada tanggal 30 Juni 2003.

Pada tanggal 10 November 2003, BRI telah melakukan IPO dengan mengeluarkan 1.764.705.000 lembar Saham Biasa Atas Nama Seri B baru dengan nilai nominal Rp500 (nilai penuh) per saham dengan harga penawaran Rp875 (nilai penuh) per saham sehingga menghasilkan tambahan agio saham sebagai berikut:

31. *EQUITY (continued)*

b. *Additional Paid-in Capital (continued)*

The details of additional paid-in capital are as follows (continued):

In line with the realization of the Recapitalization Program for Commercial Banks in accordance with Government Regulation No. 52 Year 1999 regarding the "Increase in Investment by the Republic of Indonesia in State-Owned Banks", the Government determined that the recapitalization requirement amount of BRI to achieve Capital Adequacy Ratio (CAR) of 4% was Rp29,063,531. As of June 30, 2003, the authorized and issued capital stock of BRI has not yet been increased by additional capital from the above recapitalization program, therefore, the paid-up capital from the Government of Rp29,063,531 was recorded temporarily in "Additional Paid-in Capital" account together with the previous balance of paid-up capital of Rp5 from the Government.

Based on the Decision Letter of the Minister of Finance No. 427/KMK.02/2003 dated September 30, 2003, the final recapitalization requirement of BRI amounted to Rp29,063,531. The amount of Rp3,272,000 was converted to paid-up capital and the remaining balance of Rp25,791,531 was recorded as additional paid-in capital. Furthermore, with the implementation of the quasi-reorganization by BRI, the accumulated losses before quasi-reorganization as of June 30, 2003 amounting to Rp24,699,387 was eliminated against additional paid-in capital, resulting in additional paid-in capital amounting to Rp1,092,149 as of June 30, 2003.

On November 10, 2003, BRI conducted an IPO by issuing 1.764.705.000 000 new Series B common shares with a par value of Rp500 (full amount) per share at the offering price of Rp875 (full amount) per share, resulting in additional paid-in capital as follows:

Jumlah Saham Biasa Atas Nama Seri B baru yang dikeluarkan untuk masyarakat dalam rangka IPO (lembar saham) (Catatan 1c)	1.764.705.000	*Total New Series B Common Shares Issued to the Public Under the IPO (Shares) (Note 1c)*
Agio saham per saham (nilai penuh)	375	*Additional paid-in capital per share (full amount)*
Total agio saham - sebelum diskon	661.764	*Total additional paid-in capital - before discount*
Dikurangi		*Less*
- 3% diskon yang diberikan kepada nasabah BRI	(2.961)	*- 3% discount given to BRI customers*
- Biaya IPO	(69.041)	*- Cost of IPO*
Agio saham dari IPO	**589.762**	***Additional paid-in capital from IPO***

31. EKUITAS (lanjutan)

b. Tambahan Modal Disetor (lanjutan)

Rincian tambahan modal disetor adalah sebagai berikut (lanjutan):

Transaksi entitas sepengendali

Berdasarkan Akta Jual Beli Saham No. 70 tanggal 20 Desember 2018 yang dibuat di hadapan Ashoya Ratam, S.H., M.Kn., Notaris di Jakarta Selatan, PT Bahana Artha Ventura telah mengalihkan kepemilikan saham PT BRI Ventura Investama (BRI Ventures) sebanyak 15.874 lembar kepada BRI (Catatan 1f), dan berdasarkan Akta Pengambilalihan Saham No. 53 tanggal 21 Desember 2018 yang dibuat di hadapan Masjuki, S.H., notaris pengganti dari M. Nova Faisal, S.H., M.Kn., PT Danareksa (Persero) telah mengalihkan kepemilikan saham PT Danareksa Sekuritas (Danareksa Sekuritas), sebanyak 335.000.000 lembar saham kepada BRI (Catatan 1f).

Transaksi jual beli tersebut merupakan transaksi kombinasi bisnis entitas sepengendali dimana pemegang saham pengendali (*ultimate shareholder*) dari BRI, PT Danareksa (Persero) dan PT Bahana Artha Ventura adalah Pemerintah Republik Indonesia. Oleh karena itu, transaksi tersebut diperlakukan berdasarkan metode penyatuan kepemilikan sesuai dengan Pernyataan Standar Akuntansi Keuangan ("PSAK") No. 338, "Kombinasi Bisnis Entitas Sepengendali".

Perbedaan antara jumlah imbalan yang dialihkan dan jumlah tercatat investasi yang diperoleh dari transaksi ini dicatat dalam akun "Tambahan Modal Disetor" pada bagian ekuitas, dengan rincian sebagai berikut:

31. EQUITY (continued)

b. Additional Paid-in Capital (continued)

The details of additional paid-in capital are as follows (continued):

Entities under common control transaction

Based on the Deed Sale and Purchase of Shares No. 70 dated December 20, 2018, of Ashoya Ratam, S.H., M.Kn., PT Bahana Artha Ventura transferred 15,874 shares of BRI Ventura to BRI (Note 1f) and based on the Deed of Shares Takeover No. 53 dated December 21, 2018, made before Masjuki, S.H., a substitute notary of Notary M. Nova Faisal, S.H., M.Kn., PT Danareksa (Persero) sold 335,000,000 shares of PT Danareksa Sekuritas (Danareksa Sekuritas) to BRI (Note 1f).

These sale and purchase transactions constitute a business combination of entities under common control where the ultimate shareholder of BRI, PT Danareksa (Persero) and PT Bahana Artha Ventura is the Government of the Republic of Indonesia. Therefore, the transactions are treated based on the pooling of interests method in accordance with the Statement of Financial Accounting Standarsd ("SFAS") No. 338, "Business Combination of Entities Under Common Control".

The difference between the amount of the considerations transferred and the carrying amount of the investment obtained from this transaction is recorded in the "additional paid-in capital" account in equity, with details as follows:

	Jumlah imbalan yang dialihkan/ *Considerations transferred*	**Jumlah tercatat investasi/ *Investment Carrying amount***	**Tambahan modal disetor/ *Additional Paid-in Capital***	
Danareksa Sekuritas	446.888	366.359	80.529	*Danareksa Sekuritas*
BRI Ventures	3.090	2.424	666	*BRI Ventures*
Jumlah	**449.978**	**368.783**	**81.195**	***Total***

31. EKUITAS (lanjutan)

b. Tambahan Modal Disetor (lanjutan)

Rincian tambahan modal disetor adalah sebagai berikut (lanjutan):

Transaksi entitas sepengendali (lanjutan)

Berdasarkan Akta Jual Beli Saham No. 47 tanggal 20 Desember 2018 yang dibuat di hadapan Masjuki, S.H., Notaris pengganti dari M. Nova Faisal, S.H., M.Kn., PT Danareksa (Persero) telah mengalihkan kepemilikan saham PT Danareksa Investment Management ("DIM") sebanyak 10.500.000 lembar saham kepada BRI (Catatan 1f). Atas transaksi ini BRI memiliki pengaruh signifikan terhadap DIM sehingga transaksi ini dicatat sesuai PSAK No. 228 "Investasi pada Entitas Asosiasi", dimana dalam metode ekuitas pengakuan awal diakui sesuai dengan harga perolehan yang kemudian ditambah atau dikurangi untuk mengakui bagian BRI atas laba rugi DIM setelah tanggal perolehan.

Kemudian berdasarkan Akta Jual Beli Saham No. 32 tanggal 30 November 2022 yang dibuat di hadapan Fathiah Helmi, S.H., Notaris di Jakarta, PT Danareksa (Persero) telah mengalihkan kepemilikan saham PT Danareksa Investment Management ("DIM") sebanyak 9.000.000 lembar saham kepada BRI (Catatan 1f), sehingga BRI memiliki 19.500.000 lembar saham atau setara dengan 65% dari total saham beredar DIM. Atas transaksi ini BRI memperoleh pengendalian terhadap DIM sehingga atas transaksi ini merupakan kombinasi bisnis entitas sepengendali dan dicatat sesuai PSAK No. 338, "Kombinasi Bisnis Entitas Sepengendali".

Perbedaan antara jumlah imbalan yang dialihkan dan jumlah tercatat investasi yang diperoleh dari transaksi ini dicatat dalam akun "Tambahan Modal Disetor" pada bagian ekuitas. Pada tanggal akuisisi di tahun 2022 selisih antara jumlah imbalan yang dialihkan dan jumlah tercatat investasi adalah sebesar Rp604.474.

31. EQUITY (continued)

b. Additional Paid-in Capital (continued)

The details of additional paid-in capital are as follows (continued):

Entities under common control transaction (continued)

Based on the Deed of Sale and Purchase of Shares No. 47 dated December 20, 2018 made before Masjuki, S.H., Notary substitute for M. Nova Faisal, S.H., M.Kn., PT Danareksa (Persero) has transferred the share ownership of PT Danareksa Investment Management ("DIM") amounting to 10,500,000 shares to BRI (Note 1f). For this transaction, BRI has significant influence on DIM so that this transaction is recorded in accordance with SFAS No. 228, "Investment in Associates", where in the equity method initial recognition is recognized according to the acquisition price which is then added or reduced to recognize BRI's share of DIM's profit or loss after date of acquisition.

Furthermore, based on the Deed of Sale and Purchase of Shares No. 32 dated November 30, 2022 made before Fathiah Helmi, S.H., Notary in Jakarta, PT Danareksa (Persero) has transferred ownership of PT Danareksa Investment Management ("DIM") shares totaling 9,000,000 shares to BRI (Note 1f), so that BRI owns 19,500,000 shares or equivalent to 65% of the total outstanding shares of DIM. For this transaction, BRI obtained control over DIM so that this transaction is a business combination of entities under common control and is recorded in accordance with SFAS No. 338, "Business Combinations of Entities under Common Control".

The difference between the amount of consideration transferred and the carrying amount of the investment obtained from this transaction is recorded in the "Additional Paid-in Capital" account in the equity section. At the acquisition date in 2022, the difference between the amount of consideration transferred and the carrying amount of the investment amounted to Rp604,474.

31. EKUITAS (lanjutan)

b. Tambahan Modal Disetor (lanjutan)

Rincian tambahan modal disetor adalah sebagai berikut (lanjutan):

Kehilangan pengendalian atas entitas anak (BRIS)

Pada tanggal 12 Oktober 2020, PT Bank Mandiri (Persero) Tbk (Mandiri), PT Bank Rakyat Indonesia (Persero) Tbk (BRI), PT Bank Negara Indonesia (Persero) Tbk (BNI), PT Bank Syariah Mandiri (BSM), PT Bank BRIsyariah Tbk (BRIS) dan PT Bank BNI Syariah (BNIS) telah menandatangani *Conditional Merger Agreement* (CMA) atau Perjanjian Penggabungan Bersyarat dalam rangka penggabungan usaha BSM, BRIS dan BNIS (Bank Peserta Penggabungan).

Berdasarkan CMA, setelah tanggal efektif penggabungan, PT Bank BRIsyariah Tbk (BRIS) akan menjadi entitas yang menerima penggabungan atau *surviving entity* dan seluruh pemegang saham PT Bank BNI Syariah (BNIS) dan PT Bank Syariah Mandiri (BSM) akan menjadi pemegang saham dari entitas yang menerima penggabungan berdasarkan rasio penggabungan.

Berdasarkan rasio penggabungan kepemilikan BRI atas BSI adalah sebesar 17,29% atau sebanyak 7.092.761.655 lembar saham senilai Rp3.546.381.

Sejak tanggal 1 Februari 2021 BRI telah kehilangan pengendalian atas BRIS yang mengakibatkan BRI harus menghentikan pengakuannya terhadap aset neto BRIS pada nilai tercatatnya sebesar Rp909.707 dan jumlah tercatat setiap kepentingan non-pengendali terdahulu kepada BRIS ketika pengendalian hilang (termasuk setiap komponen penghasilan komprehensif lain yang diatribusikan pada kepentingan non pengendali) senilai Rp1.452.824. Setelah itu BRI mengakui investasi pada BSI sesuai dengan rasio penggabungan dimana selisih antara aset neto BRIS dengan investasi BSI dicatat sebagai tambahan modal disetor sebesar Rp565.209.

Transaksi penggabungan ini merupakan transaksi kombinasi bisnis entitas sepengendali dimana pemegang saham pengendali (*ultimate shareholder*) dari BRI, BNI, Mandiri, BSM, BRIS dan BNIS adalah Pemerintah Republik Indonesia.

31. EQUITY (continued)

b. Additional Paid-in Capital (continued)

The details of additional paid-in capital are as follows (continued):

Loss of control over the subsidiary (BRIS)

On October 12, 2020, PT Bank Mandiri (Persero) Tbk (Mandiri), PT Bank Rakyat Indonesia (Persero) Tbk (BRI), PT Bank Negara Indonesia (Persero) Tbk (BNI), PT Bank Syariah Mandiri (BSM), PT Bank BRIsyariah Tbk (BRIS) and PT Bank BNI Syariah (BNIS) have signed a Conditional Merger Agreement (CMA) for the purpose of merging BSM, BRIS and BNIS (Merger Participating Banks).

Based on the CMA, after the effective date of the merger, PT Bank BRIsyariah Tbk (BRIS) will become the surviving entity and all shareholders of PT Bank BNI Syariah (BNIS) and PT Bank Syariah Mandiri (BSM) will become shareholders of the entity that accept the merger based on the combined ratio.

Based on the combined ratio of BRI's ownership of BSI, it is 17.29% or 7,092,761,655 shares worth Rp3,546,381.

Since February 1, 2021, BRI has lost control of BRIS which has resulted in BRI having to derecognize BRIS' net assets at their carrying amount of Rp909,707 and the carrying amount of any former non-controlling interest in BRIS when control is lost (including any components of other comprehensive income attributable to non-controlling interests) amounting to Rp1,452,824. After that BRI recognized investment in BSI in accordance with the combined ratio where the difference between BRIS's net assets and BSI's investment was recorded as additional paid-in capital of Rp565,209.

This merger transaction is a business combination transaction of entities under common control in which the ultimate shareholder of BRI, BNI, Mandiri, BSM, BRIS and BNIS is the Government of the Republic of Indonesia.

31. EKUITAS (lanjutan)

b. Tambahan Modal Disetor (lanjutan)

Rincian tambahan modal disetor adalah sebagai berikut (lanjutan):

Kehilangan pengendalian atas entitas anak (BRIS) (lanjutan)

Oleh karena itu, transaksi tersebut diperlakukan berdasarkan metode penyatuan kepemilikan sesuai dengan Pernyataan Standar Akuntansi Keuangan ("PSAK") No. 338 "Kombinasi Bisnis Entitas Sepengendali".

Perbedaan antara jumlah tercatat investasi sebelumnya dan jumlah tercatat investasi yang diperoleh dari transaksi ini dicatat dalam akun "Tambahan Modal Disetor" pada bagian ekuitas, dengan rincian sebagai berikut:

31. EQUITY (continued)

b. Additional Paid-in Capital (continued)

The details of additional paid-in capital are as follows (continued):

Loss of control over the subsidiary (BRIS) (continued)

Therefore, the transaction is treated based on the combined interest method in accordance with Statement of Financial Accounting Standards ("SFAS") No. 338, "Business Combination of Entities Under Common Control".

The difference between the carrying amount of the previous investment and the carrying amount of the investment obtained from this transaction is recorded in the "Additional Paid-in Capital" account in the equity section, with details as follows:

	Jumlah tercatat investasi sebelumnya/ *Carrying amount of previous investment*	Jumlah tercatat investasi akibat merger/ *Carrying amount of investment due to merger*	Tambahan modal disetor/ *Additional paid-in capital*	
Kepemilikan BRI atas BSI	2.981.172	3.546.381	565.209	*BRI ownership of BSI*

Penerbitan Saham Baru

Sesuai dengan RUPS Luar Biasa pada tanggal 22 Juli 2021, seperti yang telah diungkapkan dalam Akta No. 61 Notaris Fathiah Helmi, S.H., pemegang saham menyetujui BRI menerbitkan saham baru dalam rangka penambahan modal melalui mekanisme Penambahan Modal dengan Hak Memesan Efek Terlebih Dahulu I (PMHMETD I).

PMHMETD I tersebut telah memperoleh Pernyataan Efektif dari Otoritas Jasa Keuangan ("OJK") pada tanggal 30 Agustus 2021. Pemerintah Republik Indonesia, selaku pemegang saham pengendali Perseroan mengambil bagian atas seluruh Hak Memesan Efek Terlebih Dahulu (HMETD) yang menjadi haknya dengan melakukan *Inbreng* atas saham milik Pemerintah pada Pegadaian dan PNM kepada BRI adalah sebagai berikut:

a. 6.249.999 saham Seri B atau mewakili 99,99% dari seluruh modal ditempatkan dan disetor penuh dalam Pegadaian;
b. 3.799.999 saham Seri B atau mewakili 99,99% dari seluruh modal ditempatkan dan disetor penuh dalam PNM.

Additional Capital for PMHMETD transactions

In accordance with the Extraordinary General Meeting of Shareholders on July 22, 2021, as disclosed in the Deed No. 61 of Notary Fathiah Helmi, S.H., the shareholders approved the company issues new shares in connection with the issuance of Additional Capital with Preemptive Rights I (PMHMETD I) mechanism.

Additional Capital with Preemptive Rights I has received an effective statement from the Financial Services Authority ("OJK") on August 30, 2021. The Government of the Republic of Indonesia, as the controlling shareholder of the Company, takes part to all Preemptive Rights to which it is entitled by conducting Inbreng on shares owned by the Government's shares in Pegadaian and PNM to BRI as follows:

a. 6,249,999 Series B shares or representing 99.99% of the issued and fully paid capital in Pegadaian;
b. 3,799,999 Series B shares or representing 99.99% of the issued and fully paid capital in PNM.

31. EKUITAS (lanjutan)

b. Tambahan Modal Disetor (lanjutan)

Rincian tambahan modal disetor adalah sebagai berikut (lanjutan):

Penerbitan Saham Baru (lanjutan)

Transaksi inbreng tersebut sesuai Akta Pengalihan Hak Atas Saham Republik Indonesia atas Perusahaan Perseroan (Persero) PT Pegadaian, Perusahaan Perseroan (Persero) PT Permodalan Nasional Madani untuk dan dalam rangka Penambahan Penyertaan Negara Republik Indonesia Dalam Penyertaan Modal Perusahaan Perseroan (Persero) PT Bank Rakyat Indonesia Tbk No. 13 tanggal 13 September 2021, Notaris Fathiah Helmi, S.H., atas Transaksi inbreng tersebut merupakan transaksi kombinasi bisnis entitas sepengendali dimana pemegang saham pengendali (ultimate shareholder) dari BRI, PT Pegadaian (Persero) dan PT Permodalan Nasional Madani adalah Pemerintah Republik Indonesia. Oleh karena itu, transaksi tersebut diperlakukan berdasarkan metode penyatuan kepemilikan sesuai dengan Pernyataan Standar Akuntansi Keuangan ("PSAK") No. 338, "Kombinasi Bisnis Entitas Sepengendali".

Perbedaan antara jumlah imbalan yang dialihkan dan jumlah tercatat investasi yang diperoleh dari transaksi ini dicatat dalam akun "Tambahan Modal Disetor" pada bagian ekuitas, dengan rincian sebagai berikut:

31. EQUITY (continued)

b. Additional Paid-in Capital (continued)

The details of additional paid-in capital are as follows (continued):

Additional Capital for PMHMETD transactions (continued)

The inbreng transaction is in accordance with the Deed of Transfer of Rights to Shares of the Republic of Indonesia for both the Company (Persero) PT Pegadaian, and PT Permodalan Nasional Madani and in relation to the assitional investment in the company (Persero) PT Bank Rakyat Indonesia Tbk by the Republic of Indonesia No. 13 dated September 13, 2021, Notary Fathiah Helmi, S.H., for the Inbreng Transaction is a business combination transaction of entities under common control in which the ultimate shareholder of BRI, PT Pegadaian (Persero) and PT Permodalan Nasional Madani is the Government of the Republic of Indonesia. Therefore, the transaction is treated based on the pooling of interest method in accordance with Statement of Financial Accounting Standards ("SFAS") No. 338, "Business Combination of Entities Under Common Control".

The difference between the nominal of investment and carrying amount of investment from this transaction is recorded in "Additional paid-in capital" in equity section as follows:

	Jumlah tercatat investasi sebelumnya/ *Carrying amount of previous investment*	**Jumlah tercatat investasi akibat merger/ *Carrying amount of investment due to merger***	**Tambahan modal disetor/ *Additional paid-in capital***	
PNM	6.100.068	6.073.819	26.249	*PNM*
Pegadaian	48.670.528	25.326.438	23.344.090	*Pegadaian*
Jumlah	**54.770.596**	**31.400.257**	**23.370.339**	***Total***

Jumlah imbalan yang dialihkan sesuai dengan hasil nilai wajar dari Kantor Jasa Penilai Publik (KJPP) Suwendho Rinaldy dan Rekan, sesuai dengan laporan No. 00244/2.0059-02/BS/07/0242/1/VI/2021 tanggal 30 Juni 2021 dan No. 00245/2.0059-02/BS/07/0242/1/VI/2021 tanggal 30 Juni 2021.

The nominal amount of investment transferred is in accordance with the fair value result from the External Independent Appraisal (KJPP) Suwendho Rinaldy and Partners, in accordance with report No. 00244/2.0059-02/BS/07/0242/1/VI/2021 dated June 30, 2021 and No. 00245/2.0059-02/BS/07/0242/1/VI/2021 dated June 30, 2021.

31. EKUITAS (lanjutan)

b. Tambahan Modal Disetor (lanjutan)

Rincian tambahan modal disetor adalah sebagai berikut (lanjutan):

Penerbitan Saham Baru (lanjutan)

Atas PMHMETD I meningkatkan modal dan disetor penuh sebanyak 28.213.191.604 lembar saham atau sebesar Rp1.410.659, yang terdiri dari *inbreng* Pemerintah sebanyak 16.108.998.710 lembar saham atau sebesar Rp805.450 dan publik sebanyak 12.104.192.894 lembar saham atau sebesar Rp605.210, yang mengakibatkan kenaikan tambahan modal disetor sebesar Rp94.419.142 (setelah dikurangi oleh biaya emisi).

c. Selisih Kurs karena Penjabaran Laporan Keuangan dalam Mata Uang Asing

Akun ini merupakan selisih kurs yang timbul karena penjabaran laporan keuangan BRI Kantor Cabang/Perwakilan luar negeri (Cayman Islands, New York, Hong Kong, Singapura, Timor-Leste dan Taipei) dan entitas anak dalam mata uang Dolar Amerika Serikat, Dolar Hong Kong, Dolar Singapura dan Dolar Taiwan Baru ke dalam mata uang Rupiah (Catatan 2ai).

d. Pembagian Laba

Dalam RUPS Tahunan BRI tanggal 1 Maret 2024 dan 13 Maret 2023 pemegang saham menyetujui pembagian dividen dari laba tahun berjalan untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2023 dan 2022 dengan rincian sebagai berikut:

31. EQUITY (continued)

b. Additional Paid-in Capital (continued)

The details of additional paid-in capital are as follows (continued):

Additional Capital for PMHMETD transactions (continued)

The PMHMETD I increased the issued and fully paid capital of 28,213,191,604 shares or Rp1,410,659, consisting of the Government inbreng shares totaling 16,108,998,710 shares or Rp805,450 and the public as many as 12,104,192,894 shares or Rp605,210, which resulted in an increase in additional paid-in capital of Rp94,419,142 (after deducting emission costs).

c. Differences Arising from Translation of Foreign Currency Financial Statements

This account represents the exchange rate differences arising from the translation of the financial statements of BRI overseas branches/representative office (Cayman Islands, New York, Hong Kong, Singapore, Timor-Leste, and Taipei) and subsidiaries with functional currency of United States Dollar, Hong Kong Dollar, Singaporean Dollar, and New Taiwanese Dollar into Rupiah (Note 2ai).

d. Distribution of Net Income

In the Annual General Meetings of BRI's Shareholders held on March 1, 2024 and March 13, 2023, the Shareholders agreed to distribute dividend from net income for the years ended December 31, 2023 and 2022 are as follows:

	Laba tahun berjalan/ *Income for the year*		
	Untuk tahun yang berakhir pada tanggal 31 Desember/ *ended December 31,*		
	2023	**2022**	
Konsolidasian	48.102.283	43.494.766	*Consolidated*

Berdasarkan Perubahan Anggaran Dasar dalam Akta Notaris Fathiah Helmi, S.H., No. 31 tanggal 22 April 2024 yang menyatakan bahwa Perseroan dapat membagikan Dividen Interim berdasarkan keputusan Direksi setelah memperoleh persetujuan Dewan Komisaris dan/atau apabila diminta oleh Pemegang Saham yang mewakili paling sedikit 1/10 (satu per sepuluh) bagian dari saham yang telah dikeluarkan dan telah mendapatkan persetujuan Dewan Komisaris.

Based on the Amendment to the Articles of Association in Notarial Deed of Fathiah Helmi, S.H., No. 31 dated April 22, 2024, which states that the Company may distribute Interim Dividends based on a resolution of the Board of Directors after obtaining approval from the Board of Commissioners and/or upon request from Shareholders representing at least 1/10 (one-tenth) of the issued shares, provided that such distribution has been approved by the Board of Commissioners.

31. EKUITAS (lanjutan)

d. Pembagian Laba (lanjutan)

Pembagian dividen interim BRI tahun buku 2024 sesuai dengan Surat Persetujuan No. R.128-KOM/12/2024 tanggal 12 Desember 2024, disetujui sebesar Rp135 per lembar saham atau sebesar Rp20.337.632.

Berdasarkan surat Menteri BUMN No. SR-602/MBU/11/2023 tanggal 28 November 2023, ditetapkan pembagian dividen interim atas tahun buku 2023, yang kemudian telah disetujui oleh Direksi berdasarkan Rapat Direksi tanggal 11 Desember 2023 sebesar Rp12.666.432.

e. Reklasifikasi Saldo Laba - Telah Ditentukan Penggunaannya

Dalam rangka menjaga struktur permodalannya, BRI telah melakukan reklasifikasi saldo laba yang telah ditentukan penggunaannya (cadangan tujuan) ke saldo laba yang belum ditentukan penggunaannya sebesar Rp15.093.056 pada tahun 2016. Hal ini dilakukan sehubungan dengan penerapan Peraturan Otoritas Jasa Keuangan (POJK) No. 34/POJK.03/2016 pada tanggal 26 September 2016 tentang ”Perubahan atas POJK No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum”.

f. Saham bonus BRI

Dalam rangka meningkatkan produktivitas dan menciptakan *sense of belonging* terhadap perusahaan dan memberikan insentif jangka panjang kepada pekerja untuk mencapai target yang telah ditetapkan, Manajemen BRI memutuskan untuk memberikan program bonus kepemilikan saham bagi pekerja dalam program *Employee Stock Allocation* (ESA).

Alokasi saham diberikan kepada masing-masing pekerja berdasarkan kinerja individu dan perusahaan.

31. EQUITY (continued)

d. Distribution of Net Income (continued)

The distribution of BRI's interim dividend for the 2024 financial year, in accordance with Approval Letter No. R.128-KOM/12/2024 dated December 12, 2024, has been approved at Rp135 per share, amounting to Rp20,337,632.

Based on Letter from State Minister for State Owned Enterprises No. SR-602/MBU/11/2023 dated November 28, 2023, the distribution of interim dividends for the 2023 financial year was determined, which was then approved by the Board of Directors based on the Board of Directors Meeting on December 11, 2023 in the amount of Rp12,666,432.

e. Reclassification of Appropriated Retained Earnings

In order to maintain its capital structure, BRI has reclassified its appropriated retained earnings into unappropriated retained earnings amounting to Rp15,093,056. This is in accordance with the implementation of the Financial Services Authority Regulation (POJK) No. 34/POJK.03/2016 dated September 26, 2016 regarding "Amendment to POJK No. 11/POJK.03/2016 regarding Minimum Capital Adequacy Requirement for Commercial Banks".

f. BRI Bonus Shares

In order to increase productivity and create a sense of belonging to the company and provide long-term incentives for workers to achieve predetermined targets, BRI management decided to provide a share ownership bonus program for workers in the form of Employee Stock Allocation (ESA) program.

Share allocation is given to each worker based on individual and company performance.

31. EKUITAS (lanjutan)

f. Saham bonus BRI (lanjutan)

Sesuai surat Direksi No. B.0016-DIR/HCS/ 01/2023 tanggal 2 Januari 2023, BRI kembali melaksanakan program ESA dimana tanggal pemberian alokasi hak saham atau tanggal *grant* pada 2 Januari 2023, dengan akhir periode *vesting* pada 31 Desember 2024.

Nilai wajar dari ESA pada saat pemberian pada tanggal 2 Januari 2023 sebesar Rp406.008. Nilai wajar ESA diamortisasi selama masa *vesting* dan diakui dalam laba rugi dan penghasilan komprehensif lain konsolidasian, sedangkan akumulasi biaya selama periode *vesting* diakui dalam ekuitas.

Biaya ESA yang diakui dalam laba rugi dan penghasilan komprehensif lain konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023 sebesar Rp217.957 dan Rp216.763.

Per 31 Desember 2023, cadangan saham bonus dari program sebelumnya yang telah jatuh tempo sebesar Rp210.266 yang mengakibatkan kenaikan tambahan modal disetor.

Selain program ESA bagi pekerja, terdapat juga program *Long Term Incentives (LTI)* yang ditujukan kepada direksi dan komisaris non independen BRI dimana tanggal pemberian alokasi hak saham atau tanggal *grant* masing-masing pada 15 Desember 2023 (LTI 2023) dan 23 Desember 2022 (LTI 2022), dengan memperhatikan ketentuan *holding period* untuk masing-masing program.

Nilai wajar dari LTI pada saat pemberian pada tanggal 15 Desember 2023 dan 23 Desember 2022 masing-masing sebesar Rp211.117 dan Rp141.438. Nilai wajar LTI diamortisasi selama masa *vesting* dan diakui dalam laba rugi dan penghasilan komprehensif lain konsolidasian, sedangkan akumulasi biaya selama periode *vesting* diakui dalam ekuitas.

Biaya LTI yang diakui dalam laba rugi dan penghasilan komprehensif lain konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023 masing-masing sebesar Rp164.549 dan Rp70.719.

31. EQUITY (continued)

f. BRI Bonus Shares (continued)

In accordance with the Board of Directors' letter No. B.0016-DIR/HCS/01/2023 dated January 2, 2023, BRI is re-implementing the ESA program where the share rights allocation date or grant date is January 2, 2023, with the end of the vesting period on December 31, 2024.

The fair value of ESA at the time of grant on January 2, 2023 was Rp406,008. The fair value of ESA is amortized over the vesting period and recognized in consolidated profit or loss and other comprehensive income, while the accumulated costs over the vesting period are recognized in equity.

ESA costs recognized in consolidated profit or loss and other comprehensive income for year ended December 31, 2024 and 2024 amounted to Rp217,957 *and Rp216,763.*

As of December 31, 2023, bonus share reserves from the previous program that had matured amounted to Rp210,266 which resulted in an additional increase in paid-in capital.

Apart from the ESA program for employees, there is also a Long Term Incentives (LTI) program aimed at BRI's non-independent directors and commissioners where the allocation date for share rights or grant date are December 15, 2023 (LTI 2023) and December 23, 2022 (LTI 2022), with taking into holding period for each program.

The fair value of LTI at the time of grant on December 15, 2023 and December 23, 2022 amounted Rp211,117 and Rp141,438, respectively. The fair value of LTI is amortized over the vesting period and recognized in consolidated profit or loss and other comprehensive income, while the accumulated costs over the vesting period are recognized in equity.

LTI costs recognized in consolidated profit or loss and other comprehensive income for the year ended December 31, 2024 and 2023 amounted to Rp164,549 and Rp70,719, respectively.

31. EKUITAS (lanjutan)

f. Saham bonus BRI (lanjutan)

Berdasarkan Surat Menteri Badan Usaha Milik Negara (BUMN) Republik Indonesia No.SR-198/MBU/04/2024, tanggal 3 April 2024, Menteri BUMN telah menetapkan besarnya jumlah tantiem untuk Direksi dan Dewan Komisaris atas kinerja tahun buku 2023, dimana atas bagian 20% dari jumlah tantiem tersebut harus ditangguhkan selama 3 (tiga) tahun atau sampai berakhir masa jabatannya dan pembayaran dalam bentuk saham untuk Direksi dan Dewan Komisaris Non Independen serta dalam bentuk tunai bagi Komisaris Independen.

g. Perubahan proporsi kepemilikan oleh kepentingan non-pengendali di PT Asuransi BRI Life (BRI Life)

Perubahan proporsi ekuitas yang dimiliki oleh kepentingan non-pengendali sesuai dengan Perjanjian Pemegang Saham tanggal 2 Maret 2021 (Catatan 1f), BRI menyesuaikan jumlah tercatat kepentingan pengendalian dan kepentingan non-pengendalian untuk mencerminkan perubahan kepemilikan dalam BRI Life. Perbedaan antara jumlah tercatat kepentingan non-pengendali yang disesuaikan dan nilai wajar imbalan yang diterima BRI diakui secara langsung dalam ekuitas yaitu pada akun ''Dampak Transaksi Pengendalian Non-Pengendali'' sebesar Rp1.758.580.

h. Kepentingan non-pengendali

Berikut di bawah ini adalah rincian dari kepentingan non-pengendali:

31. EQUITY (continued)

f. BRI Bonus Shares (continued)

According to the letter of the Minister of State-Owned Enterprises (BUMN) No.SR-198/MBU/04/2024, dated April 3, 2024, the minister has determined the amount of remuneration for Board Directors and Board of Commisioners for the performance of fiscal year 2023, which is 20% of the total of remuneration must be deferred for 3 (three) years or the end of the term of office to be paid in the form of shares for Board of Directors and non Independent Board of Commissioners, as well as in the form of cash for Independent Commissioners.

g. Changes in the proportion of ownership by non-controlling interests in PT Asuransi BRI Life (BRI Life)

Change in the proportion of equity held by non-controlling interests based on the Shareholders Agreement dated March 2, 2021 (Note 1f), BRI adjusted the carrying amount of controlling and non-controlling interests to reflect changes of ownership in BRI Life. The difference between the adjusted carrying amount of the non-controlling interest and the fair value of the benefits received by BRI is recognized directly in equity, namely in the "Impact of transactions with non-controlling" account amounting to Rp1,758,580.

h. Non-controlling interest

Below are the details of non-controlling interests:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Kepentingan non-pengendali			*Non-controlling interests*
Entitas Induk			*Parent Entity*
PT Asuransi BRI Life	5.067.495	4.162.054	*PT Asuransi BRI Life*
PT Bank Raya Indonesia Tbk	457.897	454.832	*PT Bank Raya Indonesia Tbk*
PT BRI Asuransi Indonesia	259.276	201.041	*PT BRI Asuransi Indonesia*
PT BRI Danareksa Sekuritas	173.872	171.415	*PT BRI Danareksa Sekuritas*
PT BRI Manajemen Investasi	85.340	79.261	*PT BRI Manajemen Investasi*
PT Pegadaian	3.553	-	*PT Pegadaian*
PT BRI Multifinance Indonesia	1.711	-	*PT BRI Multifinance Indonesia*
PT Permodalan Nasional Madani	1.059	-	*PT Permodalan Nasional Madani*
PT BRI Ventura Investama	27	-	*PT BRI Ventura Investama*
Entitas anak	44.979	39.983	*Subsidiaries*
Total	**6.095.209**	**5.108.586**	***Total***

31. EKUITAS (lanjutan)

i. Pengalihan Sebagian saham Seri B milik Negara Republik Indonesia kepada Indonesia *Investment Authority*

Berdasarkan Peraturan Pemerintah Republik Indonesia No. 111 Tahun 2021 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Lembaga Pengelola Investasi telah ditetapkan penambahan penyertaan modal negara kepada Lembaga Pengelola Investasi (dalam hal ini Indonesia *Investment Authority*). Penambahan penyertaan modal tersebut berasal dari pengalihan saham seri B milik Negara Republik Indonesia pada BRI.

Selanjutnya sesuai dengan Akta Notaris No. 33 Tentang Perjanjian Pengalihan Hak atas Saham Negara Republik Indonesia pada Perusahaan Perseroan (Persero) PT Bank Rakyat Indonesia (Persero) Tbk kepada dan Dalam Rangka Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Lembaga Pengelola Investasi yang dibuat oleh Notaris Fathiah Helmi, S.H. Pengalihan Sebagian saham seri B milik Negara Republik Indonesia pada BRI kepada Indonesia *Investment Authority* telah efektif setelah ditandatanganinya Akta tersebut pada tanggal 23 Desember 2021.

Pengalihan sebagian saham seri B milik Negara Republik Indonesia pada BRI kepada Indonesia *Investment Authority* sejumlah 5.498.021.834 lembar saham atau sebesar 3,63%, sehingga saham seri B milik Negara Republik Indonesia pada BRI menjadi sejumlah 80.610.976.875 lembar saham atau 53,19%.

31. EQUITY (continued)

i. Partially Transfer of Series B Shares owned by the Republic of Indonesia to the Indonesia Investment Authority

Based on Government Regulation of the Republic of Indonesia No. 111 year 2021 regarding the Addition of the State Equity Participation of the Republic of Indonesia into the Capital of the Investment Management Institution, it has been stipulated of the addition of the state's equity participation to the Investment Management Institution (in this case the Indonesia Investment Authority). The additional capital participation comes from the transfer of BRI series B shares owned by the Republic of Indonesia to BRI.

Subsequently, in accordance with the Notarial Deed No. 33 regarding the Agreement on the Transfer of Rights to the Shares of the Republic of Indonesia in PT Bank Rakyat Indonesia (Persero) Tbk, to and in the context of the addition of the State Equity Participation of the Republic of Indonesia into the Capital of the Investment Management Institution made by Notary Fathiah Helmi, S.H. The partial transfer of series B shares belonging to the Republic of Indonesia in BRI to the Indonesia Investment Authority has been effective upon the signing of the Deed on December 23, 2021.

The transfer of part of the series B shares owned by the Republic of Indonesia in BRI to the Indonesia Investment Authority amounted to 5,498,021,834 shares or 3.63%, so that the series B shares owned by the Republic of Indonesia in BRI amounting to 80,610,976,875 shares or 53.19%.

32. PENDAPATAN BUNGA DAN SYARIAH

32. INTEREST AND SHARIA INCOME

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023*)**	
Pendapatan bunga diperoleh dari:			*Interest income are derived from:*
Rupiah			*Rupiah*
Kredit yang diberikan			*Loan*
Mikro	96.494.961	92.733.242	*Micro*
Ritel	47.977.442	43.838.406	*Retail*
Korporasi	7.378.812	2.416.635	*Corporate*
Piutang sewa pembiayaan	944.667	1.159.976	*Finance lease receivables*
Efek-efek			*Securities*
Nilai wajar melalui laba rugi			*Fair value through profit or loss*
Obligasi Pemerintah	258.985	270.644	*Government Bonds*
Obligasi	49.654	62.666	*Bonds*

32. PENDAPATAN BUNGA DAN SYARIAH (lanjutan) / *32. INTEREST AND SHARIA INCOME (continued)*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023*)**	
Pendapatan bunga diperoleh dari (lanjutan)			*Interest income are derived from (continued)*
Rupiah (lanjutan)			*Rupiah (continued)*
Efek-efek (lanjutan)			*Securities (continued)*
Nilai wajar melalui penghasilan komprehensif lain			*Fair value through Other Comprehensive Income*
Obligasi Pemerintah	3.210.708	3.034.842	*Government Bonds*
Sertifikat Bank Indonesia	2.034.199	318.783	*Bank Indonesia Certificate*
Obligasi	628.807	798.664	*Bonds*
Medium-Term Note	22.886	27.498	*Medium-Term Note*
Negotiable Certificate of Deposit	4.557	1.613	*Negotiable Certificate of Deposit*
Biaya perolehan diamortisasi			*Amortized Costs*
Obligasi Pemerintah	5.705.692	6.181.050	*Government Bonds*
Obligasi	109.136	117.789	*Bonds*
Sertifikat Bank Indonesia	3.985	-	*Bank Indonesia Certificate*
Medium-Term Note	1.163	1.210	*Medium-Term Note*
Efek-efek yang dibeli dengan janji dijual kembali	909.832	1.916.308	*Securities purchased under agreement to resell*
Penempatan pada Bank Indonesia dan lembaga keuangan lain			*Placement with Bank Indonesia and other financial instruments*
Deposit Facility/Term Deposit	264.872	287.304	*Deposit Facility/Term Deposit*
Inter-bank call money	67.049	62.443	*Inter-bank call money*
Lain-lain	1.033.116	979.344	*Others*
Giro pada Bank Indonesia	725	5.679	*Current accounts with Bank Indonesia*
Wesel Ekspor dan Tagihan Lainnya	1.898.503	1.985.992	*Export Bills and Other Receivables*
Lain-lain	3.288.749	1.118.752	*Others*
	172.288.500	157.318.840	
Mata uang asing			*Foreign currency*
Kredit yang diberikan			*Loan*
Korporasi	7.054.808	5.867.864	*Corporate*
Ritel	333.186	274.070	*Retail*
Piutang sewa pembiayaan	854	4.466	*Finance lease receivables*
Efek-efek			*Securities*
Nilai wajar melalui laba rugi			*Fair value through profit or loss*
Obligasi Pemerintah	85.113	22.765	*Government Bonds*
Obligasi	1.102	1.998	*Bonds*
Nilai wajar melalui penghasilan komprehensif lain			*Fair value through Other Comprehensive Income*
Obligasi Pemerintah	1.016.484	1.027.700	*Government Bonds*
Obligasi	336.725	283.604	*Bonds*
Sertifikat Bank Indonesia	375.183	106.273	*Bank Indonesia Certificate*
Negotiable Certificate of Deposit	1.672	6.366	*Negotiable Certificate of Deposit*
Biaya perolehan diamortisasi			*Amortized Costs*
Obligasi Pemerintah	595.864	670.571	*Government Bonds*
Obligasi	14.327	18.138	*Bonds*
Efek-efek yang dibeli dengan janji dijual kembali	2.825	379	*Securities purchased under agreement to resell*
Penempatan pada Bank Indonesia dan lembaga keuangan lain			*Placement with Bank Indonesia and other financial instruments*
Deposit Facility/Term Deposit	1.163.424	879.372	*Deposit Facility/Term Deposit*
Inter-bank call money	437.917	376.852	*Inter-bank call money*
Lain-lain	649.307	390.216	*Others*
Giro pada Bank Indonesia	31	37	*Current accounts with Bank Indonesia*
Wesel Ekspor dan Tagihan lainnya	550.235	232.542	*Export Bills and Other Receivables*
Lain-lain	364.534	788.868	*Others*
	12.983.591	10.952.081	
Total Pendapatan Bunga	185.272.091	168.270.921	*Total Interest Income*

32. PENDAPATAN BUNGA DAN SYARIAH (lanjutan) / *32. INTEREST AND SHARIA INCOME (continued)*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023*)**	
Pendapatan syariah diperoleh dari:			*Sharia income are derived from:*
Rupiah			Rupiah
Murabahah	10.588.412	10.245.474	*Murabahah*
Mudharabah	3.399.142	2.693.765	*Mudharabah*
Ujrah	6.607	4.368	*Ujrah*
Total Pendapatan Syariah	13.994.161	12.943.607	*Total Sharia Income*
Total	**199.266.252**	**181.214.528**	***Total***

*) Setelah Reklasifikasi (Catatan 52) / **) After Reclassification (Note 52)*

33. BEBAN BUNGA DAN SYARIAH / *33. INTEREST AND SHARIA EXPENSES*

Akun ini merupakan beban bunga dan syariah atas: / *This account represents interest and sharia expense on:*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
Rupiah			Rupiah
Deposito berjangka	25.784.223	18.796.685	*Time Deposits*
Giro	8.479.276	4.339.643	*Demand Deposits*
Pinjaman yang diterima	3.876.898	2.836.395	*Fund borrowings*
Surat berharga yang diterbitkan	2.403.209	2.455.463	*Marketable securities issued*
Tabungan	1.552.549	1.339.742	*Saving Deposits*
Efek yang dijual dengan janji dibeli kembali	961.816	617.032	*Securities sold under agreement to repurchase*
Simpanan dari bank lain dan lembaga keuangan lain	155.344	264.514	*Deposits from other banks and other financial institutions*
Pinjaman Subordinasi	34.449	35.310	*Subordinated loans*
Lain-lain	4.164.915	3.989.035	*Others*
	47.412.679	34.673.819	
Mata uang asing			Foreign currency
Giro	3.299.186	3.095.269	*Demand Deposits*
Deposito berjangka	2.359.316	1.575.165	*Time Deposits*
Pinjaman yang diterima	1.734.720	1.812.804	*Fund borrowings*
Efek yang dijual dengan janji dibeli kembali	442.447	341.089	*Securities sold under agreement to repurchase*
Simpanan dari bank lain dan lembaga keuangan lain	384.059	412.641	*Deposits from other banks and other financial institutions*
Surat berharga yang diterbitkan	95.202	513.444	*Marketable securities issued*
Tabungan	9.743	8.832	*Saving Deposits*
Lain-lain	465.445	225.801	*Others*
	8.790.118	7.985.045	
Total beban bunga	56.202.797	42.658.864	*Total interest expense*
Beban syariah	1.006.265	1.153.643	*Sharia expense*
Total	**57.209.062**	**43.812.507**	***Total***

34. BEBAN PENYISIHAN KERUGIAN PENURUNAN NILAI ATAS ASET KEUANGAN - NETO

Akun ini merupakan beban/(pembalikan) penyisihan kerugian penurunan nilai atas aset keuangan sebagai berikut:

34. PROVISION FOR IMPAIRMENT LOSSES ON FINANCIAL ASSETS - NET

This account represents provision for/(reversal of) impairment losses on financial assets as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
Kredit yang diberikan (Catatan 11d)	40.288.537	26.715.657	*Loans (Note 11d)*
Pinjaman Syariah (Catatan 12)	2.571.410	1.907.836	*Sharia loans (Note 12)*
Piutang sewa pembiayaan (Catatan 13c)	112.322	104.437	*Finance Lease receivables (Note 13c)*
Tagihan Akseptasi (Catatan 14c)	71.984	114.993	*Acceptances Receivables (Note 14c)*
Penempatan pada Bank Indonesia dan lembaga keuangan lain (Catatan 6c)	(1.092)	(123)	*Placement with Bank Indonesia and other financial institutions (Note 6c)*
Giro pada Bank lain (Catatan 5c)	(1.677)	(8.542)	*Current accounts with Other Banks (Note 5c)*
Efek-efek (Catatan 7g)	(86.315)	(18.805)	*Securities (Note 7g)*
Wesel Ekspor dan Tagihan Lainnya (Catatan 8c)	(1.250.807)	684.994	*Export Bills and Other Receivables (Note 8c)*
Lain-lain	53.275	22.979	*Other*
Total	**41.757.637**	**29.523.426**	***Total***

35. BEBAN TENAGA KERJA DAN TUNJANGAN

Rincian akun ini adalah sebagai berikut:

35. SALARIES AND EMPLOYEE BENEFIT

The details of this account are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
Gaji, upah dan tunjangan	22.585.592	21.811.379	*Salaries, wages and allowances*
Bonus, insentif dan tantiem	7.683.233	8.644.647	*Bonuses, incentives and tantiem*
Program bagi pekerja (Catatan 42)	3.277.767	2.306.592	*Employees program (Note 42)*
Iuran Jamsostek	1.050.039	979.670	*Jamsostek contribution*
Pendidikan dan pelatihan	1.038.807	1.243.074	*Training and developments*
Tunjangan kesehatan	727.446	747.928	*Medical allowances*
Biaya kompensasi saham	523.923	257.314	*Stock compensation cost*
Lain-lain	2.296.760	1.859.671	*Others*
Total	**39.183.567**	**37.850.275**	***Total***

Jumlah gaji dan tunjangan untuk Direksi adalah sebesar Rp223.075 dan Rp195.671 masing-masing untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023, sedangkan jumlah gaji dan tunjangan untuk Dewan Komisaris adalah sebesar Rp87.700 dan Rp83.417 masing-masing untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 (Catatan 44).

Total salaries and allowances of the Board of Directors amounted to Rp223,075 and Rp195,671 for the year ended December 31, 2024 and 2023, respectively, and total salaries and allowances of the Board of Commissioners amounted to Rp87,700 and Rp83,417 for the year ended December 31, 2024 and 2023, respectively (Note 44).

Jumlah tantiem, bonus dan insentif Direksi, Dewan Komisaris dan manajemen kunci BRI yang dibayarkan adalah sebesar Rp1.136.610 dan Rp750.925 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023 (Catatan 44).

Bonuses, incentives and tantiem of BRI's Boards of Directors, Commissioners and key employees amounting to Rp1,136,610 and Rp750,925 for the year ended December 31, 2024 and 2023, respectively (Note 44).

36. BEBAN UMUM DAN ADMINISTRASI / *36. GENERAL AND ADMINISTRATIVE EXPENSES*

Rincian akun ini adalah sebagai berikut: / *The details of this account are as follows:*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
Barang dan jasa pihak ketiga	6.889.710	4.166.991	*Third party goods and services*
Penyusutan aset tetap dan aset hak guna (Catatan 16)	5.843.344	3.726.291	*Depreciation of premises and equipments (Note 16)*
Jasa *outsourcing*	5.048.910	4.774.261	*Outsourcing service*
Perbaikan dan pemeliharaan	2.032.212	2.880.929	*Repairs and maintenance*
Transportasi	1.549.674	1.579.211	*Transportation*
Sewa	1.139.636	1.811.534	*Rent*
Jasa profesional	768.771	820.808	*Professional fees*
Listrik dan air	758.451	774.227	*Electricity and water*
Komunikasi	434.240	522.559	*Communications*
E-Channel	314.109	1.863.958	*E-Channel*
Peralatan kantor	288.804	458.565	*Office supplies*
Percetakan dan benda pos	249.965	349.349	*Printing and postage*
Penelitian dan pengembangan produk	196.236	215.980	*Research and product development*
Instalasi komputer	147.502	101.399	*Computer installations*
Lain-lain	3.990.856	4.438.147	*Others*
Total	**29.652.420**	**28.484.209**	***Total***

37. (BEBAN) PENDAPATAN NON OPERASIONAL - NETO / *37. NON OPERATING (EXPENSES)/INCOME - NET*

Rincian akun ini adalah sebagai berikut: / *The details of this account are as follows:*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
Keuntungan penjualan aset tetap	87.922	125.187	*Gain on sale of premises and equipments*
Corporate Social Responsibility	(41.729)	(28.914)	*Corporate Social Responsibility*
Tanggung Jawab Sosial dan Lingkungan Non PUMK	(343.079)	(341.998)	*Non-PUMK Social and Environmental Responsibility*
Pendapatan sewa	-	458	*Rent income*
Sumbangan	(888)	(363)	*Donation*
Lain-lain - neto	(681.134)	(153.395)	*Others - net*
Total	**(978.908)**	**(399.025)**	***Total***

38. PERPAJAKAN / *38. TAXATION*

a) Utang Pajak / *a) Taxes Payable*

Pada tanggal-tanggal 31 Desember 2024 dan 2023, rincian utang pajak adalah sebagai berikut:

As of December 31, 2024 and 2023, the details of taxes payable are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
BRI (entitas induk)			*BRI (parent entity)*
Pajak Penghasilan			*Income tax*
Pasal 25	1.341.508	1.461.224	*Article 25*
Pasal 29	14.611	20.725	*Article 29*
	1.356.119	1.481.949	
Entitas anak			*Subsidiaries*
Pajak Penghasilan	682.774	959.642	*Income tax*
Pajak Pertambahan Nilai	111.594	105.248	*Value-added tax*
	794.368	1.064.890	
Total	**2.150.487**	**2.546.839**	***Total***

b) Beban Pajak / *b) Tax Expense*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
BRI (entitas induk)			*BRI (parent entity)*
Beban pajak kini dari:			*Current tax expense of:*
Tahun berjalan	12.353.975	10.817.648	*Current year*
Beban pajak penghasilan tangguhan	1.914.848	3.101.244	*Deferred income tax expense*
	14.268.823	13.918.892	
Entitas anak			*Subsidiaries*
Beban pajak kini dari:			*Current tax expense of:*
Tahun berjalan	2.095.431	2.241.079	*Current year*
Beban (manfaat) pajak penghasilan tangguhan	591.048	(155.307)	*Deferred income tax expense (benefit)*
	2.686.479	2.085.772	
Total	**16.955.302**	**16.004.664**	***Total***

38. PERPAJAKAN (lanjutan) / *38. TAXATION (continued)*

b) Beban Pajak (lanjutan) / *b) Tax Expense (continued)*

Rekonsiliasi antara laba sebelum beban pajak seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dengan taksiran penghasilan kena pajak adalah sebagai berikut:

The reconciliation between income before tax expense as presented in the consolidated statement of profit or loss and other comprehensive income and estimated taxable income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
Laba sebelum beban pajak sesuai dengan laporan laba rugi dan penghasilan komprehensif lain konsolidasian	77.599.110	76.429.712	*Income before tax expense as presented in the consolidated statement profit or loss and other comprehensive income*
Bagian laba entitas anak	(8.488.819)	(9.357.562)	*Income of subsidiaries*
Laba sebelum beban pajak BRI (entitas induk)	69.110.291	67.072.150	*Income before tax expense of BRI (parent entity)*
Perbedaan temporer:			*Temporary differences:*
B*enefit* pekerja berbasis saham	423.183	115.688	*Share-based employee benefits*
Keuntungan yang belum direalisasi dari nilai efek-efek yang diukur pada nilai wajar melalui laba rugi	(36.023)	(39.388)	*Unrealized gain of securities measured at fair value through profit or loss*
Pembentukan penyisihan beban pekerja	(395.584)	(221.789)	*Provision for employee expense*
Penyusutan aset tetap	(751.047)	64.402	*Depreciation of premises and equipment*
Cadangan estimasi kerugian komitmen dan kontinjensi	(3.566.498)	(339.718)	*Provision for estimated losses on commitments and contingencies*
Cadangan kerugian aset produktif	(5.752.181)	(15.807.615)	*Allowance for impairment losses on productive assets*
	(10.078.150)	**(16.228.420)**	
Perbedaan permanen:			*Permanent differences:*
Promosi	2.263.796	2.188.093	*Promotions*
Humas	489.461	860.662	*Public relations*
Representasi dan sumbangan	172.749	176.675	*Representations and donations*
Perjalanan dan Santunan	58.851	45.459	*Travel and compensation*
Laba dari Unit Kerja Luar Negeri	(621.322)	(353.604)	*Income from overseas branch offices*
Bagian laba entitas asosiasi	(1.098.237)	(884.087)	*Income of associates*
Pendapatan yang merupakan bukan objek pajak	(1.658.912)	(1.187.800)	*Income that is not an object of income tax*
Lain-lain	6.382.391	5.245.863	*Others*
	5.988.777	6.091.261	
Taksiran penghasilan kena pajak	**65.020.918**	**56.934.991**	***Estimated taxable income***
Entitas induk			*Parent entity*
Beban pajak-kini	(12.353.975)	(10.817.648)	*Income tax expense - current*
Pembayaran angsuran pajak penghasilan selama tahun berjalan	12.339.364	10.796.923	*Payment of income tax installments during current year*
Estimasi utang pajak penghasilan Pasal 29 - Neto	**(14.611)**	**(20.725)**	***Estimated income tax payable Article 29 - Net***

38. PERPAJAKAN (lanjutan) / *38. TAXATION (continued)*

b) Beban Pajak (lanjutan) / *b) Tax Expense (continued)*

Rekonsiliasi antara laba sebelum beban pajak seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dengan taksiran penghasilan kena pajak adalah sebagai berikut (lanjutan):

The reconciliation between income before tax expense as presented in the consolidated statement of profit or loss and other comprehensive income and estimated taxable income are as follows (continued):

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
Pembayaran angsuran pajak penghasilan selama catatan tahun berjalan	941.508	2.089.356	*Payment of tax installments recorded in current year*
Entitas anak			*Subsidiaries*
Beban pajak-kini	(2.095.431)	(2.241.079)	*Income tax expense - current*
Pembayaran angsuran pajak penghasilan selama tahun berjalan	1.647.916	1.520.080	*Payment of income tax installments during current year*
Estimasi utang pajak penghasilan - Pasal 29 - neto	**(447.515)**	**(720.999)**	***Estimated income tax payable - Article 29 - net***

Perhitungan Pajak Penghasilan Badan untuk tahun yang berakhir pada tanggal 31 Desember 2024 adalah sebagaimana disebutkan di atas akan dilaporkan oleh BRI dalam Surat Pemberitahuan Tahunan Pajak Penghasilan (SPT PPh Badan) tahun 2024 ke kantor pajak.

The calculation of Corporate Income Tax for the year ended December 31, 2024 as stated above will be reported by BRI in the 2024 Annual Corporate Income Tax Return to the tax office.

Perhitungan Pajak Penghasilan Badan untuk tahun yang berakhir pada tanggal 31 Desember 2023 adalah sesuai dengan SPT Tahunan Perusahaan.

The calculation of Corporate Income Tax for the year period ended December 31, 2023 is in accordance with the Company's Annual Tax Return.

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
Laba sebelum beban pajak sesuai dengan laporan laba rugi dan penghasilan komprehensif lain konsolidasian	77.599.110	76.429.712	*Income before tax expense as presented in the consolidated statement of profit or loss and other comprehensive income*
Beban pajak dengan tarif pajak yang berlaku	15.687.763	14.810.004	*Tax expense with applicable tax rates*
Pendapatan yang tidak dapat dikurangkan untuk tujuan perpajakan			*Income that cannot be deductible for tax purposes*
BRI	1.137.868	1.157.340	*BRI*
Entitas anak	129.671	37.320	*Subsidiaries*
	16.955.302	**16.004.664**	

38. PERPAJAKAN (lanjutan) / *38. TAXATION (continued)*

c) Aset Pajak Tangguhan / *c) Deferred Tax Assets*

Pengaruh pajak atas perbedaan temporer yang signifikan antara pelaporan komersial dan pajak (dicatat pada akun "aset pajak tangguhan") adalah sebagai berikut:

The tax effects of significant temporary differences between commercial and tax reporting (recorded under "Deferred Tax Assets" account) are as follows:

	31 Desember/*December 31, 2024*				
	Saldo awal/ *Beginning balance*	**Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss***	**Dibebankan ke ekuitas/ *Charged to equity***	**Saldo akhir/ *Ending balance***	
Entitas Induk					*Parent Entity*
Cadangan kerugian aset produktif	6.888.170	(1.092.914)	-	5.795.256	*Allowance for impairment losses on productive assets*
Penyisihan beban pekerja	3.105.687	(75.161)	-	3.030.526	*Provision for employee expense*
Cadangan estimasi kerugian komitmen dan kontinjensi	1.162.209	(677.635)	-	484.574	*Allowance for estimated losses on commitments and contingencies*
Kerugian yang belum direalisasi dari efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain	577.213	-	59.544	636.757	*Unrealized losses of securities measured fair value through other comprehensive income*
Pengukuran kembali program imbalan pasti	457.786	-	(406.169)	51.617	*Remeasurement of liabilities for employee benefits*
Benefit pekerja berbasis saham	65.028	80.405	-	145.433	*Share-based employee benefits*
Keuntungan yang belum direalisasi dari nilai efek-efek yang diukur pada nilai wajar melalui laba rugi	(16.940)	(6.844)	-	(23.784)	*Unrealized gain of securities measured fair value through profit or loss*
Penyusutan aset tetap	(99.193)	(142.699)	-	(241.892)	*Depreciation of premises and equipment*
Aset pajak tangguhan neto - entitas induk	12.139.960	(1.914.848)	(346.625)	9.878.487	*Net deferred tax asset - parent entity*
Aset pajak tangguhan neto - entitas anak	3.465.500			2.988.990	*Net deferred tax asset - subsidiaries*
Total aset pajak tangguhan konsolidasian - neto	**15.605.462**			**12.867.477**	***Total deferred tax asset consolidated - net***

	31 Desember/ *December 31, 2023*				
	Saldo awal/ *Beginning balance*	**Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss***	**Dibebankan ke ekuitas/ Charged to equity**	**Saldo akhir/ Ending balance**	
Entitas Induk					*Parent Entity*
Cadangan kerugian aset produktif	9.891.617	(3.003.447)	-	6.888.170	*Allowance for impairment losses on productive assets*
Penyisihan beban pekerja	3.147.827	(42.140)	-	3.105.687	*Provision for employee expense*
Cadangan estimasi kerugian komitmen dan kontinjensi	1.226.755	(64.546)	-	1.162.209	*Allowance for estimated losses on commitments and contingencies*
Kerugian yang belum direalisasi dari efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain	1.046.955	-	(469.741)	577.214	*Unrealized losses of securities measured fair value through other comprehensive income*
Pengukuran kembali program imbalan pasti	162.159	-	295.628	457.787	*Remeasurement of liabilities for employee benefits*
Benefit pekerja berbasis saham	43.047	21.981	-	65.028	*Share-based employee benefits*
Keuntungan yang belum direalisasi dari nilai efek-efek yang diukur pada nilai wajar melalui laba rugi	(9.456)	(7.484)	-	(16.940)	*Unrealized gain of securities measured fair value through profit or loss*
Penyusutan aset tetap	(93.585)	(5.608)	-	(99.193)	*Depreciation of premises and equipment*
Aset pajak tangguhan neto - entitas induk	15.415.319	(3.101.244)	(174.113)	12.139.962	*Net deferred tax asset - parent entity*
Aset pajak tangguhan neto - entitas anak	3.297.675			3.465.500	*Net deferred tax asset - subsidiaries*
Total aset pajak tangguhan konsolidasian - neto	**18.712.994**			**15.605.462**	***Total deferred tax asset consolidated - net***

38. PERPAJAKAN (lanjutan)

c) Aset Pajak Tangguhan (lanjutan)

Manajemen BRI berkeyakinan bahwa aset pajak tangguhan dapat dipulihkan kembali melalui penghasilan kena pajak di masa yang akan datang.

Pada tanggal 30 Juni 2020, Pemerintah menerbitkan Peraturan Pemerintah Pengganti Undang-Undang (Perpu) Republik Indonesia No. 1 Tahun 2020 yang telah menjadi Undang-Undang (UU) No. 2 Tahun 2020, serta menetapkan Peraturan Pemerintah (PP) No. 30 Tahun 2020 tentang Penurunan Tarif Pajak Penghasilan bagi Wajib Pajak Badan Dalam Negeri Yang Berbentuk Perseroan Terbuka dan berlaku sejak tanggal diundangkan, yaitu pada 19 Juni 2020. Selanjutnya pada tanggal 29 Oktober 2021, Pemerintah menerbitkan Undang-Undang Republik Indonesia No. 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan (UU HPP).

Adapun aturan tersebut telah menetapkan antara lain, penurunan tarif pajak penghasilan wajib pajak badan dalam negeri dan bentuk usaha tetap dari semula 25% menjadi 22% untuk tahun pajak 2020, 2021, 2022, dan tahun selanjutnya, serta pengurangan lebih lanjut tarif pajak sebesar 3% untuk wajib pajak dalam negeri yang memenuhi persyaratan tertentu.

Untuk tahun yang berakhir pada tanggal 31 Desember 2024, berdasarkan surat keterangan dari Datindo Entrycom No. DE/I/2025-0193 tanggal 6 Januari 2025 yang berkaitan dengan kepemilikan saham BRI dan laporan bulanan kepemilikan saham dari Biro Administrasi Efek, semua persyaratan tertentu di atas untuk memperoleh fasilitas penurunan tarif pajak tersebut telah terpenuhi.

Untuk tahun yang berakhir pada tanggal 31 Desember 2023, berdasarkan surat keterangan dari Datindo Entrycom No. DE/I/2024-0191 tanggal 4 Januari 2024 yang berkaitan dengan kepemilikan saham BRI dan laporan bulanan kepemilikan saham dari Biro Administrasi Efek, semua persyaratan tertentu di atas untuk memperoleh fasilitas penurunan tarif pajak tersebut telah terpenuhi.

38. TAXATION (continued)

c) Deferred Tax Assets (continued)

BRI's management believes that the deferred tax assets can be recovered through taxable income in the future.

On June 30, 2020, the Government issued Government Regulation in Lieu of Law (PERPU) of the Republic of Indonesia No. 1 year 2020 which has become Law (UU) No. 2 year 2020, as well as stipulating Government Regulation (PP) No. 30 year 2020 regarding Reduction Income Tax Rates for Domestic Corporate Taxpayers in the Form of Public Companies and effective from the date of promulgation on June 19, 2020. Furthermore, on October 29, 2021, the Government issued the Law of the Republic of Indonesia No. 7 year 2021 regarding harmonization of tax regulations (UU HPP).

The regulation has stipulated reduction in income tax rates for domestic corporate taxpayers and permanent establishments from 25% to 22% for fiscal year 2020, 2021, 2022 onwards and a further reduction of the tax rate by 3% for corporate income taxpayers that fulfill certain criteria.

For the year ending December 31, 2024, based on the certificate from Datindo Entrycom No. DE/I/2025-0193 dated January 6, 2025, regarding the ownership of BRI shares and the monthly share ownership report from the Securities Administration Bureau, all the specific requirements mentioned above to obtain the tax rate reduction facility have been fulfilled.

For the year ending December 31, 2023, based on the certificate from Datindo Entrycom No. DE/I/2024-0191 dated January 4, 2024, regarding the ownership of BRI shares and the monthly share ownership report from the Securities Administration Bureau, all the specific requirements mentioned above to obtain the tax rate reduction facility have been fulfilled.

38. PERPAJAKAN (lanjutan)

c) Aset Pajak Tangguhan (lanjutan)

Pada tanggal 20 Desember 2022 Pemerintah menerbitkan Peraturan Pemerintah (PP) Nomor 55 Tahun 2022 tentang Penyesuaian Pengaturan di Bidang Pajak Penghasilan, selanjutnya pada tanggal 29 Desember 2023 Pemerintah mengeluarkan Peraturan Menteri Keuangan (PMK) Nomor 168 Tahun 2023 tentang Petunjuk Pelaksanaan Pemotongan Pajak atas Penghasilan Sehubungan dengan Pekerjaan, Jasa, atau Kegiatan Orang Pribadi dan pada tanggal 8 Juli 2024, Pemerintah menerbitkan Surat Penegasan No. ND-14/PJ/PJ.02/2024 yang mengatur mengenai Penegasan Pelaksanaan Peraturan Menteri Keuangan (PMK) Nomor 66 Tahun 2023 tentang Perlakuan Pajak Penghasilan atas Penggantian atau Imbalan Sehubungan dengan Pekerjaan atau Jasa yang Diterima atau Diperoleh dalam Bentuk Natura dan/atau Kenikmatan.

Pada 10 Oktober 2024, Pemerintah menerbitkan Peraturan Menteri Keuangan Nomor 74 Tahun 2024 tentang Pembentukan Cadangan Piutang Tak Tertagih yang Boleh Dikurangkan dari Penghasilan Bruto. Sesuai dengan ketentuan peralihan dalam Peraturan Menteri Keuangan Republik Indonesia Nomor 74 Tahun 2024, BRI telah melaksanakan perhitungan nilai tercatat cadangan piutang tak tertagih untuk awal tahun fiskal 2024 dan selisih lebih akan diakui sebagai biaya yang dibebankan seluruhnya untuk tahun fiskal 2025. Sedangkan Pegadaian dan PNM memutuskan selisih lebih akibat perhitungan awal nilai tercatat cadangan piutang tak tertagih tahun fiskal 2024 akan dibebankan seluruhnya di tahun 2024.

Manajemen Bank berkeyakinan bahwa tidak diperlukan adanya pembentukan cadangan pajak untuk tahun pajak yang belum diperiksa oleh Direktorat Jenderal Pajak.

38. TAXATION (continued)

c) Deferred Tax Assets (continued)

On December 20, 2022, the Government issued Government Regulation (PP) No. 55 Year 2022 concerning Adjustments to Regulations in the Income Tax Sector, then on December 29, 2023, the Government issued Minister of Finance Regulation (PMK) Number 168 Year 2023 concerning Guidelines for the Implementation of Income Tax Withholding related to the Work, Services or Activities of Individual Taxpayers and on July 8, 2024, the Government issued an Affirmation Letter No. ND-14/PJ/PJ.02/2024 which regulated the Affirmation of the Implementation Minister of Finance Regulation (PMK) No. 66 Year 2023 concerning Income Tax Treatment of Reimbursement or Benefits in connection with Work or Services Received or Obtained in the Form of Benefit in Kind and/or Enjoyment.

On October 10, 2024, the Government issued Minister of Finance Regulation (PMK) Number 74 Year 2024 concerning Establishment of Allowance for Doubtful Accounts that can be Deducted from Gross Income. Based on the transitional provisions in the Regulation of the Minister of Finance of the Republic of Indonesia No. 74 Year 2024, BRI has calculated the carrying value of the allowance for doubtful accounts for the beginning of the fiscal year 2024, and the excess will be recognized as an expense fully charged to the fiscal year 2025. Meanwhile Pegadaian and PNM decided to charge the entire amount in 2024 for excess of calculated the carrying value of the allowance for doubtful accounts for the beginning of the fiscal year 2024.

Management believes that there is no need to establish a tax allowance for the fiscal year which has not been audited by the Directorate General of Tax.

38. PERPAJAKAN (lanjutan)

Pajak Penghasilan Pilar Dua

Peraturan Menteri Keuangan Republik Indonesia No. PMK-136 Tahun 2024 (PMK 136/2024) telah disahkan di Indonesia, yuridksi dimana BRI didirikan, dan akan mulai berlaku sejak 1 Januari 2025. Karena PMK 136/2024 belum efektif pada tanggal pelaporan, BRI dan entitas anak tidak memiliki eksposur pajak saat ini yang terkait.

Seperti yang diungkapkan dalam Catatan 2ak, BRI dan entitas anak telah menerapkan pengecualian atas pengakuan dan pengungkapan pajak tangguhan terkait pajak penghasilan Pilar Dua. Dengan demikian, BRI dan entitas anak tidak mengakui dan mengungkapkan informasi tentang aset dan kewajiban pajak tangguhan yang timbul dari pajak penghasilan Pilar Dua.

Sebagaimana disebutkan dalam Catatan 2ak, BRI dan entitas anak berada dalam lingkup model Pilar Dua sebagaimana diatur dalam PMK 136/2024 karena BRI dan entitas anak merupakan perusahaan multinasional dan pendapatan tahunan BRI dan entitas anak lebih dari EUR750.000.000 berdasarkan laporan keuangan konsolidasi.

Dikarenakan PMK 136/2024 akan berlaku sejak tanggal 1 Januari 2025, BRI dan entitas anak saat ini masih dalam proses menilai potensi eksposur pajak penghasilan Pilar Dua pada 31 Desember 2024. Potensi eksposur, jika ada, terhadap pajak penghasilan Pilar Dua saat ini belum dapat diperhitungkan dan diperkirakan secara wajar.

Penilaian potensi eksposur terhadap pajak penghasilan Pilar Dua didasarkan pada pengajuan pajak terbaru, pelaporan negara per negara, dan laporan keuangan untuk BRI dan entitas anak.

BRI dan entitas anak terus mengikuti perkembangan legislatif Pilar Dua, seiring dengan negara-negara lain mulai memberlakukan Pilar Dua aturan model, untuk mengevaluasi potensi dampak masa depan terhadap hasil operasi konsolidasi dan posisi keuangan.

38. TAXATION (continued)

Pillar Two Income Taxes

The Regulation of the Minister of Finance of the Republic of Indonesia Number 136 Year 2024 (PMK 136/2024) has been enacted in Indonesia, the jurisdiction where BRI is established, and will be effective on January 1, 2025. Since PMK 136/2024 is not effective yet on the reporting date, BRI and its subsidiaries do not have any current tax exposure related to pillar two income taxes.

As disclosed in Note 2ak, BRI and subsidiaries has applied the exception to the recognition and disclosure of deferred taxes related to the Pillar Two income taxes. Accordingly, BRI and subsidiaries neither recognizes nor discloses information about deferred tax assets and liabilities related to Pillar Two income taxes.

As mentioned in the Note 2ak, BRI and subsidiaries is in scope of the Pillar Two model as regulated in the PMK 136/2024 because BRI and subsidiaries is a multinational enterprise and the annual revenue of BRI in excess of EUR750,000,000 per consolidated financial statements.

Since PMK 136/2024 will be implemented on January 1, 2025, BRI and subsidiaries is currently still assessing the impact of the potential exposure of Pillar Two income taxes as of December 31, 2024. The potential exposure, if any, to Pillar Two income taxes is not yet calculated and reasonably estimable.

The assessment of the potential exposure to Pillar Two income taxes is based on the most recent tax filings, country-by-country reporting and financial statements for BRI and subsidiaries.

BRI and subsidiaries continues to follow Pillar Two legislative developments, as further countries starting to enact the Pillar Two model rules, to evaluate the potential future impact on its consolidated results of operations and financial positione.

39. MANAJEMEN RISIKO

Kegiatan usaha BRI senantiasa dihadapkan pada risiko-risiko yang berkaitan dengan fungsinya sebagai lembaga intermediasi keuangan. Perkembangan yang pesat pada lingkungan eksternal dan internal perbankan juga menyebabkan risiko kegiatan usaha bank semakin kompleks. Oleh karena itu, agar mampu beradaptasi dalam lingkungan bisnis, BRI dituntut untuk mengelola risiko secara terpadu dan sistematis, yakni pengelolaan terhadap risiko kredit, risiko likuiditas, risiko operasional, risiko pasar, risiko strategis, risiko kepatuhan, risiko reputasi dan risiko hukum.

Prinsip-prinsip pengelolaan risiko terpadu dan sistematis oleh BRI dituangkan dalam beberapa kebijakan dan prosedur, antara lain Kebijakan Manajemen Risiko (KMR). KMR sebagai aturan tertinggi dalam implementasi manajemen risiko pada seluruh kegiatan bisnis BRI, dimulai dari kebijakan umum, strategi, organisasi, sistem informasi manajemen risiko, proses dan penerapan manajemen risiko, sampai dengan sistem pengendalian intern. Pelaksanaan penerapan manajemen risiko diatur dalam kebijakan-kebijakan turunan sesuai dengan jenis risikonya.

Dewan Komisaris dan Direksi bertanggung jawab atas efektivitas penerapan manajemen risiko di BRI dan memegang peranan penting dalam mendukung dan mengawasi keberhasilan penerapannya di seluruh unit kerja.

Dewan Komisaris melakukan evaluasi terhadap kebijakan dan implementasi manajemen risiko yang dilakukan oleh Direksi. Evaluasi dilakukan dalam rangka memastikan bahwa Direksi mengelola aktivitas dan risiko-risiko BRI secara efektif. Dalam melakukan pengawasan aktif terhadap manajemen risiko BRI, Dewan Komisaris dibantu oleh Komite Pengawasan Manajemen Risiko (KPMR).

Direksi menentukan arah kebijakan dan strategi manajemen risiko secara komprehensif beserta implementasinya. Selain itu, Direksi memastikan seluruh risiko yang material dan dampaknya telah ditindaklanjuti, serta memastikan pelaksanaan langkah-langkah perbaikan atas permasalahan atau penyimpangan dalam kegiatan usaha BRI. Direksi menunjuk Direktur khusus, dalam hal ini Direktur Manajemen Risiko, untuk menjalankan proses pengawasan dan pengendalian risiko secara *bank-wide*.

39. RISK MANAGEMENT

BRI's business activities are always faced with risks related to its function as a financial intermediary institution. Rapid development in the external and internal environments of banks also leads to increasingly complex business risks. Therefore, in order to be able to adapt in the business environment, BRI is required to manage risks in an integrated and systematic way, namely management of credit risk, liquidity risk, operational risk, market risk, strategic risk, compliance risk, reputation risk, and legal risk.

The principles of integrated and systematic risk management by BRI are embedded into several policies and procedures, which is the Risk Management General Policy (KMR). KMR serves as the highest guiding policy for the implementation of risk management procedures in all BRI business operations, starting from general policies, strategies, organization, risk management in information system, process and the implementation of risk management to internal control system. The implementation of risk management differs according to the type of risks involved and is governed by policies which can be derived from other policies.

Board of Commissioners (BOC) and Directors are responsible for the effectiveness of risk management at BRI and have an important role in supporting and overseeing the implementation of risk management in all business units.

BOC evaluates the risk management policies and implementation carried out by the Directors. The evaluation is carried out in order to ensure that Directors manages BRI's activities and risk effectively. In carrying out its active supervision, BOC is assisted by the Risk Management Oversight Committee (KPMR).

Directors sets the strategy, direction and implementation of risk management policy. Moreover, Directors has the responsibility to ensure that all material risks and their impacts have been addressed, and that corrective measures have been taken to remedy the problems and irregularities found in BRI's business activities. Directors appoints Director of Risk Management to implement the process of monitoring and controlling the risks bank-wide.

39. MANAJEMEN RISIKO (lanjutan)

Direksi BRI dibantu oleh *Risk Management Committee* (RMC) individual dan RMC terintegrasi (konsolidasi dengan entitas anak) sebagai komite dalam sistem manajemen risiko BRI yang bertugas memberikan rekomendasi kepada Direktur Utama dalam merumuskan kebijakan, menyempurnakan pelaksanaan kebijakan, mengevaluasi perkembangan dan kondisi profil risiko serta memberikan saran-saran dan langkah-langkah perbaikan.

Manajemen Risiko Kredit

Risiko kredit adalah risiko akibat kegagalan debitur dan/atau pihak lain dalam memenuhi kewajiban kepada BRI termasuk kegagalan *settlement*. BRI melakukan identifikasi dan mengukur tingkat risiko calon debitur melalui pengembangan *Internal Risk Rating*. BRI memantau kualitas kredit sebagai bagian dari identifikasi dini dari pemburukan kredit. Pengelolaan risiko kredit dilakukan melalui kebijakan pengelolaan risiko secara komprehensif dan terintegrasi. BRI menyusun kebijakan manajemen risiko kredit diantaranya tata kelola, pengelolaan limit pada batasan eksposur risiko yang dapat diterima, pengelolaan limit pada batasan geografis, dan pengelolaan limit konsentrasi per industri. *Rating* risiko kredit diperbarui secara berkala untuk memperkirakan *potential loss* sebagai risiko akibat ekspansi kredit dan penentuan tindak lanjut perbaikan.

Penerapan manajemen risiko kredit selain bertujuan untuk mematuhi regulasi yang berlaku, juga merupakan suatu keharusan dalam rangka menerapkan sistem pengelolaan risiko kredit pada tingkat *risk and return* yang optimum dan sesuai dengan praktik di perbankan. Penerapan manajemen risiko kredit diharapkan mampu mendorong kegiatan bisnis BRI namun tetap menperhatikan prinsip kehati-hatian.

Melalui penerapan *Early Warning System* (EWS) terhadap perkembangan kondisi usaha debitur, maka pengelolaan risiko kredit yang efektif dapat meminimalkan risiko terjadinya kerugian dan mengoptimalkan penggunaan modal untuk memperoleh pendapatan yang maksimal.

39. RISK MANAGEMENT (continued)

Directors is assisted by individual Risk Management Committee (RMC) and integrated RMC (consolidated with the subsidiaries) as the committee in BRI's risk management system which are assigned to provide recommendations to the President Director in formulating policies, enhancing policy implementation, and evaluating the development and conditions of risk profiles as well as providing advises corrective actions.

Credit Risk Management

Credit risk is the risk due to failure of the debtor and/or other parties to fulfill obligations to BRI, including settlement failure. BRI identifies and measures the risk level of potential borrowers through the development of an Internal Risk Rating. BRI monitors credit quality as part of early identification of credit deterioration. Management Credit risk is carried out through comprehensive and integrated risk management policies. BRI formulates credit Risk Management policies including governance, limit management on acceptable risk exposure limits, limit management on geographic boundaries, and concentration limit management per industry. Credit risk ratings are updated regularly periodically to estimate potential loss as a risk due to credit expansion and determine follow-up improvements.

The application of credit risk management, in addition to aiming to comply with applicable regulations, is also a must in the framework of implementing a credit risk management system at an optimum level of risk and return and in accordance with banking practices. The implementation of credit risk management is expected to be able to encourage BRI's business activities while still paying attention to the principle of precaution.

Through the implementation of Early Warning System (EWS) to the debtor's developments of the debtor's business condition, the effective credit risk management can minimize the risk of losses and optimize the use of capital to earn maximum income.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

Pengelolaan risiko kredit BRI dimaksudkan agar kemungkinan kerugian yang diakibatkan oleh tidak terbayarnya pinjaman yang diberikan dan kontrak keuangan lainnya, baik secara tingkat individual maupun portofolio kredit secara keseluruhan dapat dikelola seminimal mungkin. Pengelolaan risiko kredit ini juga dilakukan BRI dalam upaya memenuhi persyaratan-persyaratan yang telah ditetapkan oleh regulator.

BRI senantiasa melakukan penyempurnaan metodologi penilaian risiko kredit dalam rangka meningkatkan akurasi dalam pengelolaan risiko kredit khususnya dalam proses identifikasi, pengukuran, pemantauan dan pengendalian risiko.

1. Analisa eksposur maksimum terhadap risiko kredit setelah memperhitungkan dampak agunan dan mitigasi risiko kredit lainnya

   Nilai tercatat dari aset keuangan bank selain kredit yang diberikan dan efek-efek yang dibeli dengan janji dijual kembali menggambarkan eksposur maksimum atas risiko kredit.

   Tabel di bawah ini menunjukkan *net maximum exposure* atas risiko kredit untuk efek-efek yang dibeli dengan janji dijual kembali pada tanggal-tanggal 31 Desember 2024 dan 2023:

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

BRI's credit risk management is intended to minimize the possible losses due to loans default and/or default on other financial contracts, either at the individual level or overall level as credit portfolios. The credit risk management is also carried out by BRI as an effort to fulfill the regulatory requirements.

BRI continues to improve its credit risk assessment methodology in order to improve the accuracy of credit risk management, especially in the process of identifying, measuring, monitoring and controlling risks.

1. Analysis of the maximum exposure to credit risks after considering the value of collaterals and other mitigations of credit risks

   The carrying value of BRI's financial assets, other than loans and securities purchased under agreement to resell depicts the maximum amount of exposure to credit risk.

   The tables below show the net maximum exposure to credit risk for securities purchased under the under agreement to resell as of December 31, 2024 and 2023:.

	31 Desember/*December 31, 2024*			
	Eksposur Maksimum/ *Maximum Exposure*	**Agunan/ *Collateral***	**Eksposur Net/ *Net Exposure***	
Efek-efek yang dibeli dengan janji dijual kembali	16.845.690	17.464.956	619.266	*Securities purchased under agreement to resell*

	31 Desember/ *December 31, 2023*			
	Eksposur Maksimum/ *Maximum Exposure*	**Agunan/ *Collateral***	**Eksposur Net/ *Net Exposure***	
Efek-efek yang dibeli dengan janji dijual kembali	33.595.231	35.000.000	1.404.769	*Securities purchased under agreement to resell*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

1. Analisa eksposur maksimum terhadap risiko kredit setelah memperhitungkan dampak agunan dan mitigasi risiko kredit lainnya (lanjutan)

Untuk kredit yang diberikan, BRI menggunakan agunan untuk meminimalkan risiko kredit. Berdasarkan klasifikasi, kredit BRI dapat dibedakan menjadi dua kelompok besar, yaitu:

1. *Secured loans*
2. *Unsecured loans*

Untuk *secured loans*, BRI menetapkan jenis dan nilai agunan yang dijaminkan sesuai skema kredit. Jenis dari agunan terdiri dari:

a. *Physical collateral*, berupa tanah dan bangunan, Buku Pemilik Kendaraan Bermotor (BPKB) dan properti.
b. *Financial collateral*, berupa simpanan (tabungan, giro, deposito), surat berharga, dan emas.
c. Lainnya berupa garansi, jaminan pemerintah dan lembaga penjamin.

Apabila terjadi *default* (gagal bayar), BRI akan menggunakan agunan tersebut sebagai pilihan terakhir untuk pemenuhan kewajiban *counterparty*.

Unsecured loans terdiri dari *fully unsecured loans* seperti kartu kredit pembiayaan Mekaar dan *partially secured loans* seperti kredit untuk golongan berpenghasilan tetap, kredit untuk para pensiunan dan kredit konsumer lainnya. Dalam pembayaran kewajibannya, *partially secured loans* umumnya dilakukan melalui pemotongan penghasilan secara otomatis.

Dengan demikian, meskipun kredit tersebut termasuk dalam kategori *unsecured loans*, tingkat risiko dari *partially secured loans* tidak sebesar nilai tercatat kredit. Sedangkan untuk *fully unsecured loans,* tingkat risiko adalah sebesar nilai tercatat kredit.

Mitigasi risiko kredit untuk *partially secured loans* terdiri dari surat keputusan pengangkatan pekerja dan surat keterangan pensiun.

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

1. Analysis of the maximum exposure to credit risks after considering the value of collaterals and other mitigations of credit risks (continued)

BRI uses collaterals to minimize the credit risks of credits issued. BRI credits or loans can be classified into 2 (two) major categories:

1. Secured loans
2. Unsecured loans

For secured loans, BRI sets the type and collateral value guaranteed according to the credit scheme. The types of collateral consist of:

a. Physical collateral, in the form of land and buildings, Certificate of Vehicles Ownership (BPKB) and properties.
b. Financial collateral, in the form of deposits (time deposits, saving deposits and current accounts), securities and gold.
c. Others, in the form of guarantees, government guarantees and guarantor institutions.

In the event of default, however, BRI uses collaterals as the last resort to fulfill counterparty's credit obligations.

Unsecured loans are comprised of fully unsecured loans such as credit cards and Mekaar financing and partially secured loans such as loans for fixed income employees, loans for retirees, and other consumer loans. The repayment of partially secured loans is generally made through automatic payroll deduction.

Thus, although partially secured loans are considered to be unsecured loans, their risk level is lower than their carrying value whereas the risk level of fully unsecured loan is equal to their carrying value.

Credit risk mitigation for partially secured loans consist of employee appointment decision letter and certificate of retirement.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

2. Analisa konsentrasi risiko

a. Sektor geografis

Tabel berikut menggambarkan rincian konsentrasi risiko aset keuangan konsolidasian dengan eksposur kredit pada nilai tercatat yang dikategorikan berdasarkan wilayah geografis pada tanggal-tanggal 31 Desember 2024 dan 2023. Kategori wilayah geografis berdasarkan tempat beroperasinya bisnis BRI yang sekaligus menggambarkan potensial bisnis wilayah masing-masing:

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

2. Risk Concentration Analysis

a. Geographical Sectors

Tables below details the credit risk exposure of consolidated BRI's financial assets at carrying value, categorized according to their geographical regions as of December 31, 2024 and 2023. Geographical area category based on the operational location of BRI's business which also describes the business potential of each area:

	31 Desember/*December 31, 2024*							
	Jakarta/ *Jakarta*	**Jawa Barat/ *West Java***	**Jawa Tengah dan DIY/ *Central Java and DIY***	**Jawa Timur/ *East Java***	**Sumatera/ Sumatera**	**Indonesia Tengah dan Timur/ Central and *East Indonesia***	**Lainnya/ *Others***	**Jumlah/ *Total***
Aset/*Assets*								
Giro pada Bank Indonesia/ *Current Account With Bank Indonesia*	88.790.417	5.867	841	10.354	4.147	10.003	57.340	88.878.969
Giro pada Bank lain/ *Current Account with Other Banks*	22.701.618	15.972	11.735	15.995	20.497	57.565	2.759.443	25.582.825
Penempatan pada Bank Indonesia dan lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institution*	43.732.057	11.000	-	7.500	140.250	338.350	13.645.178	57.874.335
Efek-efek/*Securities*								
Nilai wajar melalui laba rugi/ *Fair Value Through Profit or Loss*	23.290.834	-	-	-	-	-	127.918	23.418.752
Nilai wajar melalui penghasilan komprehensif lain/ *Fair Value Through Other Comprehensive Income*	151.305.665	-	-	-	-	-	16.570.621	167.876.286
Biaya perolehan di amortisasi/ *Amortized cost*	128.409.637	-	-	-	-	-	6.831.025	135.240.662
Wesel ekspor dan tagihan lainnya/ *Export Bills and Other Receivables*	22.412.327	588.796	153.958	2.415.616	4.324.631	833.918	9.927.576	40.656.822
Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under agreement to resell*	16.845.690	-	-	-	-	-	-	16.845.690
Tagihan derivatif/ *Derivative receivables*	1.087.048	-	-	-	-	-	-	1.087.048
Kredit yang diberikan/*Loans*								
Mikro/*Micro*	49.553.717	55.456.579	92.734.277	84.609.080	118.748.937	174.377.195	66.343	575.546.128
Ritel/*Retail*	111.743.318	30.810.885	52.062.356	64.556.548	85.912.842	132.314.884	1.026.869	478.427.702
Korporasi/*Corporate*	198.593.927	10.216.044	2.673.573	229.383	7.094.612	6.675.548	18.861.172	244.344.259
Pinjaman syariah/*Sharia loans*	2.692.735	8.976.794	5.989.238	10.021.282	12.051.832	10.134.115	23.086	49.889.082
Piutang sewa pembiayaan/ *Finance lease receivables*	1.431.540	970.287	610.234	656.661	1.172.706	265.969	1.326.211	6.433.608
Tagihan akseptasi/ *Acceptance receivables*	9.373.916	4.920	-	394.925	894	45.802	284.916	10.105.373
Aset lain-lain*)/*Other assets*)	17.714.998	304.335	400.751	485.936	706.564	1.454.774	442.624	21.509.982
Jumlah/*Total*	**889.679.444**	**107.361.479**	**154.636.963**	**163.403.280**	**230.177.912**	**326.508.123**	**71.950.322**	**1.943.717.523**
Dikurangi cadangan Kerugian penurunan nilai/ *Less allowance for impairment losses*								(82.528.721)
Bersih/*Net*								**1.861.188.802**

*) Aset lain-lain terdiri atas piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan term deposit valas DHE/
Other assets consist of interest receivables, other receivables, accrued income based on sharia principles and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

2. Analisa konsentrasi risiko (lanjutan)

a. Sektor geografis (lanjutan)

Tabel berikut menggambarkan rincian konsentrasi risiko aset keuangan konsolidasian dengan eksposur kredit pada nilai tercatat yang dikategorikan berdasarkan wilayah geografis pada tanggal-tanggal 31 Desember 2024 dan 2023. Kategori wilayah geografis berdasarkan tempat beroperasinya bisnis BRI yang sekaligus menggambarkan potensial bisnis wilayah masing-masing (lanjutan):

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

2. Risk Concentration Analysis (continued)

a. Geographical Sectors (continued)

Tables below details the credit risk exposure of consolidated BRI's financial assets at carrying value, categorized according to their geographical regions as of December 31, 2024 and 2023. Geographical area category based on the operational location of BRI's business which also describes the business potential of each area (continued):

	31 Desember/*December 31, 2024*							
	Jakarta/ *Jakarta*	Jawa Barat/ *West Java*	Jawa Tengah dan DIY/ *Central Java and DIY*	Jawa Timur/ *East Java*	Sumatera/ Sumatera	Indonesia Tengah dan Timur/ Central and *East Indonesia*	Lainnya/ *Others*	Jumlah/ *Total*
Rekening Administratif/ *Administrative Accounts*								
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor/ *Irrevocable L/C*	8.837.175	450.011	24.343	1.143.865	877.848	442.678	-	11.775.920
Garansi yang diterbitkan/ *Guarantees issued*	45.205.165	4.898.148	1.773.972	2.471.254	3.051.916	5.628.189	3.826.592	66.855.236
Jumlah/Total	**54.042.340**	**5.348.159**	**1.798.315**	**3.615.119**	**3.929.764**	**6.070.867**	**3.826.592**	**78.631.156**
Dikurangi cadangan kerugian penurunan nilai/ *Less allowance for impairment losses*								(2.061.936)
Neto/*Net*								**76.569.220**

	31 Desember/*December 31, 2023*							
	Jakarta/ *Jakarta*	Jawa Barat/ *West Java*	Jawa Tengah dan DIY/ *Central Java and DIY*	Jawa Timur/ *East Java*	Sumatera/ Sumatera	Indonesia Tengah dan Timur/ Central and *East Indonesia*	Lainnya/ *Others*	Jumlah/ *Total*
Aset/*Assets*								
Giro pada Bank Indonesia/ *Current Account With Bank Indonesia*	101.829.850	3.217	506	9.400	4.117	7.537	54.494	101.909.121
Giro pada Bank lain/ *Current Account with Other Banks*	19.927.489	14.651	9.518	23.468	20.313	28.942	2.307.538	22.331.919
Penempatan pada Bank Indonesia dan lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institution*	53.257.077	30.500	455.000	-	284.500	654.300	10.543.883	65.225.260
Efek-efek/*Securities*								
Nilai wajar melalui laba rugi/ *Fair Value Through Profit or Loss*	22.241.263	-	-	-	-	-	151.908	22.393.171
Nilai wajar melalui penghasilan komprehensif lain/ *Fair Value Through Other comprehensive Income*	152.358.665	-	-	-	-	-	10.980.500	163.339.165
Biaya perolehan diamortisasi/ *Amortized cost*	144.234.988	-	-	-	-	-	1.123.980	145.358.968

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

2. Analisa konsentrasi risiko (lanjutan)

a. Sektor geografis (lanjutan)

Tabel berikut menggambarkan rincian konsentrasi risiko aset keuangan konsolidasian dengan eksposur kredit pada nilai tercatat yang dikategorikan berdasarkan wilayah geografis pada tanggal-tanggal 31 Desember 2024 dan 2023. Kategori wilayah geografis berdasarkan tempat beroperasinya bisnis BRI yang sekaligus menggambarkan potensial bisnis wilayah masing-masing (lanjutan):

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

2. Risk Concentration Analysis (continued)

a. Geographical Sectors (continued)

Tables below details the credit risk exposure of consolidated BRI's financial assets at carrying value, categorized according to their geographical regions as of December 31, 2024 and 2023. Geographical area category based on the operational location of BRI's business which also describes the business potential of each area (continued):

	31 Desember/*December 31, 2023*							
	Jakarta/ *Jakarta*	**Jawa Barat/ *West Java***	**Jawa Tengah dan DIY/ *Central Java and DIY***	**Jawa Timur/ *East Java***	**Sumatera/ Sumatera**	**Indonesia Tengah dan Timur/ Central and *East Indonesia***	**Lainnya/ *Others***	**Jumlah/ *Total***
Aset (lanjutan)/*Assets (continued)*								
Wesel ekspor dan tagihan lainnya/ *Export Bills and Other Receivables*	36.130.139	479.057	237.311	2.480.045	3.174.169	2.225.356	9.404.020	54.130.097
Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under agreement to resell*	33.595.231	-	-	-	-	-	-	33.595.231
Tagihan derivatif/ *Derivative receivables*	911.683	-	-	-	-	-	-	911.683
Kredit yang diberikan/*Loans*								
Mikro/*Micro*	30.615.492	51.891.759	91.786.254	79.493.058	102.585.071	161.742.597	827.925	518.942.156
Ritel/*Retail*	136.453.558	32.746.058	51.458.028	62.055.584	83.602.923	128.358.767	1.264.808	495.939.726
Korporasi/*Corporate*	160.688.906	8.266.139	2.163.276	185.601	5.740.485	5.401.406	15.250.391	197.696.204
Pinjaman syariah/*Sharia loans*	2.282.135	8.510.451	5.406.843	8.974.054	10.652.991	9.508.908	602.314	45.937.696
Piutang sewa pembiayaan/ *Finance lease receivables*	1.908.683	1.760.875	742.928	857.090	1.399.189	1.244.700	-	7.913.465
Tagihan akseptasi/ *Acceptance receivables*	9.270.656	12.151	48.994	236.494	13.296	47.942	587.875	10.217.408
Aset lain-lain*)/*Other assets**)	28.371.173	279.981	311.488	433.251	606.988	1.205.464	90.234	31.298.579
Jumlah/*Total*	**934.076.988**	**103.994.839**	**152.620.146**	**154.748.045**	**208.084.042**	**310.425.919**	**53.189.870**	**1.917.139.849**
Dikurangi cadangan kerugian penurunan nilai/ *Less allowance for impairment losses*								(88.168.856)
Bersih/*Net*								**1.828.970.993**
Rekening Administratif/ *Administrative Accounts*								
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor/ *Irrevocable L/C*	8.865.216	633.214	44.272	566.310	902.962	435.256	-	11.447.230
Garansi yang diterbitkan/ *Guarantees issued*	46.379.671	5.000.214	2.588.992	2.877.476	3.209.606	5.836.966	-	65.892.925
Jumlah/*Total*	**55.244.887**	**5.633.428**	**2.633.264**	**3.443.786**	**4.112.568**	**6.272.222**	**-**	**77.340.155**
Dikurangi cadangan kerugian penurunan nilai/ *Less allowance for impairment losses*								(4.884.777)
Neto/*Net*								**72.455.378**

*) Aset lain-lain terdiri atas piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan term deposit valas DHE/
Other assets consist of interest receivables, other receivables, accrued income based on sharia principles and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia

39. MANAJEMEN RISIKO (lanjutan) / *39. RISK MANAGEMENT (continued)*

Manajemen Risiko Kredit (lanjutan) / *Credit Risk Management (continued)*

2. Analisa konsentrasi risiko (lanjutan) / *Risk Concentration Analysis (continued)*

b. Sektor industri / *Industrial Sectors*

Tabel di bawah ini menggambarkan rincian eksposur kredit pada nilai tercatat yang dikategorikan berdasarkan sektor industri pada tanggal-tanggal 31 Desember 2024 dan 2023:

Tables below detail the credit risk exposure at carrying value, categorized according to their industrial sector as of December 31, 2024 and 2023:

	31 Desember/*December 31*, 2024							
	Pemerintah Termasuk BI/ *Government (Including BI)*	**Bank dan lembaga keuangan lainnya/ Banks and other *Financial Institution***	**Pertanian/ *Agriculture***	**Industri/ *Industry***	**Perdagangan, hotel dan restoran/ Trading, *hotels and restaurant***	**Usaha/ *Business***	**Lainnya/ *Others Service***	**Jumlah/*Total***
Aset/Assets								
Giro pada Bank Indonesia/ *Current Account With Bank Indonesia*	88.878.969	-	-	-	-	-	-	88.878.969
Giro pada Bank lain/ *Current Account with Other Banks*	-	25.582.825	-	-	-	-	-	25.582.825
Penempatan pada Bank Indonesia dan lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institution*	35.044.861	22.829.474	-	-	-	-	-	57.874.335
Efek-efek/*Securities*								
Nilai wajar melalui laba rugi/ *Fair Value Through Profit or Loss*	5.006.964	17.218.373	10.654	621.173	1	540.184	21.403	23.418.752
Nilai wajar melalui penghasilan komprehensif lain/ *Fair Value Through Other comprehensive Income*	113.037.481	48.397.314	29	3.788.647	1.814	2.585.582	65.419	167.876.286
Biaya perolehan di amortisasi/ *Amortized cost*	110.780.885	24.161.968	10.175	-	-	287.634	-	135.240.662
Wesel ekspor dan tagihan lainnya/ *Export Bills and Other Receivables*	1.192.820	-	747.037	2.556.237	-	100.244	36.060.484	40.656.822
Efek-efek yang dibeli dengan janji dijual kembali/ Securities purchased/ *under agreement to resell*	197.809	16.647.881	-	-	-	-	-	16.845.690
Tagihan derivatif/ *Derivative receivables*	-	1.087.048	-	-	-	-	-	1.087.048
Kredit yang diberikan/ *Loans*								
Mikro/*Micro*	-	705.421	153.716.804	37.198.001	227.493.402	44.611.791	111.820.709	575.546.128
Ritel/*Retail*	-	128.516	33.751.667	22.918.366	165.205.402	19.042.070	237.381.681	478.427.702
Korporasi/*Corporate*	5.980.603	500.000	28.529.392	52.702.245	24.745.106	27.344.042	104.542.871	244.344.259
Pinjaman syariah/ *Sharia loans*	-	168	9.452.734	616.803	29.868.998	2.077.138	7.873.241	49.889.082
Piutang sewa pembiayaan/ *Finance lease receivables*	-	510.707	-	2.375.332	1.440.696	1.345.038	761.835	6.433.608
Tagihan akseptasi/ *Acceptance receivables*	-	-	-	295.515	4.201	-	9.805.657	10.105.373
Aset lain-lain*)/ *Other assets*)	7.097.694	10.948.119	5.347	61.618	1.082	526.108	2.870.014	21.509.982
Jumlah/Total	**367.218.086**	**168.717.814**	**226.223.839**	**123.133.937**	**448.760.702**	**98.459.831**	**511.203.314**	**1.943.717.523**

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

2. Analisa konsentrasi risiko (lanjutan)

b. Sektor industri (lanjutan)

Tabel di bawah ini menggambarkan rincian eksposur kredit pada nilai tercatat yang dikategorikan berdasarkan sektor industri pada tanggal-tanggal 31 Desember 2024 dan 2023 (lanjutan):

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

2. Risk Concentration Analysis (continued)

b. Industrial Sectors (continued)

Tables below detail the credit risk exposure at carrying value, categorized according to their industrial sector as of December 31, 2024 and 2023 (continued):

	31 Desember/*December 31*, 2024							
	Pemerintah Termasuk BI/ *Government (Including BI)*	**Bank dan lembaga keuangan lainnya/ Banks and other *Financial Institution***	**Pertanian/ *Agriculture***	**Industri/ *Industry***	**Perdagangan, hotel dan restoran/ Trading, *hotels and restaurant***	**Usaha/ *Business***	**Lainnya/ *Others Service***	**Jumlah/*Total***
Dikurangi cadangan Kerugian penurunan nilai/ *Less allowance for impairment losses*								(82.528.721)
Bersih/*Net*								**1.861.188.802**
Rekening Administratif/ *Administrative Accounts*								
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor/ *Irrevocable L/C*	-	-	75.636	4.440.433	1.381.174	2.708.953	3.169.724	11.775.920
Garansi yang Diterbitkan/ *Guarantees issued*	-	1.082.516	643.800	45.040.858	8.635	4.736.790	15.342.637	66.855.236
Jumlah/*Total*	**-**	**1.082.516**	**719.436**	**49.481.291**	**1.389.809**	**7.445.743**	**18.512.361**	**78.631.156**
Dikurangi cadangan kerugian penurunan nilai/ *Less allowance for impairment losses*								(2.061.936)
Neto/*Net*								**76.569.220**

*) Aset lain-lain terdiri atas piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan term deposit valas DHE/
Other assets consist of interest receivables, other receivables, accrued income based on sharia principles and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

2. Analisa konsentrasi risiko (lanjutan)

   b. Sektor industri (lanjutan)

   Tabel di bawah ini menggambarkan rincian eksposur kredit pada nilai tercatat yang dikategorikan berdasarkan sektor industri pada tanggal-tanggal 31 Desember 2024 dan 2023 (lanjutan):

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

2. Risk Concentration Analysis (continued)

b. Industrial Sectors (continued)

Tables below detail the credit risk exposure at carrying value, categorized according to their industrial sector as of December 31, 2024 and 2023 (continued):

	31 Desember/*December 31*, 2023							
	Pemerintah Termasuk BI/ *Government (Including BI)*	**Bank dan lembaga keuangan lainnya/ Banks and other *Financial Institution***	**Pertanian/ *Agriculture***	**Industri/ *Industry***	**Perdagangan, hotel dan restoran/ Trading, *hotels and restaurant***	**Usaha/ *Business***	**Lainnya/ *Others Service***	**Jumlah/*Total***
Aset/Assets								
Giro pada Bank Indonesia/ *Current Account With Bank Indonesia*	101.909.121	-	-	-	-	-	-	101.909.121
Giro pada Bank lain/ *Current Account with Other Banks*	-	22.331.919	-	-	-	-	-	22.331.919
Penempatan pada Bank Indonesia dan lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institution*	48.916.961	16.308.299	-	-	-	-	-	65.225.260
Efek-efek/*Securities*								
Nilai wajar melalui laba rugi/ *Fair Value Through Profit or Loss*	11.603.446	9.057.989	8.651	873.111	2	573.417	276.555	22.393.171
Nilai wajar melalui penghasilan komprehensif lain/ *Fair Value Through Other comprehensive Income*	131.245.386	26.253.605	27	4.591.790	1.716	1.240.605	6.036	163.339.165
Biaya perolehan di amortisasi/ *Amortized cost*	123.438.096	21.263.702	11.000	473.431	-	172.739	-	145.358.968
Wesel ekspor dan tagihan lainnya/ *Export Bills and Other Receivables*	1.718.917	-	-	1.266.396	106.919	1.489.692	49.548.173	54.130.097
Efek-efek yang dibeli dengan janji dijual kembali/ Securities purchased/ *under agreement to resell*	19.317.543	14.277.688	-	-	-	-	-	33.595.231
Tagihan derivatif/ *Derivative receivables*	-	911.683	-	-	-	-	-	911.683
Kredit yang diberikan/ *Loans*								
Mikro/*Micro*	-	-	126.328.648	38.558.229	223.144.930	43.918.237	86.992.112	518.942.156
Ritel/*Retail*	-	-	31.347.663	20.418.613	166.628.272	18.148.895	259.396.283	495.939.726
Korporasi/*Corporate*	1.207.001	-	30.265.580	45.361.102	17.066.890	10.964.404	92.831.227	197.696.204
Pinjaman syariah/ *Sharia loans*	-	-	8.581.524	319.588	27.642.710	1.547.276	7.846.598	45.937.696
Piutang sewa pembiayaan/ *Finance lease receivables*	-	577.463	-	2.515.913	1.330.288	2.112.032	1.377.769	7.913.465
Tagihan akseptasi/ *Acceptance receivables*	-	-	-	313.613	-	918.308	8.985.487	10.217.408
Aset lain-lain*)/ *Other assets**)	18.675.355	6.525.822	751	42.255	434.940	327.108	5.292.348	31.298.579
Jumlah/Total	**458.031.826**	**117.508.170**	**196.543.844**	**114.734.041**	**436.356.667**	**81.412.713**	**512.552.588**	**1.917.139.849**

39. MANAJEMEN RISIKO (lanjutan) / *39. RISK MANAGEMENT (continued)*

Manajemen Risiko Kredit (lanjutan) / *Credit Risk Management (continued)*

2. Analisa konsentrasi risiko (lanjutan) / *Risk Concentration Analysis (continued)*

   b. Sektor industri (lanjutan) / *Industrial Sectors (continued)*

   Tabel di bawah ini menggambarkan rincian eksposur kredit pada nilai tercatat yang dikategorikan berdasarkan sektor industri pada tanggal-tanggal 31 Desember 2024 dan 2023 (lanjutan): / *Tables below detail the credit risk exposure at carrying value, categorized according to their industrial sector as of December 31, 2024 and 2023 (continued):*

	31 Desember/*December 31*, 2023							
	Pemerintah Termasuk BI/ *Government (Including BI)*	**Bank dan lembaga keuangan lainnya/ Banks and other *Financial Institution***	**Pertanian/ *Agriculture***	**Industri/ *Industry***	**Perdagangan, hotel dan restoran/ Trading, *hotels and restaurant***	**Usaha/ *Business***	**Lainnya/ *Others Service***	**Jumlah/*Total***
Dikurangi cadangan Kerugian penurunan nilai/ *Less allowance for impairment losses*								(88.168.856)
Bersih/*Net*								**1.828.970.993**
Rekening Administratif/ *Administrative Accounts*								
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor/ *Irrevocable L/C*	-	30.889	3.853.331	2.566.169	40.770	626.549	4.329.522	11.447.230
Garansi yang Diterbitkan/ *Guarantees issued*	-	3.685.723	554.292	11.964.097	147.438	13.372.299	36.169.076	65.892.925
Jumlah/*Total*	**-**	**3.716.612**	**4.407.623**	**14.530.266**	**188.208**	**13.998.848**	**40.498.598**	**77.340.155**
Dikurangi cadangan kerugian penurunan nilai/ *Less allowance for impairment losses*								(4.884.777)
Neto/*Net*								**72.455.378**

*) Aset lain-lain terdiri atas piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan term deposit valas DHE/ *Other assets consist of interest receivables, other receivables, accrued income based on sharia principles and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia*

3. Penurunan nilai aset keuangan pada tanggal-tanggal 31 Desember 2024 dan 2023 / *Impairment of financial assets as of December 31, 2024 and 2023*

   a. Giro pada bank lain / *Current accounts with other banks*

   Pada tanggal-tanggal 31 Desember 2024 dan 2023, aset keuangan ini mengalami penurunan nilai secara kolektif. / *As of December 31, 2024 and 2023, this financial asset is collectively impaired.*

   b. Penempatan pada Bank Indonesia dan lembaga keuangan lain / *Placements with Bank Indonesia and other financial institutions*

   Pada tanggal-tanggal 31 Desember 2024 dan 2023, aset keuangan ini mengalami penurunan nilai secara kolektif. / *As of December 31, 2024 and 2023, this financial asset is collectively impaired.*

39. MANAJEMEN RISIKO (lanjutan) / *39. RISK MANAGEMENT (continued)*

Manajemen Risiko Kredit (lanjutan) / *Credit Risk Management (continued)*

3. Penurunan nilai aset keuangan pada tanggal-tanggal 31 Desember 2024 dan 2023 (lanjutan) / *Impairment of financial assets as of December 31, 2024 and 2023 (lanjutan)*

c. Efek-efek / *Securities*

Pada tanggal-tanggal 31 Desember 2024 dan 2023, aset keuangan ini mengalami penurunan nilai secara kolektif. / *As of December 31, 2024 and 2023, this financial asset is collectively impaired.*

d. Piutang sewa pembiayaan / *Finance lease receivables*

Pada tanggal-tanggal 31 Desember 2024 dan 2023, aset keuangan ini mengalami penurunan nilai sebagai berikut: / *As of December 31, 2024 and 2023, this financial asset is impaired as follows:*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Mengalami penurunan nilai	94.694	134.737	*Impaired*
Telah jatuh tempo tetapi tidak mengalami penurunan nilai	261.824	279.684	*Past due but not impaired*
Belum jatuh tempo atau tidak mengalami penurunan nilai	6.077.090	7.499.044	*Neither past due nor impaired*
	6.433.608	7.913.465	
Dikurangi cadangan kerugian penurunan nilai	(165.590)	(215.308)	*Less allowance for impairment losses*
Total	**6.268.018**	**7.698.157**	***Total***

e. Kredit yang diberikan dan pinjaman syariah / *Loan and sharia loans*

Pada tanggal-tanggal 31 Desember 2024 dan 2023, aset keuangan ini mengalami penurunan nilai secara individual maupun kolektif dengan rincian sebagai berikut: / *As of December 31, 2024 and 2023, this financial asset is either individually or collectively impaired with the following details:*

	31 Desember/*December 31, 2024*					
	Belum Jatuh Tempo atau Tidak Mengalami Penurunan Nilai/ *Neither past due not impaired*		**Telah Jatuh Tempo Tetapi Tidak Mengalami Penurunan Nilai/ *Past due but not Impaired***	**Mengalami Penurunan Nilai[a)]/ *Impaired[a)]***	**Jumlah/Total**	
	High Grade/ High Grade	***Standard Grade/ Standard Grade***				
Rupiah						Rupiah
Perdagangan, perhotelan dan restoran	346.058.511	17.553.921	25.755.321	16.633.605	406.001.358	*Trading, hotels and restaurant*
Pertanian	210.091.565	3.671.803	10.662.569	9.489.312	233.915.249	*Agriculture*
Perindustrian	75.986.953	2.008.431	4.633.901	3.702.762	86.332.047	*Manufacturing*
Jasa dunia usaha	60.369.753	1.997.052	3.921.853	6.834.330	73.122.988	*Business services*
Listrik, gas dan air	10.112.281	92.835	155.941	254.768	10.615.825	*Electricity, gas and water*
Konstruksi	22.865.764	601.727	401.034	6.964.470	30.832.995	*Construction*
Pengangkutan, pergudangan dan komunikasi	26.098.704	635.548	724.080	812.857	28.271.189	*Transportation, warehousing and communication*
Jasa pelayanan sosial	6.154.478	240.052	308.840	308.800	7.012.170	*Social Service*

39. MANAJEMEN RISIKO (lanjutan) / *39. RISK MANAGEMENT (continued)*

Manajemen Risiko Kredit (lanjutan) / *Credit Risk Management (continued)*

3. Penurunan nilai aset keuangan pada tanggal-tanggal 31 Desember 2024 dan 2023 (lanjutan) / *Impairment of financial assets as of December 31, 2024 and 2023 (lanjutan)*

   e. Kredit yang diberikan dan pinjaman syariah (lanjutan) / *Loan and sharia loans (continued)*

   Pada tanggal-tanggal 31 Desember 2024 dan 2023, aset keuangan ini mengalami penurunan nilai secara individual maupun kolektif dengan rincian sebagai berikut (lanjutan): / *As of December 31, 2024 and 2023, this financial asset is either individually or collectively impaired with the following details (continued):*

	31 Desember/*December 31, 2024*					
	Belum Jatuh Tempo atau Tidak Mengalami Penurunan Nilai/ *Neither past due not impaired*		Telah Jatuh Tempo Tetapi Tidak Mengalami Penurunan Nilai/ *Past due but not Impaired*	Mengalami Penurunan Nilai*)/ *Impaired*)	Jumlah/Total	
	High Grade/ High Grade	*Standard Grade/ Standard Grade*				
Rupiah						Rupiah
Pertambangan	13.926.232	109.089	185.308	410.716	14.631.345	*Mining*
Lain-lain	302.052.859	2.817.421	7.284.997	4.957.629	317.112.906	*Others*
	1.073.717.100	29.727.879	54.033.844	50.369.249	1.207.848.072	
Mata uang asing						*Foreign currency*
Perindustrian	35.076.413	525	284.205	4.338.309	39.699.452	*Manufacturing*
Pertanian	11.602.046	-	644	-	11.602.690	*Agriculture*
Listrik, gas dan air	27.685.830	-	-	-	27.685.830	*Electricity, gas and water*
Perdagangan, perhotelan dan restoran	11.305.348	2.764	-	946.210	12.254.322	*Trading, hotels and restaurant*
Pengangkutan, pergudangan dan komunikasi	299.529	-	-	-	299.529	*Transportation, warehousing and communication*
Pertambangan	19.980.957	-	-	1.895.780	21.876.737	*Mining*
Jasa pelayanan sosial	6.248.959	-	-	-	6.248.959	*Social Service*
Jasa dunia usaha	11.042.966	-	-	2.784.653	13.827.619	*Business services*
Konstruksi	5.676.884	-	-	135.588	5.812.472	*Construction*
Lain-lain	1.003.853	-	38.279	9.357	1.051.489	*Others*
	129.922.785	3.289	323.128	10.109.897	140.359.099	
Total	**1.203.639.885**	**29.731.168**	**54.356.972**	**60.479.146**	**1.348.207.171**	***Total***
Dikurangi cadangan kerugian penurunan nilai					(80.897.921)	*Less allowance for Impairment losses*
Neto					**1.267.309.250**	***Net***

*) Termasuk seluruh kredit yang dianalisa secara individual / **) Including all loans analyzed individually*

39. MANAJEMEN RISIKO (lanjutan) / *39. RISK MANAGEMENT (continued)*

Manajemen Risiko Kredit (lanjutan) / *Credit Risk Management (continued)*

3. Penurunan nilai aset keuangan pada tanggal-tanggal 31 Desember 2024 dan 2023 (lanjutan) / *Impairment of financial assets as of December 31, 2024 and 2023 (lanjutan)*

   e. Kredit yang diberikan dan pinjaman syariah (lanjutan) / *Loan and sharia loans (continued)*

   Pada tanggal-tanggal 31 Desember 2024 dan 2023, aset keuangan ini mengalami penurunan nilai secara individual maupun kolektif dengan rincian sebagai berikut (lanjutan): / *As of December 31, 2024 and 2023, this financial asset is either individually or collectively impaired with the following details (continued):*

	31 Desember/ *December 31, 2023*					
	Belum Jatuh Tempo atau Tidak Mengalami Penurunan Nilai/ *Neither past due not impaired*		Telah Jatuh Tempo Tetapi Tidak Mengalami Penurunan Nilai/ *Past due but not Impaired*	Mengalami Penurunan Nilai*)/ *Impaired*)	Jumlah/Total	
	High Grade/ High Grade	*Standard Grade/ Standard Grade*				
Rupiah						Rupiah
Perdagangan, perhotelan dan restoran	332.711.615	24.403.801	24.548.175	17.380.785	399.044.376	*Trading, hotels and restaurant*
Pertanian	181.390.478	6.173.223	7.916.500	9.432.699	204.912.900	*Agriculture*
Perindustrian	66.721.183	3.075.898	4.141.701	6.629.612	80.568.394	*Manufacturing*
Jasa dunia usaha	54.424.228	2.785.103	3.804.469	3.543.519	64.557.319	*Business services*
Listrik, gas dan air	11.840.349	145.165	101.570	152.683	12.239.767	*Electricity, gas and water*
Konstruksi	21.942.392	616.255	485.233	6.623.769	29.667.649	*Construction*
Pengangkutan, pergudangan dan komunikasi	22.083.188	910.144	848.650	1.922.255	25.764.237	*Transportation, warehousing and communication*
Jasa pelayanan sosial	5.902.571	399.620	332.307	408.163	7.042.661	*Social Service*
Pertambangan	11.582.453	179.354	93.206	500.152	12.355.165	*Mining*
Lain-lain	292.739.085	5.368.366	9.087.233	7.636.267	314.830.951	*Others*
	1.001.337.542	44.056.929	51.359.044	54.229.904	1.150.983.419	
Mata uang asing						*Foreign currency*
Perindustrian	27.711.170	463	33.951	1.901.837	29.647.421	*Manufacturing*
Pertanian	10.183.322	-	-	488.378	10.671.700	*Agriculture*
Listrik, gas dan air	19.679.604	-	-	-	19.679.604	*Electricity, gas and water*
Perdagangan, perhotelan dan restoran	6.902.186	2.669	-	1.052.197	7.957.052	*Trading, hotels and restaurant*
Pengangkutan, pergudangan dan komunikasi	1.131.779	-	-	74.285	1.206.064	*Transportation, warehousing and communication*
Pertambangan	17.681.313	-	-	1.814.075	19.495.388	*Mining*
Jasa pelayanan sosial	1.207.241	-	-	-	1.207.241	*Social Service*
Jasa dunia usaha	5.670.372	-	107.213	2.690.444	8.468.029	*Business services*
Konstruksi	5.016.705	-	-	131.408	5.148.113	*Construction*
Lain-lain	4.041.390	-	2.728	7.633	4.051.751	*Others*
	99.225.082	3.132	143.892	8.160.257	107.532.363	
Total	**1.100.562.624**	**44.060.061**	**51.502.936**	**62.390.161**	**1.258.515.782**	***Total***
Dikurangi cadangan kerugian penurunan nilai					(85.286.580)	*Less allowance for Impairment losses*
Neto					**1.173.229.202**	***Net***

*) Termasuk seluruh kredit yang dianalisa secara individual / **) Including all loans analyzed individually*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

3. Penurunan nilai aset keuangan pada tanggal-tanggal 31 Desember 2024 dan 2023 (lanjutan)

f. Wesel ekspor dan tagihan lainnya

Pada tanggal-tanggal 31 Desember 2024 dan 2023 aset keuangan ini mengalami penurunan nilai baik secara individu dan kolektif.

g. Tagihan akseptasi

Pada tanggal-tanggal 31 Desember 2024 dan 2023, aset keuangan ini mengalami penurunan nilai secara kolektif.

h. Efek-efek yang dibeli dengan janji dijual kembali

Pada tanggal-tanggal 31 Desember 2024 dan 2023, aset keuangan ini tidak mengalami penurunan nilai secara individual maupun kolektif.

i. Aset lain-lain

Pada tanggal-tanggal 31 Desember 2024 dan 2023, aset keuangan ini mengalami penurunan nilai secara individual.

j. Rekening administratif

Pada tanggal-tanggal 31 Desember 2024 dan 2023, akun-akun administratif ini mengalami penurunan nilai dengan rincian sebagai berikut:

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

3. Impairment of financial assets as of December 31, 2024 and 2023 (lanjutan)

f. Export bills and other receivables

As of December 31, 2024 and 2023this financial asset was impaired both individually and collectively.

g. Acceptance receivables

As of December 31, 2024 and 2023, this financial asset is collectively impaired.

h. Securities purchased under agreement to resell

As of December 31, 2024 and 2023, this financial asset is neither individually nor collectively impaired.

i. Other assets

As of December 31, 2024 and 2023, this financial asset is individually impaired.

j. Administrative accounts

As of December 31, 2024 and 2023, these administrative accounts were impaired as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Rupiah			*Rupiah*
Garansi yang diterbitkan	37.815.057	41.712.234	*Guarantees issued*
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor	2.357.169	2.228.613	*Irrevocable L/C*
	40.172.226	43.940.847	
Mata uang asing			
Garansi yang diterbitkan	29.040.179	24.180.691	*Guarantees issued*
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor	9.418.751	9.218.617	*Irrevocable L/C*
	38.458.930	33.399.308	
	78.631.156	77.340.155	
Dikurangi cadangan kerugian penurunan nilai	(2.061.936)	(4.884.777)	*Less allowance for impairment Losses*
Total	**76.569.220**	**72.455.378**	***Total***

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan

Tabel berikut menunjukkan kualitas aset keuangan berdasarkan golongan aset untuk semua aset keuangan yang mempunyai risiko kredit, nilai yang disajikan adalah *gross*:

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets

The following tables show the quality of financial assets by class for all financial assets with credit risk, amounts presented at gross:

	31 Desember/*December 31, 2024*					
	Belum Jatuh Tempo atau Tidak Mengalami Penurunan Nilai/ *Neither past due not impaired*		Telah Jatuh Tempo Tetapi Tidak Mengalami Penurunan Nilai/ *Past due but not Impaired*	Mengalami Penurunan Nilai*)/ *Impaired***)*	Jumlah/*Total*	
	High Grade/ High Grade	*Standard Grade/ Standard Grade*				
Aset						***Assets***
Giro pada Bank Indonesia	88.878.969	-	-	-	88.878.969	*Current Account with Bank Indonesia*
Giro pada bank lain	24.745.895	836.930	-	-	25.582.825	*Current Account with other bank*
Penempatan pada Bank Indonesia dan lembaga keuangan lain	57.874.335	-	-	-	57.874.335	*Placement with Bank Indonesia and other financial institutions*
Efek-efek						*Securities*
Nilai wajar melalui laba rugi	14.128.939	9.289.813	-	-	23.418.752	*Fair value through profit or loss*
Nilai wajar melalui penghasilan komprehensif lain	148.293.352	19.582.934	-	-	167.876.286	*Fair value through other Comprehensive income*
Biaya perolehan diamortisasi	111.557.365	23.683.297	-	-	135.240.662	*Amortized cost*
Wesel ekspor dan tagihan lainnya	40.618.097	-	24.637	14.088	40.656.822	*Export Bills and Other Receivables*
Efek-efek yang dibeli dengan janji dijual kembali	16.845.690	-	-	-	16.845.690	*Securities under purchase Agreement to resell*
Tagihan derivatif	1.087.048	-	-	-	1.087.048	*Derivative receivables*
Kredit yang diberikan						*Loans*
Mikro	517.322.593	9.509.799	33.788.405	14.925.331	575.546.128	*Micro*
Ritel	424.111.557	19.714.451	16.239.034	18.362.660	478.427.702	*Retail*
Korporasi	217.624.332	-	320.994	26.398.933	244.344.259	*Corporate*
Pinjaman syariah	44.581.403	506.918	4.008.539	792.222	49.889.082	*Sharia loans*
Piutang sewa pembiayaan	5.842.658	234.432	261.824	94.694	6.433.608	*Finance lease receivables*
Tagihan akseptasi	10.105.373	-	-	-	10.105.373	*Acceptance receivables*
Aset lain-lain*)	19.397.775	1.029.067	869.276	213.864	21.509.982	*Others Assets* *)
Total	1.743.015.381	84.387.641	55.512.709	60.801.792	1.943.717.523	***Total***

*) Aset lain-lain terdiri atas piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan term deposit valas DHE

**) Termasuk seluruh kredit yang dianalisa secara individual

*) *Other assets consist of interest receivables, other receivables, accrued income based on sharia principles and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia*

***) *Including all loans analyzed individually.*

39. MANAJEMEN RISIKO (lanjutan)

39. *RISK MANAGEMENT (continued)*

Manajemen Risiko Kredit (lanjutan)

Credit Risk Management (continued)

4. Kualitas aset keuangan (lanjutan)

4. Quality of financial assets (continued)

Tabel berikut menunjukkan kualitas aset keuangan berdasarkan golongan aset untuk semua aset keuangan yang mempunyai risiko kredit, nilai yang disajikan adalah *gross* (lanjutan):

The following tables show the quality of financial assets by class for all financial assets with credit risk, amounts presented at gross (continued):

	31 Desember/ *December 31, 2023*					
	Belum Jatuh Tempo atau Tidak Mengalami Penurunan Nilai/ *Neither past due not impaired*		Telah Jatuh Tempo Tetapi Tidak Mengalami Penurunan Nilai/ *Past due but not Impaired*	Mengalami Penurunan Nilai**)/ *Impaired***)*	Jumlah/*Total*	
	High Grade/ High Grade	*Standard Grade/ Standard Grade*				
Aset						***Assets***
Giro pada Bank Indonesia	101.909.121	-	-	-	101.909.121	*Current Account with Bank Indonesia*
Giro pada bank lain	22.262.708	69.211	-	-	22.331.919	*Current Account with other bank*
Penempatan pada Bank Indonesia dan lembaga keuangan lain	65.225.260	-	-	-	65.225.260	*Placement with Bank Indonesia and other financial institutions*
Efek-efek						*Securities*
Nilai wajar melalui laba rugi	13.728.657	8.664.514	-	-	22.393.171	*Fair value through profit or loss*
Nilai wajar melalui penghasilan komprehensif lain	144.895.186	18.443.979	-	-	163.339.165	*Fair value through other Comprehensive income*
Biaya perolehan diamortisasi	124.204.129	21.154.839	-	-	145.358.968	*Amortized cost*
Wesel ekspor dan tagihan lainnya	54.130.097	-	-	-	54.130.097	*Export Bills and Other Receivables*
Efek-efek yang dibeli dengan janji dijual kembali	33.595.231	-	-	-	33.595.231	*Securities under purchase Agreement to resell*
Tagihan derivatif	911.683	-	-	-	911.683	*Derivative receivables*
Kredit yang diberikan						*Loans*
Mikro	460.191.060	14.430.771	31.730.579	12.589.746	518.942.156	*Micro*
Ritel	433.195.773	25.409.037	17.489.064	19.845.852	495.939.726	*Retail*
Korporasi	168.142.816	-	141.163	29.412.225	197.696.204	*Corporate*
Pinjaman syariah	40.827.284	2.425.944	2.142.130	542.338	45.937.696	*Sharia loans*
Piutang sewa pembiayaan	7.308.744	190.300	279.684	134.737	7.913.465	*Finance lease receivables*
Tagihan akseptasi	10.217.408	-	-	-	10.217.408	*Acceptance receivables*
Aset lain-lain*)	29.296.958	652.136	1.252.273	97.212	31.298.579	*Others Assets*)
Total	**1.710.042.115**	**91.440.731**	**53.034.893**	**62.622.110**	**1.917.139.849**	***Total***

*) Aset lain-lain terdiri atas piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan term deposit valas DHE
**) Termasuk seluruh kredit yang dianalisa secara individual

*) *Other assets consist of interest receivables, other receivables, accrued income based on sharia principles and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia*
**) *Including all loans analyzed individually.*

Kualitas kredit didefinisikan sebagai berikut:

Credit quality is defined as follows:

1. Tingkat Tinggi

   a) Giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan lembaga keuangan lain, yaitu giro atau penempatan pada institusi Pemerintah dan transaksi dengan bank yang telah terdaftar pada Bursa.

   b) Kredit yang diberikan, piutang sewa pembiayaan dan pinjaman syariah yaitu pinjaman kepada pihak ketiga yang belum jatuh tempo dan tidak mengalami penurunan nilai, serta tidak pernah direstrukturisasi.

1. High Grade

   a) Current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other financial institutions are current accounts or placements in Government institutions and transactions with banks listed in the Stock Exchange.

   b) Loan, finance lease receivable, and sharia loan, are loans to third parties receivables that are neither past due nor impaired, and have never been restructured.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Kualitas kredit didefinisikan sebagai berikut (lanjutan):

1. Tingkat Tinggi (lanjutan)

c) Wesel ekspor dan tagihan lainnya serta tagihan akseptasi yaitu tagihan kepada pihak ketiga yang belum jatuh tempo, dan memiliki kapasitas finansial yang kuat dalam hal pembayaran kembali seluruh kewajibannya secara tepat waktu.

d) Efek-efek dan Obligasi Pemerintah, yaitu efek-efek yang dikeluarkan oleh Pemerintah, efek-efek dan obligasi dengan *rating* minimal idA- (Pefindo), A- (Fitch), atau A3 (Moody's).

e) Penyertaan saham, yaitu penyertaan pada perusahaan yang terdaftar pada Bursa dan memiliki tingkat kinerja keseluruhan yang baik.

2. Tingkat Standar

a) Giro pada bank lain, penempatan pada Bank Indonesia dan lembaga keuangan lain, yaitu giro atau penempatan pada bank yang tidak terdaftar pada Bursa.

b) Kredit yang diberikan, pinjaman syariah, dan piutang sewa pembiayaan yaitu pinjaman kepada pihak ketiga yang belum jatuh tempo, dan tidak mengalami penurunan nilai, namun pernah direstrukturisasi.

c) Wesel ekspor dan tagihan lainnya serta tagihan akseptasi, yaitu tagihan kepada pihak ketiga yang belum jatuh tempo dan memiliki kapasitas finansial yang memadai dalam hal pembayaran kembali seluruh kewajibannya secara tepat waktu.

d) Efek-efek dan Obligasi Pemerintah, yaitu efek-efek dan obligasi dengan *rating* antara idBBB+ sampai dengan idBBB- (Pefindo), BBB+ sampai dengan BBB- (Fitch), atau Baa1 sampai dengan Baa3 (Moody's).

e) Penyertaan saham, yaitu penyertaan pada perusahaan yang tidak terdaftar pada Bursa dan memiliki tingkat kinerja keseluruhan yang baik.

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

Credit quality is defined as follows (continued):

1. High Grade (continued)

c) Export bills and other receivables as well as acceptances receivable, are third party receivables that are not past due, and have strong financial capacity in terms of repaying all obligations in a timely manner.

d) Securities and Government bonds are securities issued by Government, investment grade securities and bonds with a rating of at least idA- (Pefindo), A- (Fitch), or A3 (Moody's).

e) Investment in shares, are investments in entities listed in Stock Exchange which have an overall good performance level.

2. Standar Grade

a) Current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other financial institutions are current accounts or placements in Government institutions and transactions with banks listed in the Stock Exchange.

b) Loan, sharia loans, and finance lease receivables pare loans to third parties that are neither past due nor impaired, but have been restructured.

c) Export bills and other receivables as well as acceptances receivable, are third party receivables that are not past due and have adequate financial capacity in terms of repaying all obligations in a timely manner.

d) Securities and Government Bonds are securities and bonds with a rating between idBBB+ and idBBB- (Pefindo), BBB+ and BBB- (Fitch), or Baa1 and Baa3 (Moody's).

e) Investment in shares, are investment in entities which are not listed in stock exchange which have an overall good performance level.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Analisis Kualitas Kredit

Pengukuran Kerugian Kredit Ekspektasian

a. Peningkatan Risiko Kredit Secara Signifikan

Ketika menentukan apakah risiko gagal bayar pada instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal, Bank mempertimbangkan informasi yang wajar dan terdukung, serta relevan yang tersedia tanpa biaya atau upaya yang berlebihan. Hal tersebut mencakup informasi dan analisa kuantitatif dan kualitatif, berdasarkan pada pengalaman historis dan penilaian pakar kredit dan termasuk perkiraan masa depan (*forward-looking*).

Tujuan dari penilaian ini adalah untuk mengidentifikasi apakah peningkatan risiko kredit secara signifikan atas eksposur telah terjadi dengan membandingkan:

1. *Probability of default* (PD) atas umur tersisa pada tanggal pelaporan; dengan
2. *Probability of default* (PD) atas umur tersisa yang di estimasi pada saat pengakuan awal eksposur (jika relevan, disesuaikan dengan perubahan ekspektasi pembayaran dimuka).

Ketika menentukan apakah risiko gagal bayar pada instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal, Bank mempertimbangkan informasi yang wajar dan terdukung, serta relevan yang tersedia tanpa biaya atau upaya yang berlebihan. Hal tersebut mencakup informasi dan analisa kuantitatif dan kualitatif, berdasarkan pada pengalaman historis dan penilaian pakar kredit dan termasuk perkiraan masa depan (*forward-looking*).

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

Credit Quality Analysis

Measurement of Expected Credit Losses

a. Significant Increase on Credit Risk

When determining whether the risk of default on financial instruments has increased significantly since initial recognition, the Bank considers reasonable and supportable, relevant information that is available without excessive costs or efforts. This includes quantitative and qualitative information and analysis, based on historical experience and credit expert judgment and including forward-looking estimates.

The purpose of this assessment is to identify whether a significant increase in credit risk of exposure has occurred by comparing:

1. Probability of default (PD) for the remaining age at the reporting date; with
2. Probability of default (PD) for the estimated remaining age at initial recognition of the exposure (if relevant, adjusted for changes in expectations of prepayment).

When determining whether the risk of default on financial instruments has increased significantly since initial recognition, the Bank considers reasonable and supportable, relevant information that is available without excessive costs or efforts. This includes quantitative and qualitative information and analysis, based on historical experience and credit expert judgment and including forward-looking estimates.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Analisis Kualitas Kredit (lanjutan)

Pengukuran Kerugian Kredit Ekspektasian (lanjutan)

a. Peningkatan Risiko Kredit Secara Signifikan (lanjutan)

Tujuan dari penilaian ini adalah untuk mengidentifikasi apakah peningkatan risiko kredit secara signifikan atas eksposur telah terjadi dengan membandingkan:

1. *Probability of default* (PD) atas umur tersisa pada tanggal pelaporan; dengan
2. *Probability of default* (PD) atas umur tersisa yang di estimasi pada saat pengakuan awal eksposur (jika relevan, disesuaikan dengan perubahan ekspektasi pembayaran dimuka).

Bank juga menggunakan kriteria berikut dalam menentukan apakah peningkatan risiko kredit secara signifikan atas eksposur telah terjadi:

1. Pengujian kuantitatif berdasarkan perubahan *probability of default* (PD)
2. Indikator kualitatif
3. Tertunggak lebih dari 30 (tiga puluh) hari

b. *Credit Risk Grades*

Bank mengalokasikan setiap eksposur ke *credit risk grades* berdasarkan variasi data yang ditentukan dapat memprediksi risiko gagal bayar dan menerapkan pengalaman atas kredit. *Credit risk grades* ditetapkan menggunakan faktor kualitatif dan kuantitatif yang dapat mengindikasikan risiko gagal bayar. Faktor-faktor ini bervariasi tergantung pada sifat eksposur dan jenis peminjam.

Credit risk grades ditetapkan dan dikalibrasi sedemikian rupa sehingga risiko terjadinya gagal bayar meningkat secara eksponensial seiring dengan penurunan risiko kredit, sebagai contoh, selisih antara *credit risk rating grades* 1 dan 2 lebih kecil dari pada selisih antara *credit risk rating grades* 2 dan 3.

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

Credit Quality Analysis (continued)

Measurement of Expected Credit Losses (continued)

a. Significant Increase on Credit Risk (continued)

The purpose of this assessment is to identify whether a significant increase in credit risk of exposure has occurred by comparing:

1. Probability of default (PD) for the remaining age at the reporting date; with
2. Probability of default (PD) for the estimated remaining age at initial recognition of the exposure (if relevant, adjusted for changes in expectations of prepayment).

The Bank also uses the following criteria in determining whether a significant increase in credit risk over exposure has occurred:

1. Quantitative testing based on changes in the probability of default (PD)
2. Qualitative indicators
3. Overdue for 30 days

b. Credit Risk Grades

The Bank allocates each exposure to credit risk grades based on a variety of data that is determined to predict the risk of default and apply credit experience. Credit risk grades are determined using qualitative and quantitative factors that can indicate the risk of default. These factors vary depending on the nature of the exposure and the type of borrower.

Credit risk grades are determined and calibrated in such a way that the risk of default is increasing exponentially as credit risk decreases, for example, the difference between credit risk rating grades 1 and 2 is smaller than the difference between credit rating grades 2 and 3.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Analisis Kualitas Kredit (lanjutan)

Pengukuran Kerugian Kredit Ekspektasian (lanjutan)

b. *Credit Risk Grades* (lanjutan)

Setiap eksposur dialokasikan ke *credit risk grades* pada pengakuan awal berdasarkan informasi yang tersedia tentang peminjam. Eksposur ini dipantau secara berkelanjutan dan dapat mengakibatkan eksposur dipindahkan ke *credit risk grades* yang berbeda. Pemantauan biasanya menggunakan data laporan keuangan, penggunaan fasilitas kredit, dan estimasi kondisi ekonomi.

c. Penentuan Struktur *Probability of Default*

Credit risk grades adalah input utama dalam penentuan struktur PD *term structure* atas eksposur. Bank mengumpulkan informasi kinerja dan gagal bayar tentang eksposur risiko kredit yang dianalisa berdasarkan yurisdiksi atau wilayah dan menurut jenis produk dan peminjam serta penilaian risiko kredit. Untuk beberapa portofolio, informasi yang dibeli dari penilai kredit eksternal juga digunakan.

Bank menggunakan model statistik untuk menganalisa data yang dikumpulkan dan menghasilkan perkiraan probability of default (PD) atas umur tersisa dan bagaimana hal ini diperkirakan akan berubah sebagai akibat dari berlalunya waktu.

Analisa ini mencakup identifikasi dan kalibrasi hubungan antara perubahan tingkat gagal bayar dan perubahan dalam faktor-faktor makro ekonomi utama serta analisa mendalam tentang dampak faktor-faktor lain tertentu (seperti restrukturisasi) pada risiko gagal bayar. Untuk sebagian besar eksposur, indikator makro ekonomi utama meliputi: Pertumbuhan Domestik Bruto (PDB), Tingkat Konsumsi, dan Tingkat Investasi. Untuk eksposur pada industri dan/atau wilayah tertentu, analisa dapat mencakup harga komoditas dan/atau harga properti yang relevan.

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

Credit Quality Analysis (continued)

Measurement of Expected Credit Losses (continued)

b. Credit Risk Grades (continued)

Each exposure is allocated to credit risk grades at initial recognition based on available information about the borrower. This exposure is monitored on an ongoing basis, and can result in the exposure being transferred to different credit risk grades. The monitoring usually uses the following data: financial statements, use of credit facilities, estimates of economic conditions.

c. Determination of Probability of Default Structure

Credit risk grades are the main input in determining the PD term structure of the exposure. The Bank collects performance and default information about credit risk exposures, which are analyzed by jurisdiction or region and by product and borrower type and credit risk assessment. For some portfolios, information purchased from external credit assessors is also used.

The Bank uses a statistical model to analyze the data collected and produce an estimate of the probability of default (PD) for the remaining life and how this is expected to change as a result of the passage of time.

This analysis includes the identification and calibration of the relationship between changes in default rates and changes in key macroeconomic factors as well as an in-depth analysis of the impact of certain other factors (e.g. restructuring) on the risk of default. For most exposures, the main macroeconomic indicators include: Gross Domestic Product (GDP) growth, benchmark interest rates, and the unemployment rate. For exposures in certain industries and/or regions, the analysis can include commodity prices and/or relevant property prices.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Analisis Kualitas Kredit (lanjutan)

Pengukuran Kerugian Kredit Ekspektasian (lanjutan)

d. Penentuan Terjadinya Peningkatan Risiko Kredit Secara Signifikan

Kriteria untuk menentukan apakah risiko kredit telah meningkat secara signifikan bervariasi untuk setiap portofolio dan termasuk perubahan kuantitatif pada PD dan faktor kualitatif, termasuk penentuan berdasarkan status hari tunggakan.

Risiko kredit dari eksposur tertentu dianggap telah meningkat secara signifikan sejak pengakuan awal jika, berdasarkan permodelan kuantitatif Bank, *probability of default* (PD) atas umur tersisa telah meningkat signifikan.

Bank juga dapat menggunakan penilaian dari analis kredit dan, jika mungkin, pengalaman historis yang relevan, dalam menentukan bahwa mungkin eksposur telah mengalami peningkatan risiko kredit yang signifikan berdasarkan indikator kualitatif tertentu yang dianggap dapat mengindikasi hal tersebut dan pengaruhnya mungkin tidak sepenuhnya tercermin dalam analisis kuantitatif secara tepat waktu.

Bank menentukan bahwa peningkatan risiko kredit secara signifikan belum terjadi apabila masih kurang dari 30 hari tunggakan. Hari tunggakan ditentukan dengan menghitung jumlah hari sejak tanggal jatuh tempo awal dimana pembayaran penuh belum diterima. Tanggal jatuh tempo ditentukan tanpa mempertimbangkan masa tenggang yang mungkin tersedia bagi peminjam.

Bank memantau efektivitas kriteria yang digunakan dalam mengidentifikasi peningkatan risiko kredit yang signifikan dengan cara reviu berkala.

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

Credit Quality Analysis (continued)

Measurement of Expected Credit Losses (continued)

d. Determination of Significant Increase in Credit Risk

Criteria for determining whether credit risk has increased significantly varies for each portfolio and includes quantitative changes in PD and qualitative factors, including determination based on arrears day status.

Credit risk from certain exposures is considered to have increased significantly since initial recognition if, based on the Bank's quantitative modeling, the probability of default (PD) for the remaining life has increased significantly.

The Bank can also use the judgment of credit analysts and, if possible, relevant historical experience, in determining that exposure may have experienced a significant increase in credit risk based on certain qualitative indicators that are considered to indicate this and their effects may not be fully reflected in quantitative analysis in a comprehensive manner on time.

The Bank determines that a significant increase in credit risk has not occurred if it is still less than 30 days in arrears. Arrears days are determined by calculating the number of days from the initial due date where full payment has not been received. The due date is determined without considering the grace period that might be available to the borrower.

The Bank monitors the effectiveness of the criteria used in identifying significant increases in credit risk by periodic review.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Analisis Kualitas Kredit (lanjutan)

Pengukuran Kerugian Kredit Ekspektasian (lanjutan)

e. Modifikasi Aset Keuangan

Ketentuan kontraktual pinjaman dapat dimodifikasi untuk beberapa alasan, termasuk perubahan kondisi pasar, retensi pelanggan dan faktor-faktor lain yang tidak terkait dengan penurunan kredit saat pinjaman yang ketentuan kontraktualnya dimodifikasi dapat menyebabkan pinjaman awal dihentikan pengakuannya dan pinjaman hasil modifikasi diakui sebagai pinjaman baru pada nilai wajar.

Ketika ketentuan kontraktual pinjaman dimodifikasi dan tidak mengakibatkan penghentian pengakuan, penentuan terjadinya peningkatan risiko kredit secara signifikan dilakukan dengan cara membandingkan:

- sisa PD sepanjang umur pada tanggal pelaporan berdasarkan ketentuan yang dimodifikasi; dengan
- sisa PD sepanjang umur yang diestimasi berdasarkan data pada saat pengakuan awal dan ketentuan kontraktual awal.

f. Definisi Gagal Bayar (*Default*)

Grup menganggap aset keuangan dalam keadaan *default*/gagal bayar ketika:

- Debitur tidak mungkin membayar kewajiban kreditnya secara penuh tanpa bantuan (*recourse*) dari kelompok usahanya; atau
- Debitur telah melewati jatuh tempo lebih dari 90 (sembilan puluh) hari atas kewajiban kredit material apa pun kepada kelompok usahanya.

Dalam menilai apakah debitur dalam keadaan *default*/gagal bayar, Grup mempertimbangkan indikator berikut:

- Kualitatif - seperti pelanggaran persyaratan penjanjian (*covenants*);
- Kuantitatif - seperti status tunggakan; dan
- Berdasarkan data yang dikembangkan secara internal dan diperoleh dari sumber eksternal.

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

Credit Quality Analysis (continued)

Measurement of Expected Credit Losses (continued)

e. Modification of Financial Assets

The contractual terms of the loan can be modified for several reasons, including changes in market conditions, customer retention and other factors not related to the current credit decline. Loan with modified contractual terms can cause the initial loan to be derecognized and the loan as a result of the modification is recognized as a new loan at fair value.

When the contractual terms of the loan are modified and do not result in termination of recognition, determining the occurrence of a significant increase in credit risk is done by comparing:

- *Remaining PD for life at reporting date based on modified provisions; with*
- *Remaining PD throughout the estimated age based on data at initial recognition and initial contractual provisions.*

f. Definition of Default

The Group considers financial assets as default when:

- *The debtor is unlikely to pay its credit obligations to the full, without recourse from the business group; or*
- *The debtor has more than 90 (ninety) days past due for any material credit obligations to the business group*

In assessing whether a debtor is in default, the Group considers the following indicators:

- *Qualitative - such as violations of the terms of the covenants;*
- *Quantitative - such as arrears status; and*
- *Based on data developed internally and obtained from external sources*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Analisis Kualitas Kredit (lanjutan)

Input, Asumsi, dan Teknik yang digunakan dalam mengestimasi penurunan nilai

a. Penggunaan informasi perkiraan masa depan (*forward-looking*)

Bank menggunakan informasi *forward-looking* dalam menilai apakah telah terjadinya peningkatan risiko kredit secara signifikan dan pengukuran kerugian kredit ekspektasian. Berdasarkan saran dari Komite Manajemen Risiko, pakar ekonomi dan pertimbangan berbagai informasi aktual dan perkiraan eksternal, Bank merumuskan pandangan dasar (*base case*) tentang pergerakan variabel ekonomi yang relevan dimasa depan serta perkiraan skenario lain yang mungkin terjadi. Proses ini meliputi pengembangan dua atau lebih skenario ekonomi tambahan dan mempertimbangkan probabilitas relatif dari keluaran (*output*) yang mungkin. Informasi eksternal mencakup data ekonomi dan perkiraan yang diterbitkan oleh, seperti badan pemerintah dan analis sektor swasta dan akademisi terpilih.

Pandangan dasar (*base case*) digunakan dalam perencanaan strategis dan anggaran. Skenario yang lain mencerminkan keluaran yang lebih optimis dan keluaran yang lebih pesimis.

Skenario ekonomi yang dirumuskan menggunakan kisaran indikator utama berikut:

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

Credit Quality Analysis (continued)

Inputs, Assumptions, and Techniques used in estimating impairment

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 in measuring expected credit losses. Based on suggestions from the Risk Management Committee, economic experts and consideration of various actual and external forecast information, the Bank formulates a base case on the movement of relevant economic variables in the future as well as estimates of other possible scenarios. This process involves developing two or more additional economic scenarios and considering the relative probability of the possible outputs. External information includes economic data and forecasts published by, such as government agencies and selected private sector analysts and academics.

The base case reflects the output with the highest probability and is used in strategic planning and budgeting. The other scenario reflects a more optimistic output and a more pessimistic outcome.

The economic scenario is formulated using the following main indicator ranges:

	2024	2025	
Pertumbuhan PDB	dasar 5,37% Kisaran antara 3,16 hingga 5,59% *baseline 5.37%* *Ranges from 3.16 to 5.59%*	dasar 5,04% Kisaran antara 3,90 hingga 5,19% *baseline 5.04%* *Ranges from 3.90 to 5.19%*	*GDP Growth*
Tingkat Konsumsi	dasar 5,11% Kisaran antara 2,70 hingga 5,32% *baseline 5.11%* *Ranges from 2.70 to 5.32%*	dasar 4,94% Kisaran antara 3,20 hingga 5,09% *baseline 4.94%* *Ranges from 3.20 to 5.09%*	*Consumption Rate*
Tingkat Investasi	dasar 6,79% Kisaran antara 4,56 hingga 7,00% *baseline 6.79%* *Ranges from 4.56 to 7.00%*	dasar 5,76% Kisaran antara 4,51 hingga 5,91% *baseline 5.76%* *Ranges from 4.51 to 5.91%*	*Investment rate*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

Analisis Kualitas Kredit (lanjutan)

Input, Asumsi, dan Teknik yang digunakan dalam mengestimasi penurunan nilai (lanjutan)

b. Pengukuran Kerugian Kredit Ekspektasian

Input utama dalam pengukuran kerugian kredit ekspektasian adalah variabel berikut:

- *Probability of Default* (PD)
- *Loss of Given Default* (LGD)
- *Exposure at Default* (EAD)

Parameter ini umumnya berasal dari model statistik yang dikembangkan secara internal dan data historis lainnya. Parameter ini disesuaikan untuk mencerminkan informasi *forward-looking.*

Estimasi PD adalah estimasi pada tanggal tertentu, yang dihitung berdasarkan model peringkat statistik, dan dinilai menggunakan *rating* yang disesuaikan dengan berbagai kategori dari debitur dan eksposur. Model statistik ini didasarkan pada data yang disusun secara internal yang terdiri dari faktor kuantitatif, kualitatif, dan perkiraan berwawasan ke depan (*forward-looking*).

LGD adalah besarnya kerugian jika terjadi gagal bayar. Parameter LGD diestimasi secara historis berdasarkan tingkat pemulihan atas klaim terhadap debitur yang gagal bayar. LGD juga diamati dengan mempertimbangkan jaminan tunai yang merupakan bagian intergral dari aset keuangan terhutang serta biaya yang dikeluarkan dalam proses pemulihan.

EAD merepresentasikan estimasi eksposur jika terjadi gagal bayar. EAD suatu aset keuangan adalah jumlah tercatat bruto. Untuk komitmen pinjaman dan jaminan keuangan, EAD mencakup jumlah yang telah ditarik, serta jumlah potensial di masa depan yang akan ditarik, yang diestimasi berdasarkan pengamatan historis.

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

Credit Quality Analysis (continued)

Inputs, Assumptions, and Techniques used in estimating impairment (continued)

b. Measurement of Expected Credit Losses

The main inputs in measuring expected credit 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. This parameter is adjusted to reflect forward-looking information.

PD estimation is an estimate at a specific date, which is calculated based on a statistical ranking model, and is assessed using a rating adjusted for various categories of debtors and exposures. This statistical model is based on internally compiled data consisting of quantitative, qualitative factors, and forward-looking information.

LGD is the amount of loss in the event of default. The LGD parameter is estimated historically based on the rate of recovery of claims against defaulters. The LGD model takes into account the structure, guarantees, seniority of claims, the debtor's industry, and the cost of recovery of each guarantee that is an integral part of a financial asset.

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, EAD includes the amount that has been drawn, as well as the potential future amount to be withdrawn, which is estimated based on historical observations.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Kredit (lanjutan)

4. Kualitas aset keuangan (lanjutan)

   Analisis Kualitas Kredit (lanjutan)

   Input, Asumsi, dan Teknik yang digunakan dalam mengestimasi penurunan nilai (lanjutan)

   b. Pengukuran Kerugian Kredit Ekspektasian (lanjutan)

      Ketika pemodelan parameter dilakukan secara kolektif, instrumen keuangan dikelompokkan berdasarkan kesamaan karakteristik risiko yang meliputi:

      - Jenis instrumen;
      - Peringkat risiko kredit;
      - Jenis agunan;
      - Tanggal pengakuan awal;
      - Sisa waktu jatuh tempo.

5. Berdasarkan PSAK No. 107, aset keuangan yang telah jatuh tempo ditentukan ketika debitur gagal melakukan pembayaran sesuai jadwal. Tabel berikut menunjukan *aging analysis* terhadap kredit yang diberikan, pinjaman syariah, dan piutang sewa pembiayaan yang telah jatuh tempo tetapi tidak mengalami penurunan nilai.

39. RISK MANAGEMENT (continued)

Credit Risk Management (continued)

4. Quality of financial assets (continued)

   Credit Quality Analysis (continued)

   Inputs, Assumptions, and Techniques used in estimating impairment (continued)

   b. Measurement of Expected Credit Losses (continued)

      When parameter modeling is carried out collectively, financial instruments are grouped based on common risk characteristics which include:

      - *Type of instrument;*
      - *Credit risk rating;*
      - *Collateral type;*
      - *Initial recognition date;*
      - *Remaining time due.*

5. Based on SFAS No. 107, past due financial assets are determined when a debtor fails to make payments on schedule. The following table shows the aging analysis of loans, sharia loans, and finance lease receivables that are past due but not impaired.

	31 Desember/*December 31, 2024*				
	≤ 30 hari/ *≤ 30 days*	**> 30 - 60 hari/ *> 30 - 60 days***	**> 60 - 90 hari/ *> 60 - 90 days***	**Total/ *Total***	
Kredit yang diberikan					*Loans*
Mikro	12.501.822	9.398.463	11.888.120	33.788.405	*Micro*
Ritel	7.325.386	4.150.190	4.763.458	16.239.034	*Retail*
Korporasi	320.994	-	-	320.994	*Corporate*
Pinjaman syariah	446.914	3.270.103	291.522	4.008.539	*Sharia loans*
Piutang sewa pembiayaan	156.299	70.942	34.583	261.824	*Finance lease receivables*
Total	**20.751.415**	**16.889.698**	**16.977.683**	**54.618.796**	***Total***

	31 Desember/ *December 31, 2023*				
	≤ 30 hari/ *≤ 30 days*	**> 30 - 60 hari/ *> 30 - 60 days***	**> 60 - 90 hari/ *> 60 - 90 days***	**Total/ *Total***	
Kredit yang diberikan					*Loans*
Mikro	13.930.098	8.087.222	9.713.259	31.730.579	*Micro*
Ritel	8.134.782	4.413.165	4.941.117	17.489.064	*Retail*
Korporasi	141.163	-	-	141.163	*Corporate*
Pinjaman syariah	675.163	1.466.967	-	2.142.130	*Sharia loans*
Piutang sewa pembiayaan	165.798	60.511	53.375	279.684	*Finance lease receivables*
Total	**23.047.004**	**14.027.865**	**14.707.751**	**51.782.620**	***Total***

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Likuiditas

Risiko Likuiditas merupakan risiko akibat ketidakmampuan BRI untuk memenuhi kewajiban jatuh tempo dari sumber pendanaan arus kas dan/atau dari aset likuid berkualitas tinggi yang dapat diagunkan sehingga tidak mengganggu aktivitas dan kondisi keuangan BRI.

BRI mengelola risiko likuiditas agar dapat memenuhi setiap kewajiban finansial yang sudah diperjanjikan secara tepat waktu, serta dapat memelihara tingkat likuiditas yang memadai dan optimal.

Untuk mendukung pengelolaan likuiditas, BRI menetapkan Surat Edaran Manajemen Risiko Likuiditas yang mencakup tata kelola manajemen risiko likuiditas, limit pengelolaan likuiditas, *liquidity coverage ratio*, *net stable funding ratio*, *early warning indicators*, dan *contingency funding plan*. Pedoman ini bertujuan untuk memastikan kecukupan pengelolaan risiko likuiditas harian dalam memenuhi kewajiban pada kondisi normal maupun kondisi krisis secara tepat waktu dari berbagai sumber dana yang tersedia, termasuk memastikan ketersediaan aset likuid berkualitas tinggi dan penghimpunan DPK yang memiliki struktur yang sehat dan *sustainable*.

BRI juga melakukan simulasi *stress testing* secara triwulanan yang disampaikan kepada Dewan Direksi dan Komisaris BRI melalui *Risk Management Committee* (RMC). Tujuan dari *stress testing* yaitu untuk mengukur ketahanan atau kemampuan untuk memenuhi kebutuhan likuiditas selama kondisi krisis (*stress*). Selain itu, *stress test* juga digunakan sebagai acuan untuk mengembangkan atau meningkatkan rencana pendanaan darurat (*contingency plan*), dan limit risiko likuiditas.

Analisa Aset dan Liabilitas Sesuai Sisa Jatuh Tempo Kontraktual

Potensi risiko likuiditas yang akan dihadapi BRI di masa mendatang diukur melalui *Liquidity Gap Analysis* yang merupakan proyeksi *mismatch* likuiditas atas dasar jatuh tempo aset dan liabilitas, setelah memperhitungkan kebutuhan untuk ekspansi bisnis. Informasi ini menjadi pertimbangan dalam perencanaan dan pengelolaan likuiditas, termasuk juga kebutuhan ekspansi bisnis. Dengan diterapkannya pengelolaan likuiditas yang efektif, diharapkan dapat meminimalkan risiko likuiditas di BRI sekaligus meningkatkan stabilitas sistem perbankan secara keseluruhan.

39. RISK MANAGEMENT (continued)

Liquidity Risk Management

Liquidity risk is a risk of BRI's inability to meet the maturity obligations of cash flow fund sources and/or of high quality liquid assets that can be mortgaged so as not to interfere with the activities and financial condition of BRI.

BRI manages its liquidity risk in order to meet every financial liability that has been agreed upon in a timely manner and to maintain adequate and optimal liquidity level.

In order to support liquidity management, BRI establishes a Liquidity Risk Management Circular Letter, which includes liquidity risk management governance, liquidity management limits, liquidity coverage ratios, net stability funding ratios, early warning indicators, and contingency funding plans. The purpose of this policy is to ensure that BRI has sufficient daily liquidity risk management in fulfilling its obligations in normal or crisis conditions in a timely manner from various available sources to ensure the availability of high quality liquid assets, and having a healthy and sustainable structure of deposits from customer.

BRI also stimulates stress testing on a quarterly basis which is submitted to the Board of Commissioners and Directors through Risk Management Committee (RMC). The purpose of stress testing is to measure the resistance or ability to meet liquidity and capital adequacy during crisis (stress). Moreover, stress test is also used as reference for developing or improving emergency funding plans (contingency plan) and liquidity risk limits.

Analysis of Asset and Liability According to Remaining Contractual Maturity

Potential liquidity risks which BRI will encounter in the future are measured through Liquidity Gap Analysis which projects the mismatch of liquidity based on the maturity of assets and liabilities, after taking into account the business expansion needs. This information is also considered when planning and managing liquidity, including business expansion needs. With the implementation of effective liquidity risk management, it is expected that liquidity risks can be minimized while simultaneously enhancing the overall banking system's stability.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Likuiditas (lanjutan)

Analisa Aset dan Liabilitas Sesuai Sisa Jatuh Tempo Kontraktual (lanjutan)

Tabel di bawah ini menyajikan informasi mengenai pemetaan aset dan liabilitas keuangan dalam skala waktu tertentu (*maturity buckets*) berdasarkan sisa jangka waktu sampai dengan jatuh tempo (*remaining maturity*) pada tanggal 31 Desember 2024 dan 2023:

39. RISK MANAGEMENT (continued)

Liquidity Risk Management (continued)

Analysis of Asset and Liability According to Remaining Contractual Maturity (continued)

The tables below represent information on the mapping of financial assets and liabilities within a certain maturity buckets based on their remaining maturity as of December 31, 2024 and 2023:

Keterangan/*Description*	31 Desember/*December 31, 2024*					
	Jumlah/*Total*	< 1 bulan / *< 1 month*	> 1 bulan - 3 bulan/ *> 1 month - 3 months>*	> 3 bulan - 1 tahun / *3 months - 1 year*	>1 tahun/ *> 1 year*	Lainnya yang tidak memiliki jatuh tempo/ *Others without maturity*
Aset/*Assets*						
Kas/*Cash*	29.783.642	-	-	-	-	29.783.642
Giro pada Bank Indonesia/ *Current accounts with Bank Indonesia*	88.878.969	88.878.969	-	-	-	-
Giro pada bank lain/ *Current accounts with Other Banks*	25.582.825	25.582.825	-	-	-	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(8.378)	-	-	-	-	(8.378)
Penempatan pada Bank Indonesia dan Lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institutions*	57.874.335	52.254.935	4.346.890	1.272.510	-	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(767)	-	-	-	-	(767)
Efek-efek/*Securities*	326.535.700	197.026.688	7.707.543	26.533.355	95.268.114	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(58.823)	-	-	-	-	(58.823)
Wesel ekspor dan tagihan lainnya/ *Export Bills and Other Receivables*	40.656.822	10.387.034	15.747.396	14.522.392	-	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(1.075.559)	-	-	-	-	(1.075.559)
Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under* agreement *to resell*	16.845.690	16.037.069	808.621	-	-	-
Tagihan Derivatif/ *Derivative receivables*	1.087.048	398.411	240.718	220.544	227.375	-
Kredit yang diberikan/*Loans*						
Mikro/*Micro*	575.546.128	8.469.027	11.252.039	129.393.127	426.431.935	-
Ritel/*Retail*	478.427.702	21.628.410	29.705.356	118.558.234	308.535.702	-
Korporasi/*Corporate*	244.344.259	10.550.202	15.983.728	48.305.206	169.505.123	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(76.902.889)	-	-	-	-	(76.902.889)
Pinjaman syariah/*Sharia loans*	49.889.082	195.952	836.624	37.260.451	11.596.055	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(3.995.032)	-	-	-	-	(3.995.032)
Piutang sewa pembiayaan/ *Finance lease receivables*	6.433.608	14.894	875.588	1.875.626	3.667.500	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(165.590)	-	-	-	-	(165.590)
Tagihan akseptasi/ *Acceptance receivables*	10.105.373	2.093.976	3.203.289	4.808.108	-	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(321.683)	-	-	-	-	(321.683)
Aset lain-lain*)/*Other assets*)	21.509.982	2.801.636	2.161.361	6.573.074	549.010	9.424.901
	1.890.972.444	**436.320.028**	**92.869.153**	**389.322.627**	**1.015.780.814**	**(43.320.178)**

39. MANAJEMEN RISIKO (lanjutan) / *39. RISK MANAGEMENT (continued)*

Manajemen Risiko Likuiditas (lanjutan) / *Liquidity Risk Management (continued)*

Analisa Aset dan Liabilitas Sesuai Sisa Jatuh Tempo Kontraktual (lanjutan)

Analysis of Asset and Liability According to Remaining Contractual Maturity (continued)

Tabel di bawah ini menyajikan informasi mengenai pemetaan aset dan liabilitas keuangan dalam skala waktu tertentu (*maturity buckets*) berdasarkan sisa jangka waktu sampai dengan jatuh tempo (*remaining maturity*) pada tanggal 31 Desember 2024 dan 2023 (lanjutan):

The tables below represent information on the mapping of financial assets and liabilities within a certain maturity buckets based on their remaining maturity as of December 31, 2024 and 2023 (continued):

Keterangan/*Description*	31 Desember/*December 31, 2024*					
	Jumlah/*Total*	< 1 bulan / *< 1 month*	> 1 bulan - 3 bulan/ *> 1 month - 3 months>*	> 3 bulan - 1 tahun / *3 months - 1 year*	>1 tahun/ *> 1 year*	Lainnya yang tidak memiliki jatuh tempo/ *Others without maturity*
Liabilitas/*Liabilities*						
Liabilitas segera/ *Liability due immediately*	36.821.661	4.385.460	3.258.717	29.177.484	-	-
Simpanan nasabah/ *Deposits from customers*						
Giro/*Demand deposits*	374.554.340	-	-	-	-	374.554.340
Tabungan/ *Saving deposits*	544.426.947	-	-	-	-	544.426.947
Deposito berjangka/ *Time deposits*	446.468.817	96.057.375	277.315.794	72.061.726	1.033.922	-
Simpanan dari bank lain dan lembagakeuangan lainnya/ *Deposits from other Bank and other financial institutions*	14.679.482	10.562.307	4.035.795	79.880	1.500	-
Efek yang dijual dengan janji dibeli kembali/ *Securities sold under agreement to repurchase*	25.043.717	9.175.747	1.015.744	7.400.233	7.451.993	-
Liabilitas derivatif/ *Derivative payable*	1.585.120	813.590	413.095	46.458	311.977	-
Liabilitas akseptasi/ *Acceptance payable*	10.105.373	2.093.976	3.203.289	4.808.108	-	-
Surat berharga yang diterbitkan/ *Marketable securities issued*	32.502.499	1.122	3.749.137	15.441.248	13.310.992	-
Pinjaman yang diterima/ *Fund borrowing*	127.879.804	51.930.592	16.185.701	20.144.236	39.619.275	-
Pinjaman dan surat berharga subordinasi/ *Subordinated loans and marketable securities*	491.781	-	-	-	491.781	-
Liabilitas lain-lain**)/*Other liabilities***)	7.398.275	3.365.836	713.151	380.142	2.610.604	328.542
	1.621.957.816	**178.386.005**	**309.890.423**	**149.539.515**	**64.832.044**	**919.309.829**
Perbedaan Jatuh Tempo/ *Temporary Difference*	**269.014.628**	**257.934.023**	**(217.021.270)**	**239.783.112**	**950.948.770**	**(962.630.007)**

*) Aset lain-lain terdiri atas piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan term deposit valas DHE/*Other assets consist of interest receivables, other receivables, accrued income based on sharia principles and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia*

**) Liabilitas lain-lain terdiri atas utang bunga, setoran jaminan, liabilitas kontrak investasi, utang koasuransi, reasuransi, liabilitas sewa, dan dana *tabarru'/Other liabilities consist of interest payables, security deposits, investment contract liabilities, coinsurance debts, reinsurance, lease liabilities, tabarru' funds, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Likuiditas (lanjutan)

Analisa Aset dan Liabilitas Sesuai Sisa Jatuh Tempo Kontraktual (lanjutan)

Tabel di bawah ini menyajikan informasi mengenai pemetaan aset dan liabilitas keuangan dalam skala waktu tertentu (*maturity buckets*) berdasarkan sisa jangka waktu sampai dengan jatuh tempo (*remaining maturity*) pada tanggal 31 Desember 2024 dan 2023 (lanjutan):

39. RISK MANAGEMENT (continued)

Liquidity Risk Management (continued)

Analysis of Asset and Liability According to Remaining Contractual Maturity (continued)

The tables below represent information on the mapping of financial assets and liabilities within a certain maturity buckets based on their remaining maturity as of December 31, 2024 and 2023 (continued):

	31 Desember/*December 31, 2023*					
Keterangan/*Description*	**Jumlah/*Total***	**< 1 bulan *< 1 month***	**> 1 bulan - 3 bulan/ *> 1 month - 3 months>***	**> 3 bulan - 1 tahun *3 months - 1 year***	**>1 tahun/ *> 1 year***	**Lainnya yang tidak memiliki jatuh tempo/ *Others without maturity***
Aset/*Assets*						
Kas/*Cash*	31.603.784	31.603.784	-	-	-	-
Giro pada Bank Indonesia/ *Current accounts with Bank Indonesia*	101.909.121	101.909.121	-	-	-	-
Giro pada bank lain/ *Current accounts with Other Banks*	22.331.919	22.331.919	-	-	-	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(9.984)	-	-	-	-	(9.984)
Penempatan pada Bank Indonesia dan Lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institutions*	65.225.260	61.436.447	1.242.493	2.546.320	-	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(1.860)	-	-	-	-	(1.860)
Efek-efek/*Securities*	331.091.304	194.565.435	8.999.005	18.170.889	109.355.975	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(81.510)	-	-	-	-	(81.510)
Wesel ekspor dan tagihan lainnya/ *Export Bills and Other Receivables*	54.130.097	29.306.985	16.049.621	8.773.491	-	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(2.323.916)	-	-	-	-	(2.323.916)
Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under agreement to resell*	33.595.231	23.830.224	-	9.569.883	195.124	-
Tagihan Derivatif/ *Derivative receivables*	911.683	143.622	156.256	227.894	383.911	-
Kredit yang diberikan/*Loans*						
Mikro/*Micro*	518.942.156	6.657.133	11.435.418	119.935.782	380.913.823	-
Ritel/*Retail*	495.939.726	18.000.231	29.102.809	113.598.219	335.238.467	-
Korporasi/*Corporate*	197.696.204	5.666.577	10.563.086	28.592.473	152.874.068	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(81.924.402)	-	-	-	-	(81.924.402)
Pinjaman syariah/*Sharia loans*	45.937.696	155.642	861.480	33.652.002	11.268.572	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(3.362.178)	-	-	-	-	(3.362.178)
Piutang sewa pembiayaan/ *Finance lease receivables*	7.913.465	45.234	652.589	2.111.721	5.103.921	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(215.308)	-	-	-	-	(215.308)
Tagihan akseptasi/ *Acceptance receivables*	10.217.408	2.485.675	4.732.675	2.999.058	-	-
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(249.698)	-	-	-	-	(249.698)
Aset lain-lain*)/*Other assets*)	31.298.579	2.427.759	6.876.823	9.212.645	1.331.761	11.449.591
	1.860.574.777	**500.565.788**	**90.672.255**	**349.390.377**	**996.665.622**	**(76.719.265)**

39. MANAJEMEN RISIKO (lanjutan) / *39. RISK MANAGEMENT (continued)*

Manajemen Risiko Likuiditas (lanjutan) / *Liquidity Risk Management (continued)*

Analisa Aset dan Liabilitas Sesuai Sisa Jatuh Tempo Kontraktual (lanjutan)

Analysis of Asset and Liability According to Remaining Contractual Maturity (continued)

Tabel di bawah ini menyajikan informasi mengenai pemetaan aset dan liabilitas keuangan dalam skala waktu tertentu (*maturity buckets*) berdasarkan sisa jangka waktu sampai dengan jatuh tempo (*remaining maturity*) pada tanggal 31 Desember 2024 dan 2023 (lanjutan):

The tables below represent information on the mapping of financial assets and liabilities within a certain maturity buckets based on their remaining maturity as of December 31, 2024 and 2023 (continued):

	31 Desember/*December 31, 2023*					
Keterangan/*Description*	**Jumlah/*Total***	**< 1 bulan / *< 1 month***	**> 1 bulan - 3 bulan/ *> 1 month - 3 months>***	**> 3 bulan - 1 tahun / *3 months - 1 year***	**>1 tahun/ *> 1 year***	**Lainnya yang tidak memiliki jatuh tempo/ *Others without maturity***
Liabilitas/*Liabilities*						
Liabilitas segera/ *Liability due immediately*	30.651.807	14.808.230	1.591.242	14.252.335	-	-
Simpanan nasabah/ *Deposits from customers*						
Giro/*Demand deposits*	346.124.372	-	-	-	-	346.124.372
Tabungan/ *Saving deposits*	527.945.550	-	-	-	-	527.945.550
Deposito berjangka/ *Time deposits*	484.258.839	116.496.420	189.212.807	177.096.845	1.452.767	-
Simpanan dari bank lain dan lembaga keuangan lain/ *Deposits from other Bank and other financial institutions*	11.958.319	8.595.131	1.834.885	1.528.303	-	-
Efek yang dijual dengan janji dibeli kembali/ *Securities sold under agreement to repurchase*	19.079.458	3.024.325	300.454	7.258.781	8.495.898	-
Liabilitas derivatif/ *Derivative payable*	925.210	274.872	200.232	66.126	383.980	-
Liabilitas akseptasi/ *Acceptance payable*	10.217.408	2.485.675	4.732.675	2.999.058	-	-
Surat berharga yang diterbitkan/ *Marketable securities issued*	49.637.581	1.020.000	8.634.126	18.223.255	21.760.200	-
Pinjaman yang diterima/ *Fund borrowing*	98.850.813	41.422.439	21.601.299	8.057.724	27.769.351	-
Pinjaman dan surat berharga subordinasi/ *Subordinated loans and marketable securities*	496.683	-	-	-	496.683	-
Liabilitas lain-lain**)/ *Other liabilities **)*	14.052.073	4.264.064	5.637.757	174.704	3.898.932	76.616
	1.594.198.113	**192.391.156**	**233.745.477**	**229.657.131**	**64.257.811**	**874.146.538**
Perbedaan Jatuh Tempo/ *Temporary Difference*	**266.376.664**	**308.174.632**	**(143.073.222)**	**119.733.246**	**932.407.811**	**(950.865.803)**

*) Aset lain-lain terdiri atas piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan term deposit valas DHE/*Other assets consist of interest receivables, other receivables, accrued income based on sharia principles and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia*

**) Liabilitas lain-lain terdiri atas utang bunga, setoran jaminan, liabilitas kontrak investasi, utang koasuransi, reasuransi, liabilitas sewa, dan dana *tabarru'/Other liabilities consist of interest payables, security deposits, investment contract liabilities, coinsurance debts, reinsurance, lease liabilities, tabarru' funds, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia*

39. MANAJEMEN RISIKO (lanjutan) / *39. RISK MANAGEMENT (continued)*

Manajemen Risiko Likuiditas (lanjutan) / *Liquidity Risk Management (continued)*

Analisa Aset dan Liabilitas Sesuai Sisa Jatuh Tempo Kontraktual (lanjutan)

Analysis of Asset and Liability According to Remaining Contractual Maturity (continued)

Tabel jatuh tempo berikut ini menyajikan informasi mengenai perkiraan jatuh tempo dari liabilitas keuangan sesuai kontrak berdasarkan arus kas *undiscounted* pada tanggal-tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

The following maturity table presents information regarding the estimated maturity of financial liabilities according to the contract based on undiscounted cash flows on December 31, 2024 and 2023, as follows:

Keterangan/*Description*	31 Desember/*December 31, 2024*					
	Jumlah/*Total*	< 1 bulan/ *< 1 month*	> 1 bulan - 3 bulan/ *> 1 month - 3 months>*	> 3 bulan - 1 tahun/ *3 months - 1 year*	>1 tahun/ *> 1 year*	Lainnya yang tidak memiliki jatuh tempo/*Others without maturity*
Liabilitas/*Liabilities*						
Liabilitas segera/ *Liability due immediately*	36.821.661	4.385.460	3.258.717	29.177.484	-	-
Simpanan nasabah/ *Deposits from customers*						
Giro/*Demand deposits*	374.554.340	-	-	-	-	374.554.340
Tabungan/*Saving deposits*	544.426.947	-	-	-	-	544.426.947
Deposito berjangka/ *Time deposits*	453.653.762	169.265.154	235.510.360	48.178.250	699.998	-
Simpanan dari bank lain dan lembaga keuangan lain/ *Deposits from other Bank and other financial institutions*	14.700.264	11.771.866	2.524.095	404.303	-	-
Efek yang dijual dengan janji dibeli kembali/ *Securities sold under agreement to repurchase*	25.751.090	8.899.761	1.544.433	7.464.270	7.842.626	-
Liabilitas derivatif/ *Derivative payable*	1.585.120	813.590	413.095	46.458	311.977	-
Liabilitas akseptasi/ *Acceptance payable*	10.105.373	2.093.976	3.203.289	4.808.108	-	-
Surat berharga yang diterbitkan/ *Marketable securities issued*	37.260.535	1.123	3.800.983	16.266.380	17.192.049	-
Pinjaman yang diterima/ *Fund borrowing*	138.225.430	60.952.784	19.311.467	23.965.210	33.995.969	-
Pinjaman dan surat berharga subordinasi/ *Subordinated loans and marketable securities*	616.773	-	-	299	616.474	-
Liabilitas lain-lain***)/ *Other liabilities****)*	7.398.275	3.365.836	713.151	380.142	2.610.604	328.542
	1.645.099.570	**261.549.550**	**270.279.590**	**130.690.904**	**63.269.697**	**919.309.829**

***) Liabilitas lain-lain terdiri atas utang bunga, setoran jaminan, liabilitas kontrak investasi, utang koasuransi, reasuransi, liabilitas sewa, dana *tabarru'*, dan *term deposit valas DHE/Other liabilities consist of interest payables, security deposits, investment contract liabilities, coinsurance debts, reinsurance, lease liabilities, tabarru' funds, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Likuiditas (lanjutan)

Analisa Aset dan Liabilitas Sesuai Sisa Jatuh Tempo Kontraktual (lanjutan)

Tabel jatuh tempo berikut ini menyajikan informasi mengenai perkiraan jatuh tempo dari liabilitas keuangan sesuai kontrak berdasarkan arus kas *undiscounted* pada tanggal-tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut (lanjutan):

39. RISK MANAGEMENT (continued)

Liquidity Risk Management (continued)

Analysis of Asset and Liability According to Remaining Contractual Maturity (continued)

The following maturity table presents information regarding the estimated maturity of financial liabilities according to the contract based on undiscounted cash flows on December 31, 2024 and 2023, as follows (continued):

	31 Desember/*December 31, 2023*					
Keterangan/*Description*	**Jumlah/*Total***	**< 1 bulan *< 1 month***	**> 1 bulan - 3 bulan/ *> 1 month - 3 months>***	**> 3 bulan - 1 tahun *3 months - 1 year***	**>1 tahun/ *> 1 year***	**Lainnya yang tidak memiliki jatuh tempo/ *Others without maturity***
Liabilitas/*Liabilities*						
Liabilitas segera/ *Liability due immediately*	30.651.807	14.808.230	1.591.242	14.252.335	-	-
Simpanan nasabah/ *Deposits from customers*						
Giro/*Demand deposits*	346.124.372	-	-	-	-	346.124.372
Tabungan/*Saving deposits*	527.945.550	-	-	-	-	527.945.550
Deposito berjangka/	489.862.004	4.935.530	2.205.417	2.004.786	480.716.271	-
Simpanan dari bank lain dan lembaga keuangan lainnya/ *Deposits from other Bank and other financial institutions*	12.007.709	9.498.503	1.348.574	1.160.632	-	-
Efek yang dijual dengan janji dibeli kembali/ *Securities sold under repurchase agreement to*	20.054.639	391.556	5.954.035	4.289.283	9.419.765	-
Liabilitas derivatif/ *Derivative payable*	925.210	279.313	195.791	66.125	383.981	-
Liabilitas akseptasi/ *Acceptance payable*	10.217.408	2.485.675	4.732.675	2.999.058	-	-
Surat berharga yang diterbitkan/ *Marketable securities issued*	54.941.873	1.025.653	8.730.224	19.389.055	25.796.941	-
Pinjaman yang diterima/ *Fund borrowing*	99.358.517	41.719.204	22.161.140	9.618.247	25.859.926	-
Pinjaman dan surat berharga subordinasi/ *Subordinated loans and marketable securities*	647.723	-	-	-	647.723	-
Liabilitas lain-lain***)/ *Other liabilities ***)*	14.052.073	4.264.064	5.637.757	174.704	3.898.932	76.616
	1.606.788.885	**79.407.728**	**52.556.855**	**53.954.225**	**546.723.539**	**874.146.538**

***) Liabilitas lain-lain terdiri atas utang bunga, setoran jaminan, liabilitas kontrak investasi, utang koasuransi, reasuransi, liabilitas sewa, dana *tabarru'*, dan *term deposit valas DHE/Other liabilities consist of interest payables, security deposits, investment contract liabilities, coinsurance debts, reinsurance, lease liabilities, tabarru' funds, and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia*

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Pasar

Risiko pasar timbul karena pergerakan faktor pasar yang meliputi suku bunga dan nilai tukar yang berlawanan dengan posisi yang dimiliki BRI, baik posisi yang ada di laporan posisi keuangan maupun rekening administratif. Posisi tersebut merupakan posisi yang ada dalam *trading book* dan *banking book*.

BRI telah mengimplementasikan sistem aplikasi *treasury* dan risiko pasar yang merupakan suatu sistem yang terintegrasi, yang digunakan oleh fungsi *front office*, *middle office* dan *back office*. *Middle Office* dapat melakukan pengukuran risiko pasar menggunakan model internal (*Value-at-Risk*) yang terintegrasi dengan proses transaksi harian. Selain melakukan *monitoring* eksposur risiko instrumen, *Middle Office* juga melakukan *monitoring limit* risiko pasar.

1. *Value-at-Risk* (VaR): Tujuan Penggunaan Metode dan Keterbatasannya

BRI menggunakan pendekatan model *internal* untuk mengukur potensi kerugian VaR akibat perubahan harga pasar dari portofolio *trading* berdasarkan pada data historis. Potensi kerugian VaR dari risiko pasar diukur dengan menggunakan asumsi perubahan faktor risiko mengikuti pola distribusi normal. BRI menggunakan VaR untuk menghitung risiko nilai tukar untuk posisi *trading* dan *banking book* serta menghitung risiko suku bunga untuk posisi *trading book*.

2. Asumsi *Value-at-Risk* (VaR)

Potensi kerugian VaR dihitung berdasarkan nilai estimasi dengan menggunakan tingkat kepercayaan (*confidence level*) di 99% dan posisi risiko pasar yang tidak berubah dalam 1 (satu) hari (*holding period*). Hal ini menunjukkan potensi kerugian yang dapat melebihi nilai VaR dalam kondisi pasar normal, rata-rata dapat terjadi satu kali dalam seratus hari. Metode yang digunakan dalam pengukuran VaR adalah metode Historical VaR.

39. RISK MANAGEMENT (continued)

Market Risk Management

Market risk arises because of the movement of market factors which include interest rates and exchange rates that are against BRI's positions, both positions in the statements of financial position or in the administrative accounts. These positions are those which exist in trading book and banking book.

BRI has implemented treasury and market risk application system, an integrated system used by the front, middle, and back office functions. Middle offices can measure market risk using an internal model (Value-at-Risk) that is integrated with the daily transaction process. Other than monitoring the instruments risk exposures, middle offices also monitor market risk limit.

1. Value-at-Risk (VaR): Purpose and Limitation of the Method

BRI uses an internal model approach to measure VaR potential loss due to changes in market price of trading portfolio based on historical data. VaR potential loss that arise from market risk is measured using the assumptions that the change in risk factors follow normal distribution. BRI uses VaR to measure exchange rate risk for trading and banking book positions and interest rate risk for trading book positions.

2. Value-at-Risk (VaR) Assumption

VaR potential loss is calculated based on the estimated value using 99% confidence level and market risk position that is unchanged within 1 (one) day holding period. This is an indicator that the potential loss which might exceed VaR value in normal market condition, on average, may occur once every one hundred days. The method used in measuring VaR is the VaR historical method.

39. MANAJEMEN RISIKO (lanjutan)

39. RISK MANAGEMENT (continued)

Manajemen Risiko Pasar (lanjutan)

Market Risk Management (continued)

2. Asumsi *Value-at-Risk* (VaR) (lanjutan)

2. Value-at-Risk (VaR) Assumption (continued)

Tabel di bawah ini menyajikan informasi mengenai nilai VaR dari 1 Januari 2024 sampai dengan 31 Desember 2024 dan 1 Januari 2023 sampai dengan 31 Desember 2023:

The following tables represent information on VaR value starting from January 1, 2024 until December 31,2024 and January 1, 2023 until December 31, 2023:

	31 Desember/*December 31, 2024*		
	Nilai Tukar*)/ *Exchange Rate**)	Suku Bunga/ *Interest Rate*	
Rata-rata Harian	44.275,19	206.447,35	*Daily Average*
Tertinggi	119.238,80	351.333,00	*Highest*
Terendah	13.911,20	49.714,00	*Lowest*

	31 Desember/ December 31, 2023		
	Nilai Tukar*)/ *Exchange Rate**)	Suku Bunga/ *Interest Rate*	
Rata-rata Harian	32.180,53	226.723,86	*Daily Average*
Tertinggi	67.411,01	333.276,04	*Highest*
Terendah	113,78	120.292,93	*Lowest*

*) Termasuk *trading* dan *banking book.*

**) Include trading and banking book.*

3. *Back Testing*

3. Back Testing

Tujuan dilaksanakannya *back testing* yaitu untuk memastikan bahwa hasil perhitungan internal model untuk risiko suku bunga dan risiko nilai tukar telah sesuai. Ketika melakukan *back testing*, BRI membandingkan antara estimasi VaR harian dengan realisasi perubahan harga.

The purpose of implementing back testing is to ensure that the result of internal model calculation for interest rate risk and exchange rate risk is appropriate. When performing back testing, BRI compares estimations between daily VaR with actual change of price.

Berdasarkan prosedur *back testing* untuk risiko nilai tukar dan risiko tingkat suku bunga, hasil kerugian sebenarnya sepanjang tahun telah sesuai secara signifikan dengan VaR *forecast model*.

Based on the back testing procedures for exchange rate risk and interest rate risk, the actual loss throughout the year is significantly consistent with VaR forecast model.

4. Risiko Pasar di luar *Trading Book*

4. Market Risk Outside of Trading Book

a. Risiko Tingkat Suku Bunga

a. Interest Rate Risk

Instrumen keuangan yang berbasis suku bunga memiliki risiko karena terdapat potensi perubahan suku bunga yang akan berdampak pada arus kas di masa depan.

Interest rate-based financial instruments have risks because there is a potential for interest rate changes that will have an impact on cash flow in the future.

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Pasar (lanjutan)

4. Risiko Pasar di luar *Trading Book* (lanjutan)

a. Risiko Tingkat Suku Bunga (lanjutan)

BRI telah mengembangkan metodologi pengukuran dampak pengaruh pergerakan suku bunga dalam *banking book* melalui *Interest Rate Risk in The Banking Book* sesuai SEOJK No. 12/SEOJK.03/2018 tanggal 21 Agustus 2018. Posisi Desember 2024, secara individu BRI mempunyai nilai delta EVE (Economic Value of Equity) sebesar 7,04% (perbandingan terhadap modal Tier 1). Delta EVE BRI di bawah RAS BRI (7,43%) dan di bawah batas regulator (15,00%). Secara konsolidasi, BRI mempunyai nilai delta EVE (Economic Value of Equity) sebesar 7,04% (perbandingan terhadap modal Tier 1).

Direksi bertanggung jawab dalam menetapkan, mengelola, serta mengendalikan tingkat suku bunga dengan menimbang *risk appetite* bank dan target pencapaian kinerja keuangan. *Review* atas penetapan suku bunga dilakukan minimal satu kali dalam satu bulan dalam forum *Asset and Liability Committee* (ALCO).

Tabel di bawah ini menyajikan informasi mengenai tingkat suku bunga rata-rata untuk posisi aset dan liabilitas keuangan untuk tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023:

39. *RISK MANAGEMENT (continued)*

Market Risk Management (continued)

4. *Market Risk Outside of Trading Book*

a. *Interest Rate Risk (continued)*

BRI has developed a methodology to measure the impact of interest rate movements in the banking book through Interest Rate Risk in The Banking Book in accordance with SEOJK No. 12/SEOJK.03/2018 dated August 21, 2018. As of December 2024, individually BRI has a delta EVE (Economic Value of Equity) amounting to 7.04% (comparison to Tier 1 capital). The BRI EVE Delta is below the BRI RAS (7.43%) and below the regulator's limit (15.00%). On a consolidated basis, BRI has a delta EVE Value (Economic Value of Equity) amounting to 7.04% (comparison to Tier 1 capital).

Board of Directors and Management are responsible for determining, managing and controlling interest rate by weighing the Bank's risk appetite and financial performance target. The review of interest rate determination is conducted at least once in a month in the Asset and Liability Committee (ALCO) forum.

The following table presents information regarding the average interest rates for financial assets and liabilities position for the year ended December 31, 2024 and 2023:

	Rupiah/ *Rupiah* (%)		
	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Aset			*Assets*
Penempatan pada Bank Indonesia dan lembaga keuangan lain	3,34	5,45	*Placement with Bank Indonesia and other financial institutions*
Efek-efek	6,88	6,61	*Securities*
Kredit yang diberikan	11,32	11,79	*Loans*
Piutang sewa pembiayaan	17,09	16,86	*Finance lease receivables*
Liabilitas			*Liabilities*
Simpanan nasabah			*Deposits from customers*
Giro	4,82	2,72	Demand deposits
Tabungan	0,29	0,26	*Saving deposits*
Deposito berjangka	5,67	4,71	*Time deposits*
Simpanan dari bank lain dan lembaga keuangan lain	3,07	1,76	*Deposits with other bank and other financial institutions*
Pinjaman yang diterima	0,02	0,02	*Fund borrowings*
Pinjaman dan surat berharga subordinasi	6,44	4,37	*Subordinated loans and marketable securities*
Surat berharga yang diterbitkan	10,10	7,04	*Marketable securities issued*

39. MANAJEMEN RISIKO (lanjutan)

39. *RISK MANAGEMENT (continued)*

Manajemen Risiko Pasar (lanjutan)

Market Risk Management (continued)

4. Risiko Pasar di luar *Trading Book* (lanjutan)

4. Market Risk Outside of Trading Book

a. Risiko Tingkat Suku Bunga (lanjutan)

a. Interest Rate Risk (continued)

Tabel di bawah ini menyajikan informasi mengenai tingkat suku bunga rata-rata untuk posisi aset dan liabilitas keuangan untuk tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023 (lanjutan):

The following table presents information regarding the average interest rates for financial assets and liabilities position for the year ended December 31, 2024 and 2023 (continued):

	Valas/ *Foreign Currency* (%)		
	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Aset			*Assets*
Penempatan pada Bank Indonesia dan lembaga keuangan lain	5,61	5,41	*Placement with Bank Indonesia and other financial institutions*
Efek-efek	4,09	3,52	*Securities*
Kredit yang diberikan	5,08	5,07	*Loans*
Piutang sewa pembiayaan	6,43	6,53	*Finance lease receivables*
Liabilitas			*Liabilities*
Simpanan nasabah			*Deposits from customers*
Giro	2,33	2,62	*Demand deposits*
Tabungan	0,16	0,19	*Saving deposits*
Deposito berjangka	4,36	3,18	*Time deposits*
Simpanan dari bank lain dan lembaga keuangan lain	1,21	2,15	*Deposits with other bank and other financial institutions*
Pinjaman yang diterima	4,53	5,48	*Fund borrowings*
Surat berharga yang diterbitkan	0,00	3,95	*Marketable securities issued*

Tabel di bawah ini mengikhtisarkan sensitivitas pergerakan suku bunga terhadap portofolio aset dan liabilitas yang memiliki suku bunga pada tanggal-tanggal 31 Desember 2024 dan 2023 (Bank BRI saja) yaitu:

The table below summarizes the sensitivity of interest rate movements on the asset and liability portfolio with interest rates as of December 31, 2024, and 2023 (Bank BRI only), as follows::

	Peningkatan 400 bps/ *Increase of 400 bps*	**Penurunan 400 bps/ *Decrease of 400 bps***	
31 Desember 2024	(17.018.702)	17.637.638	*December 31, 2024*
31 Desember 2023	(15.434.868)	15.984.479	*December 31, 2023*

39. MANAJEMEN RISIKO (lanjutan) / 39. RISK MANAGEMENT (continued)

Manajemen Risiko Pasar (lanjutan) / Market Risk Management (continued)

4. Risiko Pasar di luar *Trading Book* (lanjutan) / 4. Market Risk Outside of Trading Book

a. Risiko Tingkat Suku Bunga (lanjutan) / a. Interest Rate Risk (continued)

Tabel berikut menunjukkan sensitivitas terhadap kemungkinan perubahan dalam tingkat suku bunga untuk *banking book* dengan semua variabel lain yang dimiliki adalah konstan terhadap laporan laba rugi dan penghasilan komprehensif lain BRI:

The following table presents the sensitivity of BRI's statement of profit or loss and other comprehensive income towards possible changes in the interest rate of banking book, with all other variables held constant:

31 Desember/*December 31, 2024*

Perubahan Persentase/ *Changes in Percentage*	Dampak Terhadap Laba Rugi dan Penghasilan Komprehensif Lain/ *Impact on Statement of Profit or Loss and other Comprehensive Income*
+/- 1 %	+/- 2.930.444

31 Desember/*December 31,2023*

Perubahan Persentase/ *Changes in Percentage*	Dampak Terhadap Laba Rugi dan Penghasilan Komprehensif Lain/ *Impact on Statement of Profit or Loss and other Comprehensive Income*
+/- 1 %	+/-2.317.803

Tabel di bawah ini mengikhtisarkan eksposur aset dan liabilitas keuangan terhadap risiko tingkat suku bunga (*gross*):

The tables below summarise the exposure of financial assets and liabilities to interest rate risks (gross):

31 Desember/*December 31, 2024*

Keterangan/*Description*	Suku bunga mengambang/*Floating interest rate*			Suku bunga tetap/*Fixed interest rate*	Tidak dikenakan *bunga/ Non-interest rate*	Jumlah/*Total*
	< 3 bulan/ *< 3 months*	> 3 bulan - 1 tahun/ *> 3 months - 1 year*	> 1 tahun/ *> 1 year*			
Aset/*Assets*						
Kas/*Cash*	-	-	-	-	29.783.642	29.783.642
Giro pada Bank Indonesia/ *Current accounts with Bank Indonesia*	88.878.969	-	-	-	-	88.878.969
Giro pada Bank lain/ *Current accounts with other banks*	25.582.825	-	-	-	-	25.582.825
Penempatan pada Bank Indonesia Dan Lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institutions*	56.609.178	1.265.157	-	-	-	57.874.335
Efek-efek/*Securities*						
Nilai wajar melalui laba rugi/ *Fair value through profit or loss*	-	-	-	23.418.752	-	23.418.752
Nilai wajar melalui Penghasilan komprehensif lain *Fair value through other comprehensive income*	-	-	-	167.876.286	-	167.876.286
Biaya perolehan diamortisasi/ *Amortized cost*	-	-	-	135.240.662	-	135.240.662

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Pasar (lanjutan)

4. Risiko Pasar di luar *Trading Book* (lanjutan)

a. Risiko Tingkat Suku Bunga (lanjutan)

Tabel di bawah ini mengikhtisarkan eksposur aset dan liabilitas keuangan terhadap risiko tingkat suku bunga (*gross*) (lanjutan):

39. RISK MANAGEMENT (continued)

Market Risk Management (continued)

4. Market Risk Outside of Trading Book (continued)

a. Interest Rate Risk (continued)

The tables below summarise the exposure of financial assets and liabilities to interest rate risks (gross) (continued):

Keterangan/*Description*	31 Desember/*December 31, 2024*					
	Suku bunga mengambang/*Floating interest rate*					
	< 3 bulan/ *< 3 months*	> 3 bulan - 1 tahun/ *> 3 months - 1 year*	> 1 tahun/ *> 1 year*	Suku bunga tetap/*Fixed interest rate*	Tidak dikenakan *bunga/ Non-interest rate*	Jumlah/*Total*
Wesel ekspor dan tagihan Lainnya/*Export bills and other receivables*	40.656.822	-	-	-	-	40.656.822
Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under agreement to resell*	16.845.690	-	-	-	-	16.845.690
Tagihan derivatif/ *Derivative receivables*	-	-	-	-	1.087.048	1.087.048
Kredit yang diberikan/*Loans*						
Mikro/*Micro*	722.947	58.204	67.977	574.697.000	-	575.546.128
Ritel/*Retail*	50.969.903	115.147.598	174.692.870	137.617.331	-	478.427.702
Korporasi/*Corporate*	26.533.929	48.305.207	169.505.123	-	-	244.344.259
Pinjaman syariah/*Sharia loans*	-	-	-	49.889.082	-	49.889.082
Piutang sewa pembiayaan/ *Finance lease receivables*	1.664	-	-	6.431.944	-	6.433.608
Tagihan akseptasi/ *Acceptance receivables*	5.297.265	4.808.108	-	-	-	10.105.373
Penyertaan saham[*)]/ *Investment in shares*[*)]	-	-	-	-	1.550.814	1.550.814
Aset lain-lain[**)]/*Other assets*[**)]	916	-	-	11.619.025	9.890.041	21.509.982
	312.100.108	**169.584.274**	**344.265.970**	**1.106.790.082**	**42.311.545**	**1.975.051.979**
Liabilitas/*Liabilities*						
Liabilitas segera/ *Liabilities due immediately*	-	-	-	-	36.821.661	36.821.661
Simpanan nasabah/ *Deposits from customers*						
Giro/*Demand deposits*	258.851.644	-	-	115.702.696	-	374.554.340
Tabungan/*Saving deposits*	182.275.410	-	-	362.151.537	-	544.426.947
Deposito berjangka/ *Time deposits*	107.405.409	174.444.295	163.281.906	1.337.207	-	446.468.817
Simpanan dari bank lain dan lembaga keuangan lain/ *Deposits from other banks And other financial institutions*	14.598.102	79.880	1.500	-	-	14.679.482
Efek-efek yang dijual dengan janji dibeli kembali/ *Securities sold under agreement to repurchased*	10.191.491	14.852.226	-	-	-	25.043.717
Liabilitas derivative/ *Derivative payables*	-	-	-	-	1.585.120	1.585.120
Liabilitas akseptasi/ *Acceptance payable*	5.297.265	4.808.108	-	-	-	10.105.373
Surat berharga yang diterbitkan/ *Marketable securities issued*	-	-	-	32.502.499	-	32.502.499
Pinjaman yang diterima/ *Fund borrowings*	65.037.607	15.592.776	29.763.437	17.485.984	-	127.879.804
Pinjaman dan surat berharga subordinasi/ *Subordinated loans and marketable securities*	-	-	-	491.781	-	491.781
Liabilitas lain-lain[**)]/ *Other liabilities*[**)]	-	-	-	333.970	7.064.305	7.398.275
	643.656.928	**209.777.285**	**193.046.843**	**530.005.674**	**45.471.086**	**1.621.957.816**

39. MANAJEMEN RISIKO (lanjutan) / *39. RISK MANAGEMENT (continued)*

Manajemen Risiko Pasar (lanjutan) / *Market Risk Management (continued)*

4. Risiko Pasar di luar *Trading Book* (lanjutan) / *4. Market Risk Outside of Trading Book (continued)*

a. Risiko Tingkat Suku Bunga (lanjutan) / *a. Interest Rate Risk (continued)*

Tabel di bawah ini mengikhtisarkan eksposur aset dan liabilitas keuangan terhadap risiko tingkat suku bunga (*gross*) (lanjutan):

The tables below summarise the exposure of financial assets and liabilities to interest rate risks (gross) (continued):

Keterangan/*Description*	31 Desember/*December 31, 2024* — Suku bunga mengambang/*Floating interest rate*: < 3 bulan/ *< 3 months*	> 3 bulan - 1 tahun/ *> 3 months - 1 year*	> 1 tahun/ *> 1 year*	Suku bunga tetap/*Fixed interest rate*	Tidak dikenakan *bunga/ Non-interest rate*	Jumlah/*Total*
Perbedaan (*gap*) *repricing* suku bunga antara aset dan liabilitas keuangan/ *Difference (gap) repricing interest rate in Financial Assets and Liabilities*	**(331.556.820)**	**(40.193.011)**	**151.219.127**	**576.784.408**	**(3.159.541)**	**353.094.163**

*) Penyertaan saham yang tidak memiliki pengaruh signifikan/*Investment in shares with no significant influence.*
**) Aset lain-lain terdiri atas piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan *term deposit valas DHE/ Other assets consist of interest receivables, other receivables, accrued income based on sharia principles and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia*
***) Liabilitas lain-lain terdiri atas utang bunga, setoran jaminan, liabilitas kontrak investasi, utang koasuransi, reasuransi dan diklasifikasi siap untuk dijual, dana *tabarru'*, dan *term deposit valas DHE/ Other liabilities consist of interest payables, guarantee deposits, investment contract liabilities, co-insurance liabilities, reinsurance and classified as available for sale, tabarru' fund and temporary syirkah funds.*

Keterangan/*Description*	31 Desember/*December 31, 2023* — Suku bunga mengambang/*Floating interest rate*: < 3 bulan/ *< 3 months*	> 3 bulan - 1 tahun/ *> 3 months - 1 year*	> 1 tahun/ *> 1 year*	Suku bunga tetap/*Fixed interest rate*	Tidak dikenakan *bunga/ Non-interest rate*	Jumlah/*Total*
Aset/*Assets*						
Kas/*Cash*	-	-	-	-	31.603.784	31.603.784
Giro pada Bank Indonesia/ *Current accounts with Bank Indonesia*	101.909.121	-	-	-	-	101.909.121
Giro pada Bank lain/ *Current accounts with other banks*	22.331.919	-	-	-	-	22.331.919
Penempatan pada Bank Indonesia dan lembaga keuangan lain/ *Placement with Bank Indonesia and other financial Institutions*	62.753.990	2.471.270	-	-	-	65.225.260
Efek-efek/*Securities*						
Nilai wajar melalui laba rugi/ *Fair value through profit or loss*	-	-	-	22.393.171	-	22.393.171
Nilai wajar melalui penghasilan komprehensif lain/ *Fair value through other comprehensive income*	-	-	-	163.339.165	-	163.339.165
Biaya perolehan diamortisasi/ *Amortized cost*	-	-	-	145.358.968	-	145.358.968
Wesel ekspor dan tagihan lainnya/ *Export bills and other receivables*	45.356.606	8.773.491	-	-	-	54.130.097
Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under agreement to resell*	33.350.734	244.497	-	-	-	33.595.231
Tagihan derivatif/ *Derivative receivables*	-	-	-	-	911.683	911.683

39. MANAJEMEN RISIKO (lanjutan)

39. *RISK MANAGEMENT (continued)*

Manajemen Risiko Pasar (lanjutan)

Market Risk Management (continued)

4. Risiko Pasar di luar *Trading Book* (lanjutan)

4. Market Risk Outside of Trading Book (continued)

a. Risiko Tingkat Suku Bunga (lanjutan)

a. Interest Rate Risk (continued)

Tabel di bawah ini mengikhtisarkan eksposur aset dan liabilitas keuangan terhadap risiko tingkat suku bunga (*gross*) (lanjutan):

The tables below summarise the exposure of financial assets and liabilities to interest rate risks (gross) (continued):

Keterangan/*Description*	31 Desember/*December 31, 2023*					
	Suku bunga mengambang/*Floating interest rate*					
	< 3 bulan/ *< 3 months*	> 3 bulan - 1 tahun/ *> 3 months - 1 year*	> 1 tahun/ *> 1 year*	Suku bunga tetap/*Fixed interest rate*	Tidak dikenakan *bunga/ Non-interest rate*	Jumlah/*Total*
Aset (lanjutan)/*Assets (continued)*						
Kredit yang diberikan/*Loans*						
Mikro/*Micro*	385.330	61.751	92.656	518.402.419	-	518.942.156
Ritel/*Retail*	46.736.867	110.497.963	169.033.395	169.671.501	-	495.939.726
Korporasi/ *Corporate*	16.229.661	31.128.033	150.338.510	-	-	197.696.204
Pinjaman syariah/ *Sharia loans*	-	-	-	45.937.695	-	45.937.695
Piutang sewa pembiayaan/ *Finance lease receivables*	17.307	8.947	418	7.886.793	-	7.913.465
Tagihan akseptasi/ *Acceptance receivables*	7.218.350	2.999.058	-	-	-	10.217.408
Penyertaan saham[*)]/ *Investment in shares[*)]*	-	-	-	-	1.749.102	1.749.102
Aset lain-lain[**)]/ *Other assets[**)]*	969	-	-	7.189.322	24.108.288	31.298.579
	336.290.854	**156.185.010**	**319.464.979**	**1.080.179.034**	**58.372.857**	**1.950.492.734**
Liabilitas/*Liabilities*						
Liabilitas segera/ *Liabilities due immediately*	-	-	-	-	30.651.807	30.651.807
Simpanan nasabah/ *Deposits from customers*						
Giro/*Demand deposits*	239.203.910	-	-	106.920.462	-	346.124.372
Tabungan/*Saving deposits*	176.757.401	-	-	351.188.149	-	527.945.550
Deposito berjangka *Time deposits*	116.496.420	189.209.612	177.102.416	1.450.391	-	484.258.839
Simpanan dari bank lain dan lembaga keuangan lain/ *Deposits from other banks and other financial institutions*	10.430.018	1.528.301	-	-	-	11.958.319
Efek-efek yang dijual dengan janji dibeli kembali/ *Securities sold under agreement to repurchased*	6.365.596	12.713.862	-	-	-	19.079.458
Liabilitas derivative/ *Derivative payables*	-	-	-	-	925.210	925.210
Liabilitas akseptasi/ *Acceptance payable*	7.218.350	2.999.058	-	-	-	10.217.408
Surat berharga yang diterbitkan/ *Marketable securities issued*	-	-	-	49.637.581	-	49.637.581
Pinjaman yang diterima/ *Fund borrowings*	59.331.954	9.712.371	29.806.488	-	-	98.850.813
Pinjaman dan surat berharga subordinasi/ *Subordinated loans and marketable securities*	-	-	-	496.683	-	496.683
Liabilitas lain-lain[**)]/ *Other liabilities[**)]*	-	-	-	5.839.397	8.212.676	14.052.073
	615.803.649	**216.163.204**	**206.908.904**	**515.532.663**	**39.789.693**	**1.594.198.113**

39. MANAJEMEN RISIKO (lanjutan)

Manajemen Risiko Pasar (lanjutan)

4. Risiko Pasar di luar *Trading Book* (lanjutan)

a. Risiko Tingkat Suku Bunga (lanjutan)

Tabel di bawah ini mengikhtisarkan eksposur aset dan liabilitas keuangan terhadap risiko tingkat suku bunga (*gross*) (lanjutan):

39. RISK MANAGEMENT (continued)

Market Risk Management (continued)

4. Market Risk Outside of Trading Book (continued)

a. Interest Rate Risk (continued)

The tables below summarise the exposure of financial assets and liabilities to interest rate risks (gross) (continued):

Keterangan/*Description*	31 Desember/*December 31, 2023*					
	Suku bunga mengambang/*Floating interest rate*					
	< 3 bulan/ *< 3 months*	> 3 bulan - 1 tahun/ *> 3 months - 1 year*	> 1 tahun/ *> 1 year*	Suku bunga tetap/*Fixed interest rate*	Tidak dikenakan *bunga/ Non-interest rate*	Jumlah/*Total*
Perbedaan (*gap*) *repricing* suku bunga antara aset dan liabilitas keuangan/ *Difference (gap) repricing interest rate in Financial Assets and Liabilities*	**(279.512.795)**	**(59.978.194)**	**112.556.075**	**564.646.371**	**18.583.164**	**356.294.621**

*) Penyertaan saham yang tidak memiliki pengaruh signifikan/*Investment in shares with no significant influence.*

**) Aset lain-lain terdiri atas piutang bunga, piutang lain-lain, pendapatan yang masih akan diterima dengan prinsip syariah, dan *term deposit valas DHE/ Other assets consist of interest receivables, other receivables, accrued income based on sharia principles and foreign currency term deposit for foreign exchange proceeds of export Bank Indonesia*

***) Liabilitas lain-lain terdiri atas utang bunga, setoran jaminan, liabilitas kontrak investasi, utang koasuransi, reasuransi dan diklasifikasi siap untuk dijual, dana *tabarru'*, dan *term deposit valas DHE/Other liabilities consist of interest payables, guarantee deposits, investment contract liabilities, co-insurance liabilities, reinsurance and classified as available for sale, tabarru' fund and temporary syirkah funds.*

40. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN

Tabel di bawah ini menyajikan perbandingan antara nilai tercatat dan nilai wajar dari aset dan liabilitas keuangan. Nilai wajar yang diungkapkan berdasarkan informasi relevan yang tersedia pada tanggal-tanggal 31 Desember 2024 dan 2023 dan tidak diperbaharui untuk mencerminkan perubahan dalam kondisi pasar yang telah terjadi setelah tanggal tersebut.

40. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES

The tables below represent the comparison of the carrying values and fair values of financial assets and liabilities. The fair values disclosed below are based on relevant information available as of December 31, 2024 and 2023 and are not updated to reflect changes in market conditions which have occurred subsequently.

	31 Desember/*December 31, 2024*		31 Desember/ *December 31, 2023**)		
	Nilai tercatat/ *Carrying Value*	Nilai wajar/ *Fair Value*	Nilai tercatat/ *Carrying Value*	Nilai wajar/ *Fair Value*	
Aset					***Assets***
Kas	29.783.642	29.783.642	31.603.784	31.603.784	*Cash*
Giro pada Bank Indonesia	88.878.969	88.878.969	101.909.121	101.909.121	*Current account with Bank Indonesia*
Giro pada bank lain	25.574.447	25.574.447	22.321.935	22.321.935	*Current account with other banks*
Penempatan pada Bank Indonesia dan lembaga keuangan lain	57.873.568	57.873.568	65.223.400	65.223.400	*Placement with Bank Indonesia and other financial institution*
Efek-efek					*Securities*
Nilai wajar melalui laba rugi	23.418.752	23.418.752	22.393.171	22.393.171	*Fair value through profit or loss*
Nilai wajar melalui penghasilan komprehensif lain	167.876.286	167.876.286	163.339.165	163.339.165	*Fair value through other comprehensive income*
Biaya perolehan diamortisasi	135.181.839	133.020.189	145.277.458	144.137.459	*Amortized cost*
Wesel ekspor dan tagihan lainnya	39.581.263	39.581.263	51.806.181	51.806.181	*Export bills and other receivables*
Efek-efek yang dibeli dengan janji dijual kembali	16.845.690	16.845.690	33.595.231	33.595.231	*Securities purchased under agreement to resell*
Tagihan derivatif	1.087.048	1.087.048	911.683	911.683	*Derivatives receivables*

40. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

40. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

	31 Desember/*December 31, 2024*		31 Desember/ *December 31, 2023**)		
	Nilai tercatat/ *Carrying Value*	Nilai wajar/ *Fair Value*	Nilai tercatat/ *Carrying Value*	Nilai wajar/ *Fair Value*	
Aset (lanjutan)					***Assets (continued)***
Kredit yang diberikan dan pinjaman syariah	1.267.309.250	1.185.398.044	1.173.229.202	1.115.746.130	*Loans, sharia loans*
Piutang sewa pembiayaan	6.268.018	3.464.637	7.698.156	7.127.337	*Finance lease receivables*
Tagihan akseptasi	9.783.690	9.783.690	9.967.710	9.967.710	*Acceptances receivable*
Penyertaan saham**)	1.550.814	1.550.814	1.746.426	1.746.426	*Investment in shares**)*
Aset lain-lain***)	21.509.982	21.509.982	31.533.272	31.533.272	*Other assets***)*
Total	**1.892.523.258**	**1.805.647.021**	**1.862.555.896**	**1.803.362.006**	***Total***
Liabilitas					***Liabilities***
Liabilitas segera	36.821.661	36.821.661	30.651.807	30.651.807	*Liabilities due immediately*
Simpanan nasabah					*Deposits from customers*
Giro	374.554.340	374.554.340	346.124.372	346.124.372	*Demand deposits*
Tabungan	544.426.947	544.426.947	527.945.550	527.945.550	*Saving deposits*
Deposito berjangka	446.468.817	446.468.817	484.258.839	484.258.839	*Time deposits*
Simpanan dari bank lain dan lembaga keuangan lainnya					*Deposits from other banks and financial institutions*
Giro	2.819.869	2.819.869	1.609.511	1.609.511	*Demand deposits*
Tabungan	6.185	6.185	9.052	9.052	*Saving deposits*
Deposito berjangka dan *deposit on call*	3.103.656	3.103.656	7.496.376	7.496.376	*Time deposits and deposits on call*
Inter-bank call money	8.749.772	8.749.772	2.843.380	2.843.380	*Inter-bank call money*
Efek-efek yang dijual dengan janji dibeli kembali	25.043.717	25.043.717	19.079.458	19.079.458	*Securities sold under agreement to repurchase*
Liabilitas derivatif	1.585.120	1.585.120	925.210	925.210	*Derivatives payable*
Liabilitas akseptasi	10.105.373	10.105.373	10.217.408	10.217.408	*Acceptances payable*
Surat berharga yang diterbitkan	32.502.499	32.838.975	49.637.581	49.856.444	*Marketable securites issued*
Pinjaman yang diterima	127.879.804	127.879.804	98.850.813	98.850.813	*Fund borrowings*
Pinjaman dan surat berharga subordinasi	491.781	506.044	496.683	505.878	*Subordinated loans and marketable securities*
Liabilitas lain-lain****)	7.398.275	7.398.275	14.052.073	14.052.073	*Other liabilities****)*
Total	**1.621.957.816**	**1.622.308.555**	**1.594.198.113**	**1.594.426.171**	***Total***

*) Setelah reklasifikasi (Catatan 52)
**) Penyertaan saham yang tidak memiliki pengaruh signifikan.
***) Aset lain-lain terdiri atas piutang bunga, piutang lain-lain dan pendapatan yang masih akan diterima dengan prinsip syariah.
****) Liabilitas lain-lain terdiri atas utang bunga, setoran jaminan, liabilitas kontrak investasi, utang koasuransi, reasuransi, liabilitas sewa, dana *tabarru'* dan dana *syirkah* temporer.

**) After reclassification (Note 52)*
***) Investment in shares with no significant influence.*
****) Other assets consist of interest receivable, other receivable and income that will be received under sharia principle.*
*****) Other liabilities consist of interest payable, guarantee deposits, invesment contract liabilities, co-insurance payable, re-insurance and classified ready to sell, tabarru' fund and temporary syirkah fund*

Metode dan asumsi yang digunakan untuk perkiraan nilai wajar adalah sebagai berikut:

a) Nilai wajar aset dan liabilitas keuangan tertentu, kecuali efek-efek yang diukur melalui biaya perolehan diamortisasi, kredit yang diberikan, pinjaman syariah, piutang sewa pembiayaan, surat berharga yang diterbitkan serta pinjaman dan surat berharga subordinasi, mendekati nilai tercatatnya karena mempunyai jangka waktu jatuh tempo yang singkat.

   Estimasi nilai wajar terhadap aset keuangan tertentu ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga pasar uang yang berlaku untuk utang dengan risiko kredit dan sisa jatuh tempo yang serupa.

   Estimasi nilai wajar terhadap liabilitas keuangan tertentu yang tidak memiliki kuotasi di pasar aktif ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga utang baru dengan sisa jatuh tempo yang serupa.

Methods and assumptions used to estimate fair value are as follows:

a) The fair values of certain financial assets and liabilities, except for securities are classified as amortized cost, loans, sharia loans, finance lease receivables, marketable securities issued and subordinated loans and marketable securities approximate their carrying values due to their short-term maturities.

   The estimated fair values of certain financial assets are determined based on discounted cash flows using money market interest rates for debts with similar credit risk and remaining maturities.

   The estimates of the fair value of certain financial liabilities which are not quoted in an active market are determined based on discounted cash flows using interest rates of a new debt with similar remaining maturities.

40. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

Metode dan asumsi yang digunakan untuk perkiraan nilai wajar adalah sebagai berikut (lanjutan):

b) Efek-efek

Nilai wajar untuk efek-efek yang diukur melalui biaya perolehan diamortisasi ditetapkan berdasarkan harga pasar atau harga kuotasi perantara (*broker*)/pedagang efek (*dealer*). Jika informasi ini tidak tersedia, nilai wajar diestimasi dengan menggunakan harga pasar kuotasi efek yang memiliki karakteristik kredit, jatuh tempo dan *yield* yang serupa.

c) Kredit yang diberikan dan Pinjaman syariah

Portofolio kredit BRI secara umum terdiri dari kredit yang diberikan dengan suku bunga mengambang dan suku bunga tetap. Kredit yang diberikan dinyatakan berdasarkan jumlah nilai tercatat. Nilai wajar dari kredit yang diberikan menunjukkan nilai diskon dari perkiraan arus kas masa depan yang diharapkan akan diterima oleh BRI. Perkiraan arus kas ini didiskontokan dengan menggunakan suku bunga pasar untuk menentukan nilai wajar.

Portofolio pinjaman syariah secara umum memiliki tingkat margin mengambang dan pinjaman syariah yang diberikan dengan jangka pendek dengan tingkat margin tetap.

d) Piutang sewa pembiayaan

Nilai wajar dihitung berdasarkan model diskonto arus kas dengan menggunakan tingkat suku bunga pasar untuk sisa periode jatuh tempo.

e) Tagihan dan liabilitas derivatif

Nilai wajar atas instrumen derivatif yang dinilai menggunakan teknik penilaian dengan menggunakan komponen yang dapat diamati di pasar terutama adalah *swap* suku bunga, *swap* mata uang dan kontrak pertukaran mata uang. Teknik penilaian yang paling banyak digunakan meliputi model penilaian *forward* dan *swap* yang menggunakan perhitungan nilai kini. Model tersebut menggabungkan berbagai komponen yang meliputi kualitas kredit dari *counterparty*, nilai *spot* dan kontrak berjangka serta kurva tingkat suku bunga.

40. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

Methods and assumptions used to estimate fair value are as follows (continued):

b) Securities

The fair values of securities classified as amortized cost are determined based on market prices or quoted price of intermediary (broker)/securities traders (dealers). If the information is not available, the fair values are estimated by using quoted market price of securities with similar credit characteristics, maturities and yields.

c) Loans and sharia loans

BRI's loan portfolio generally consists of loans with floating and fixed interest rates. Loans are stated at the carrying amount. The fair value of loans represents the discounted value of estimated future cash flows expected to be received by BRI. The estimated future cash flow is discounted using market interest rate to determine the fair value.

Sharia loans portfolio generally has a floating margin and short-term sharia loans has a fixed margin.

d) Finance lease receivables

The fair values are calculated based on the discounted cash flow models using market rates for the remaining maturity period.

e) Derivative receivables and payables

The fair values of derivatives instrument are assesed using valuation techniques that use components which can be observed in the market, which include primarily interest rate swaps, currency swaps and currency exchange contracts. The most widely used valuation techniques include forward and swap valuation models using present value calculation. The models incorporate various components which include the credit quality of the counterparty, spot value and future contracts as well as interest rate curve.

40. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

Metode dan asumsi yang digunakan untuk perkiraan nilai wajar adalah sebagai berikut (lanjutan):

f) Pinjaman yang diterima, surat berharga yang diterbitkan dan pinjaman dan surat berharga subordinasi

Nilai wajar dihitung berdasarkan model diskonto arus kas dengan menggunakan tingkat suku bunga pasar untuk sisa periode jatuh tempo.

Tabel di bawah ini menyajikan instrumen keuangan yang diakui pada nilai wajar berdasarkan hierarki yang digunakan BRI dan entitas anaknya untuk menentukan dan mengungkapkan nilai wajar dari instrumen keuangan (Catatan 2c):

40. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

Methods and assumptions used to estimate fair value are as follows (continued):

f) Fund borrowings, marketable securities issued and subordinated loans and marketable securities

The fair values are calculated based on the discounted cash flow models using market rates for the remaining maturity period.

The following tables present financial instruments recognized at fair value based on the hierarchy used by BRI and its subsidiaries to determine and disclose the fair value of financial instruments (Note 2c):

	31 Desember/*December 31, 2024*				
	Nilai wajar/ ***Fair value***	**Level 1/** ***Level 1***	**Level 2/** ***Level 2***	**Level 3/** ***Level 3***	
Aset keuangan					***Financial Assets***
Nilai wajar melalui laba rugi					***Fair value through profit or loss***
Sertifikat Bank Indonesia	8.673.481	8.673.481	-	-	*Certificate of Bank Indonesia*
Reksadana	7.647.608	7.647.608	-	-	*Mutual Fund*
Obligasi Pemerintah	4.958.680	4.958.680	-	-	*Government Bonds*
Tagihan derivatif	1.087.048	-	1.087.048	-	*Derivative Receivables*
Obligasi	495.643	495.643	-	-	*Bonds*
U.S. Treasury Bonds	48.284	48.284	-	-	*U.S. Treasury Bonds*
Lainnya	1.595.056	1.595.056	-	-	*Others*
	24.505.800	23.418.752	1.087.048	-	
Aset keuangan					***Financial Assets***
Nilai wajar melalui penghasilan komprehensif lain					***Fair value through other comprehensive income***
Obligasi Pemerintah	109.804.111	109.804.111	-	-	*Government Bonds*
Sertifikat Bank Indonesia	23.232.619	23.232.619	-	-	*Certificate of Bank Indonesia*
Obligasi	14.762.479	14.762.479	-	-	*Bonds*
Reksadana	15.072.656	15.072.656	-	-	*Mutual Fund*
U.S. Treasury Bonds	1.636.119	1.636.119	-	-	*U.S. Treasury Bonds*
Monetary Authority of Singapore (MAS) *Bills*	1.474.472	1.474.472	-	-	*Monetary Authority of Singapore (MAS) Bills*
U.S. Treasury Bills	1.010.772	1.010.772	-	-	*U.S. Treasury Bills*
Singapore Government Securities	586.480	586.480	-	-	*Singapore Government Securities*
Medium-Term Note	211.028	211.028	-	-	*Medium-Term Note*
Negotiable Certificate of Deposit	63.820	63.820	-	-	*Negotiable Certificate of Deposit*
Lainnya	21.730	21.730	-	-	*Others*
	167.876.286	167.876.286	-	-	
Biaya perolehan diamortisasi					***Amortized cost***
Obligasi Pemerintah	108.578.396	108.578.396	-	-	*Government Bonds*
Tagihan Risk Participation	23.438.242	23.438.242	-	-	*Risk Participation Receivables*
Obligasi	667.259	667.259	-	-	*Bonds*
Sekuritas Rupiah Bank Indonesia	326.118	326.118	-	-	*Ownership of Bank Indonesia Rupiah Securities*
Medium -Term Note	10.175	10.175	-	-	*Medium-Term Note*
	133.020.190	133.020.190	-	-	
Kredit yang diberikan, Pinjaman syariah dan Piutang sewa pembiayaan					***Loans, Sharia loans, and Finance lease receivables***
Kredit yang diberikan dan pinjaman syariah	1.185.398.044	-	1.059.313.465	126.084.579	*Loans and sharia loans*
Piutang sewa pembiayaan	3.464.637	-	3.450.141	14.496	*Finance lease receivables*
	1.188.862.681	-	1.062.763.606	126.099.075	
Total aset keuangan	**1.514.264.957**	**324.315.228**	**1.063.850.654**	**126.099.075**	***Total financial assets***

40. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

Tabel di bawah ini menyajikan instrumen keuangan yang diakui pada nilai wajar berdasarkan hierarki yang digunakan BRI dan entitas anaknya untuk menentukan dan mengungkapkan nilai wajar dari instrumen keuangan (Catatan 2c) (lanjutan):

40. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

The following tables present financial instruments recognized at fair value based on the hierarchy used by BRI and its subsidiaries to determine and disclose the fair value of financial instruments (Note 2c) (continued):

	31 Desember/*December 31, 2024*				
	Nilai wajar/ *Fair value*	**Level 1/ *Level 1***	**Level 2/ *Level 2***	**Level 3/ *Level 3***	
Liabilitas keuangan					***Financial liabilities***
Nilai wajar melalui laba rugi					***Fair value through profit or loss***
Liabilitas derivatif	1.585.120	-	1.585.120	-	*Derivative payable*
Kewajiban keuangan lainnya					***Other financial liabilities***
Surat berharga yang diterbitkan	32.838.975	32.838.975	-	-	*Marketable securities issued*
Pinjaman dan surat berharga subordinasi	506.044	506.044	-	-	*Subordinated loans and marketables securities*
	33.345.019	33.345.019	-	-	
Total liabilitas keuangan	34.930.139	33.345.019	1.585.120	-	***Total financial liabilities***

	31 Desember/*December 31, 2023*				
	Nilai wajar/ *Fair value*	**Level 1/ *Level 1***	**Level 2/ *Level 2***	**Level 3/ *Level 3***	
Aset keuangan					***Financial Assets***
Nilai wajar melalui laba rugi					***Fair value through profit or loss***
Obligasi Pemerintah	9.519.463	9.519.463	-	-	*Government Bonds*
Reksadana	5.964.633	5.964.633	-	-	*Mutual Fund*
U.S. Treasury Bonds	2.083.983	2.083.983	-	-	*U.S. Treasury Bonds*
Sertifikat Bank Indonesia	1.470.125	1.470.125	-	-	*Certificate of Bank Indonesia*
Tagihan derivatif	911.683	-	911.683	-	*Derivative Receivables*
Obligasi	699.447	699.447	-	-	*Bonds*
Obligasi Subordinasi	15.783	15.783	-	-	*Subordinated Bond*
Lainnya	2.639.737	2.639.737	-	-	*Others*
	23.304.854	22.393.171	911.683	-	
Nilai wajar melalui penghasilan komprehensif lain					***Fair value through other comprehensive income***
Obligasi Pemerintah	100.239.655	100.239.655	-	-	*Government Bonds*
Sertifikat Bank Indonesia	30.414.559	30.414.559	-	-	*Certificate of Bank Indonesia*
Reksadana	13.961.119	13.961.119	-	-	*Mutual Fund*
Obligasi	13.897.860	13.897.860	-	-	*Bonds*
U.S. Treasury Bonds	2.203.544	2.203.544	-	-	*U.S. Treasury Bonds*
Monetary Authority of Singapore (MAS) *Bills*	1.544.668	1.544.668	-	-	*Monetary Authority of Singapore (MAS) Bills*
Singapore Government Securities	571.591	571.591	-	-	*Singapore Government Securities*
Medium-Term Note	216.023	216.023	-	-	*Medium-Term Note*
Negotiable Certificate of Deposit	135.600	135.600	-	-	*Negotiable Certificate of Deposit*
U.S. Treasury Bills	46.036	46.036	-	-	*U.S. Treasury Bills*
Lainnya	108.514	108.514	-	-	*Others*
	163.339.169	163.339.169	-	-	
Biaya perolehan diamortisasi					***Amortized cost***
Obligasi Pemerintah	122.410.214	122.410.214	-	-	*Government Bonds*
Tagihan Risk Participation	20.891.761	20.891.761	-	-	*Risk Participation Receivables*
Obligasi	824.352	824.352	-	-	*Bonds*
Medium-Term Note	11.132	11.132	-	-	*Medium-Term Note*
	144.137.459	144.137.459	-	-	
Kredit yang diberikan dan Piutang sewa pembiayaan					***Loans and Finance lease receivables***
Kredit yang diberikan	1.115.746.130	-	1.028.068.284	87.677.846	*Loans*
Piutang pembiayaan	7.127.338	-	7.127.338	-	*Finance lease receivables*
	1.122.873.468	-	1.035.195.622	87.677.846	
Total aset keuangan	**1.453.654.950**	**329.869.799**	**1.036.107.305**	**87.677.846**	***Total financial assets***

40. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

Tabel di bawah ini menyajikan instrumen keuangan yang diakui pada nilai wajar berdasarkan hierarki yang digunakan BRI dan entitas anaknya untuk menentukan dan mengungkapkan nilai wajar dari instrumen keuangan (Catatan 2c) (lanjutan):

40. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

The following tables present financial instruments recognized at fair value based on the hierarchy used by BRI and its subsidiaries to determine and disclose the fair value of financial instruments (Note 2c) (continued):

	31 Desember/*December 31, 2023*				
	Nilai wajar/ *Fair value*	**Level 1/ *Level 1***	**Level 2/ *Level 2***	**Level 3/ *Level 3***	
Liabilitas keuangan					***Financial liabilities***
Nilai wajar melalui laba rugi					***Fair value through profit or loss***
Liabilitas derivatif	925.210	-	925.210	-	*Derivative payable*
Kewajiban keuangan lainnya					***Other financial liabilities***
Surat berharga yang diterbitkan	49.856.444	49.856.444	-	-	*Marketable securities issued*
Pinjaman dan surat berharga subordinasi	505.878	505.878	-	-	*Subordinated loans and marketables securities*
	50.362.322	50.362.322	-	-	
Total liabilitas keuangan	**51.287.532**	**50.362.322**	**925.210**	**-**	***Total financial liabilities***

41. SEGMEN OPERASI

Berikut adalah informasi keuangan tertentu untuk BRI dan entitas anak:

a. Bidang Usaha

41. OPERATING SEGMENT

Information concerning the segments of BRI and Subsidiaries are as follows:

a. Business Field

Nama Perusahaan	**Bidang Usaha/ *Business Field***	***Company Name***
PT Bank Rakyat Indonesia (Persero) Tbk	Perusahaan Perbankan Konvensional/*Conventional Banking*	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Raya Indonesia Tbk	Perusahaan Perbankan Konvensional/*Conventional Banking*	*PT Bank Raya Indonesia Tbk*
BRI Global Financial Services Co. Ltd.	Perusahaan Jasa Keuangan/*Financial Service*	*BRI Global Financial Services Co. Ltd.*
PT Asuransi BRI Life	Perusahaan Asuransi Jiwa/*Life Insurance*	*PT Asuransi BRI Life*
PT BRI Multifinance Indonesia	Perusahaan Pembiayaan/*Financing Company*	*PT BRI Multifinance Indonesia*
PT BRI Danareksa Sekuritas	Perusahaan Sekuritas/*Securities Company*	*PT BRI Danareksa Sekuritas*
PT BRI Ventura Investama	Perusahaan Modal Ventura/*Venture Capital Company*	*PT BRI Ventura Investama*
PT BRI Asuransi Indonesia	Perusahaan Asuransi/*General Insurance*	*PT BRI Asuransi Indonesia*
PT Pegadaian	Perusahaan Pembiayaan/*Financing Company*	*PT Pegadaian*
PT Permodalan Nasional Madani	Perusahaan Pembiayaan/*Financing Company*	*PT Permodalan Nasional Madani*
PT BRI Manajemen Investasi	Perusahaan Investasi/ *Investment Company*	*PT BRI Manajemen Investasi*

b. Segmen Operasi

Untuk kepentingan manajemen, BRI diorganisasikan ke dalam 5 (lima) segmen operasional berdasarkan produk sebagai berikut:

- Segmen Mikro
- Segmen Ritel
- Segmen Korporasi
- Segmen Lainnya
- Entitas Anak

b. Operating Segment

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*

41. SEGMEN OPERASI (lanjutan)

Berikut adalah informasi keuangan tertentu untuk BRI dan entitas anak (lanjutan):

b. Segmen Operasi (lanjutan)

Berikut ini adalah informasi segmen BRI dan entitas anak untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 berdasarkan segmen operasi:

41. OPERATING SEGMENT (continued)

Information concerning the segments of BRI and Subsidiaries are as follows (continued):

b. Operating Segment (continued)

The following is information on segments of BRI and its subsidiaries as for the year ended December 31, 2024 and 2023 based on operating segments:

Tahun yang Berakhir pada Tanggal 31 Desember 2024/*Year ended December 31, 2024*

Keterangan	Mikro/*Micro*	Ritel/*Retail*	Korporasi/ *Corporate*	Lainnya/ *Others*	Entitas Anak/ *Subsidiaries*	Jumlah/*Total*	*Description*
Pendapatan bunga, premi, dan emas - neto	59.752.035	29.572.070	5.732.667	15.492.050	35.462.045	146.010.867	*Interest. premium. and gold income - net*
Pendapatan operasional lainnya	24.234.718	20.665.455	3.295.294	2.565.164	3.097.109	53.857.740	*Other operating Income*
Total pendapatan *Total income*	83.986.753	50.237.525	9.027.961	18.057.214	38.559.154	199.868.607	
Beban operasional Lainnya	(33.049.703)	(23.789.301)	(2.365.500)	(1.980.212)	(21.931.710)	(83.116.426)	*Other operating expense*
Beban CKPN	(21.436.566)	(15.972.102)	(591.233)	4.860.179	(5.034.441)	(38.174.163)	*Provision for impairment losses*
Total beban	(54.486.269)	(39.761.403)	(2.956.733)	2.879.967	(26.966.151)	(121.290.589)	*Total expenses*
Pendapatan (beban) non operasional - neto	(574.254)	(395.266)	(41.718)	(41.875)	74.205	(978.908)	*Non operating income (expense) - net*
Laba sebelum beban pajak	28.926.230	10.080.856	6.029.510	20.895.306	11.667.208	77.599.110	*Income before tax expense*
Beban pajak	(5.495.984)	(1.915.363)	(1.240.624)	(5.616.852)	(2.686.479)	(16.955.302)	*Total expenses*
Laba Bersih	**23.430.246**	**8.165.493**	**4.788.886**	**15.278.454**	**8.980.729**	**60.643.808**	***Net Income***
Aset segmen							***Segment asset***
Kredit yang diberikan - bruto	491.220.118	470.387.225	244.344.259	-	92.366.487	1.298.318.089	*Loans - gross*
Total aset	463.799.448	448.188.061	283.136.349	571.455.124	213.536.988	1.980.115.970	*Total assets*
Liabilitas segmen							***Segment liabilities***
Total simpanan nasabah	382.926.442	509.274.340	465.246.630	-	8.002.692	1.365.450.104	*Total depostis from customers*
Total liabilitas	382.926.442	509.274.340	480.589.371	147.634.227	149.370.020	1.669.794.400	*Total liabilities*

Tanggal 31 Desember 2023 dan untuk Tahun yang Berakhir pada Tanggal Tersebut/ *For the year ended as of December 31, 2023*

Keterangan	Mikro/ *Micro*	Ritel/ *Retail*	Korporasi/ *Corporate*	Lainnya/ *Others*	Entitas Anak/ *Subsidiaries*	Total/ *Total*	*Description*
Pendapatan bunga, premi, dan emas - neto	61.646.907	28.729.015	6.018.815	13.907.367	29.580.953	139.883.057	*Interest, premium, and gold income - net*
Pendapatan operasional lainnya	17.639.356	15.903.326	2.962.646	3.844.238	3.057.685	43.407.251	*Other operating Income*
Total pendapatan	79.286.263	44.632.341	8.981.461	17.751.605	32.638.638	183.290.308	*Total income*
Beban operasional Lainnya	(31.050.020)	(22.253.560)	(2.053.648)	(1.607.462)	(19.817.601)	(76.782.291)	*Other operating expense*
Beban CKPN	(20.474.879)	(13.506.061)	7.888.285	(427.517)	(3.159.108)	(29.679.280)	*Provision for impairment losses*
Total beban	(51.524.899)	(35.759.621)	5.834.637	(2.034.979)	(22.976.709)	(106.461.571)	*Total expenses*
Pendapatan (beban) non operasional - neto	(20.591)	(77.380)	(48.903)	(377.093)	124.942	(399.025)	*Non operating income (expense) - net*
Laba sebelum beban pajak	27.740.773	8.795.340	14.767.195	15.339.533	9.786.871	76.429.712	*Income before tax expense*
Beban pajak	(5.270.747)	(1.671.115)	(2.872.313)	(4.104.717)	(2.085.772)	(16.004.664)	*Tax expenses*
Laba Bersih	**22.470.026**	**7.124.225**	**11.894.882**	**11.234.816**	**7.701.099**	**60.425.048**	***Net Income***

41. SEGMEN OPERASI (lanjutan)

Berikut adalah informasi keuangan tertentu untuk BRI dan entitas anak (lanjutan):

b. Segmen Operasi (lanjutan)

Berikut ini adalah informasi segmen BRI dan entitas anak untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 berdasarkan segmen operasi (lanjutan):

41. OPERATING SEGMENT (continued)

Information concerning the segments of BRI and Subsidiaries are as follows (continued):

b. Operating Segment (continued)

The following is information on segments of BRI and its subsidiaries as for the year ended December 31, 2024 and 2023 based on operating segments (continued):

Tanggal 31 Desember 2023 dan untuk Tahun yang Berakhir pada Tanggal Tersebut/
For the year ended as of December 31, 2023

Keterangan	Mikro/ *Micro*	Ritel/ *Retail*	Korporasi/ *Corporate*	Lainnya/ *Others*	Entitas Anak/ *Subsidiaries*	Total/ *Total*	*Description*
Aset segmen							***Segment asset***
Kredit yang diberikan							
- bruto	496.554.160	442.703.668	197.696.204	-	75.624.054	1.212.578.086	*Loans - gross*
Total aset	468.573.573	418.508.640	244.435.173	632.353.605	185.530.577	1.949.401.568	*Total assets*
Liabilitas segmen							***Segment liabilities***
Total simpanan nasabah	373.473.514	488.122.102	491.087.385	-	5.645.760	1.358.328.761	*Total depostis from customers*
Total liabilitas	373.473.514	488.122.102	507.421.680	151.222.833	128.294.759	1.648.534.888	*Total liabilities*

c. Segmen Geografis

Berikut ini adalah informasi segmen BRI dan entitas anak berdasarkan segmen geografis:

c. Geographical Segment

The following are information on the geographical segment of BRI and its subsidiaries:

	Total Pendapatan/*Total Income*		
	Tahun yang berakhir pada tanggal 31 Desember/ Year *ended December 31,*		
Keterangan	**2024**	**2023**	***Description***
Indonesia	198.449.632	182.635.153	*Indonesia*
Amerika Serikat	515.456	203.615	*United States of America*
Singapura	585.615	230.848	*Singapore*
Timor-Leste	204.940	155.785	*Timor-Leste*
Hong Kong	29.473	20.423	*Hong Kong*
Taiwan	83.491	44.484	*Taiwan*
Total	**199.868.607**	**183.290.308**	***Total***

41. SEGMEN OPERASI (lanjutan) / *41. OPERATING SEGMENT (continued)*

Berikut adalah informasi keuangan tertentu untuk BRI dan entitas anak (lanjutan):

Information concerning the segments of BRI and Subsidiaries are as follows (continued):

c. Segmen Geografis (lanjutan) / *c. Geographical Segment (continued)*

Berikut ini adalah informasi segmen BRI dan entitas anak berdasarkan segmen geografis (lanjutan):

The following are information on the geographical segment of BRI and its subsidiaries (continued):

Keterangan	Laba sebelum beban pajak/ *Income before tax expense* — Tahun yang berakhir pada tanggal 31 Desember/ Year *ended December 31,* 2024	2023	*Description*
Indonesia	76.897.614	76.060.127	*Indonesia*
Amerika Serikat	224.679	63.686	*United States of America*
Singapura	260.519	181.470	*Singapore*
Timor-Leste	159.696	109.877	*Timor-Leste*
Hong Kong	9.177	161	*Hong Kong*
Taiwan	47.425	14.391	*Taiwan*
Total	**77.599.110**	**76.429.712**	***Total***

Keterangan	Total Aset/*Total Assets* — 31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	*Description*
Indonesia	1.898.027.423	1.885.581.840	*Indonesia*
Amerika Serikat	36.194.629	26.087.423	*United States of America*
Singapura	36.128.669	28.980.347	*Singapore*
Timor-Leste	6.411.050	6.114.107	*Timor-Leste*
Hong Kong	42.145	24.232	*Hong Kong*
Taiwan	3.312.054	2.613.619	*Taiwan*
Total	**1.980.115.970**	**1.949.401.568**	***Total***

Keterangan	Total Liabilitas/*Total Liabilities* — 31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	*Description*
Indonesia	1.589.177.976	1.585.649.437	*Indonesia*
Amerika Serikat	36.070.765	26.148.777	*United States of America*
Singapura	35.828.251	28.855.880	*Singapore*
Timor-Leste	5.953.655	5.792.144	*Timor-Leste*
Hong Kong	13.893	6.467	*Hong Kong*
Taiwan	2.749.860	2.082.183	*Taiwan*
Total	**1.669.794.400**	**1.648.534.888**	***Total***

42. PROGRAM BAGI PEKERJA

Cadangan atas program imbalan kerja bagi pekerja terdiri atas:

42. EMPLOYEES PROGRAM

Provisions for employee benefit plans consist of:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Program cuti besar	3.839.231	3.679.294	*Grand leaves*
Program pemutusan hubungan kerja	4.022.400	3.527.486	*Work separation scheme*
Program penghargaan tanda jasa	2.867.342	2.492.175	*Gratuity services program*
Program pensiun imbalan pasti	1.070.315	2.367.561	*Defined Benefit Pension Plan*
Program kesehatan pasca kerja BPJS	809.080	1.023.643	*Post-employment BPJS health program*
Program masa persiapan pensiun	21.627	20.983	*Pension preparation program*
Total (Catatan 27)	**12.629.995**	**13.111.142**	***Total (Note 27)***

Penilaian aktuaria atas program imbalan kerja masing-masing pada tanggal-tanggal 31 Desember 2024 dan 2023 dilakukan oleh aktuaris independen sebagai berikut:

Actuarial assessment of the respective employee benefit plans as of December 31, 2024 and 2023 performed by independent actuaries as follows:

Entitas	Aktuaris Independen/ *Independent Actuarial*	Tanggal Laporan/ *Reporting Date* 31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	*Entity*
Entitas induk	KKA Enny Diah Awal	21 Jan/*Jan 21*, 2025	12 Jan/*Jan 12*, 2024	*Parent entity*
Entitas anak				*Subsidiaries*
PT Bank Raya Indonesia Tbk	KKA Enny Diah Awal	30 Des/*Dec 30*, 2024	2 Jan/*Jan 2*, 2024	*PT Bank Raya Indonesia Tbk*
PT Asuransi BRI Life	KKA Riana & Rekan	14 Jan/*Jan 14*, 2025	23 Jan/*Jan 23*, 2024	*PT Asuransi BRI Life*
PT BRI Multifinance Indonesia	KKA Enny Diah Awal	30 Des/*Dec 30*, 2024	27 Des/*Dec 27*, 2023	*PT BRI Multifinance Indonesia*
PT BRI Danareksa Sekuritas	KKA Enny Diah Awal	30 Des/*Dec 30*, 2024	8 Jan/*Jan 8*, 2024	*PT BRI Danareksa Sekuritas*
PT BRI Ventura Investama	KKA Enny Diah Awal	23 Des/*Dec 23*, 2024	21 Des/*Des 21*, 2023	*PT BRI Ventura Investama*
PT BRI Asuransi Indonesia	KKA Steven & Mourits	3 Jan/*Jan 3*, 2025	4 Jan/*Jan 4*, 2024	*PT BRI Asuransi Indonesia*
PT Pegadaian	KKA Agus Susanto	9 Jan/*Jan 9*, 2025	21 Des/*Dec 21*, 2023	*PT Pegadaian*
PT Permodalan Nasional Madani	KKA Riana & Rekan	3 Jan/Jan 3, 2025	3 Jan/*Jan 3*, 2024	*PT Permodalan Nasional Madani*
PT BRI Manajemen Investasi	KKA Nandi & Sutama	30 Des/*Dec 30*, 2024	2 Jan/*Jan 2*, 2024	*PT BRI Manajemen Investasi*

a. Program Pensiun Imbalan Pasti

Efektif tanggal 1 Januari 2007, semua pekerja yang baru diangkat sebagai pekerja tetap tidak diikutsertakan dalam program ini dan hak atas manfaat pensiun diberikan berdasarkan persyaratan yang ditetapkan dalam peraturan dengan memperhatikan faktor penghargaan per tahun masa kerja dan penghasilan dana pensiun. Program dana pensiun BRI dikelola oleh Dana Pensiun BRI (DPBRI). Sesuai ketentuan yang diatur dalam Surat Keputusan Direksi BRI, kontribusi pekerja BRI untuk iuran pensiun adalah sebesar 7% dari penghasilan dasar pensiun pekerja dan atas sisa jumlah yang perlu didanakan kepada DPBRI merupakan kontribusi BRI, dimana kontribusi BRI sejak tanggal 1 Agustus 2024 adalah sebesar 44,68% dari penghasilan dasar pensiun.

a. Defined Benefit Pension Plan

Effective on January 1, 2007, all newly appointed permanent employees are not included in this program and the right for pension benefits is given based on the established requirements stated in the regulations by considering the annual gratuity factor over the working period and income on the pension fund. BRI's pension plan is managed by Dana Pensiun BRI (DPBRI). According to the provisions stipulated in BRI Board of Directors' Decree, BRI employee's contribution for pension contribution amounted to 7% of the employee's pension-based salary and for the remaining amount required to be funded by DPBRI represents the contribution by BRI, which is the BRI's contribution is amounted to 42.86% of pension-based salary since March 1, 2023.

42. PROGRAM BAGI PEKERJA (lanjutan)

a. Program Pensiun Imbalan Pasti (lanjutan)

Efektif tanggal 1 Januari 2007, semua pekerja yang baru diangkat sebagai pekerja tetap tidak diikutsertakan dalam program ini dan hak atas manfaat pensiun diberikan berdasarkan persyaratan yang ditetapkan dalam peraturan dengan memperhatikan faktor penghargaan per tahun masa kerja dan penghasilan dana pensiun. Program dana pensiun Pegadaian dikelola oleh Dana Pensiun Pegadaian. Keputusan Direksi Pegadaian, Kontribusi Pekerja Pegadaian untuk iuran pensiun adalah sebesar 6,50% dari penghasilan dasar pensiun pekerja dan atas jumlah yang perlu didanakan kepada Dana Pensiun Pegadaian merupakan kontribusi Pegadaian, dimana kontribusi Pegadaian sejak tanggal 29 Desember 2020 adalah sebesar 16% dari penghasilan dasar pensiun.

Penilaian aktuaria atas beban pensiun BRI masing-masing pada tanggal 31 Desember 2024 dan 2023 telah sesuai dengan PSAK No. 219 dengan menggunakan metode *Projected Unit Credit* serta mempertimbangkan asumsi-asumsi sebagai berikut:

42. EMPLOYEES PROGRAM (continued)

a. Defined Benefit Pension Plan (continued)

Effective January 1, 2007, all newly appointed permanent employees are not included in this program and the right to pension benefits is given based on the requirements stipulated in the regulations taking into account the award factor per year of service and pension fund income. The Pegadaian pension fund program is managed by the Pegadaian Pension Fund. Pegadaian Board of Directors' decision, Pegadaian employee's contribution to pension contributions amounted to 6.50% of the employee's basic pension salaries and the amount that needs to be funded by Pegadaian Pension Fund is Pegadaian's contribution, where Pegadaian's contribution since December 29, 2020 is 16% of basic pension salaries.

The actuarial calculation of BRI's pension costs as of December 31, 2024 and 2023 which was prepared in accordance with SFAS No. 219 using the Projected Unit Credit method and considering the following assumptions:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Entitas induk			***Parent entity***
Tingkat diskonto	7,10%	6,70%	*Discount rate*
Tingkat kenaikan penghasilan dasar pensiun	sesuai tabel PhDP/ *according to the PhDP table*	sesuai tabel PhDP/ *according to the PhDP table*	*Basic pension salary growth rate*
Tingkat kenaikan imbalan pensiun	4,00	4,00	*Pension benefit growth rate*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality rate*
Tingkat cacat jasmaniah	10,00% dari TMI/ *from TMI* 2019	10,00% dari TMI/ *from TMI* 2019	*Disability rate*
Usia pensiun normal	56 Tahun/ *Years*	56 Tahun/ *Years*	*Normal retirement age*
Entitas anak			***Subsidiary***
Tingkat diskonto	6,80-7,10%	6,70-6,90%	*Discount rate*
Tingkat kenaikan penghasilan dasar pensiun	5,00	5,00	*Basic pension salary growth rate*
Tingkat kematian	GAM 1971	GAM 1971	*Mortality rate*
Tingkat cacat jasmaniah	0,01% dari tingkat kematian/ *form mortality*	0,01% dari tingkat kematian/ *form mortality*	*Disability rate*
Usia pensiun normal	56 Tahun/ *Years*	56 Tahun/ *Years*	*Normal retirement age*

Aset DPBRI terutama terdiri dari tabungan, deposito, efek-efek, unit penyertaan reksadana, efek beragunan aset dan investasi jangka panjang berupa saham dan properti.

The assets of DPBRI mainly consist of saving deposits, time deposits, securities, mutual fund units, securities with collateral assets and long-term investments in the form of shares of stocks and property.

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

a. Program Pensiun Imbalan Pasti (lanjutan) / *Defined Benefit Pension Plan (continued)*

Mutasi atas nilai kini liabilitas pensiun imbalan pasti masing-masing pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Movements in present value of defined benefit pension liabilities as of December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Nilai kini liabilitas pensiun imbalan pasti awal tahun	28.417.112	26.896.251	*Present value of defined benefit pension - beginning balance*
Beban bunga	1.855.989	1.927.502	*Interest expense*
Biaya jasa kini	416.747	413.663	*Current service cost*
Biaya jasa lalu	1.301	211.138	*Past service cost*
Beban pesangon	-	(1.012.889)	*Severance expense*
Pembayaran imbalan kerja	(1.568.239)	(1.490.223)	*Benefit paid*
(Keuntungan)/kerugian aktuaria	(1.693.163)	1.471.670	*Actuarial (gain)/loss*
Nilai kini liabilitas pensiun imbalan pasti akhir tahun	**27.429.747**	**28.417.112**	***Present value of defined benefit pension liabilities ending balance***

Mutasi atas nilai wajar aset program masing-masing pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Movements in fair value of defined benefit pension liabilities as of December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Nilai wajar aset program awal tahun	26.049.551	24.813.852	*Fair value of program assets - beginning*
Hasil pengembangan riil	1.519.969	1.939.611	*Real development result*
Pembayaran iuran-iuran pemberi kerja (Catatan 44)	369.903	814.934	*Contributions paid - employer (Note 44)*
Pembayaran iuran-iuran peserta program	54.075	58.691	*Contributions paid - participants*
Rugi aktuaria pada aset	(65.827)	(87.314)	*Actuarial loss of asset*
Pembayaran imbalan kerja	(1.568.239)	(1.490.223)	*Benefit Paid*
Total aset program	**26.359.432**	**26.049.551**	***Total program assets***

Mutasi atas kewajiban program pensiun imbalan pasti masing-masing pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Movements in defined benefit pension liabilities as of December 31, 2024 and 2023 and are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Saldo awal	2.367.561	2.082.356	*Beginning balance*
Beban pensiun imbalan pasti - neto (Catatan 35)	508.594	(310.689)	*Defined benefit pension expense – net (Note 35)*
Pembayaran iuran tahun berjalan (Catatan 44)	(368.903)	(814.934)	*Contributions paid - current year (Note 44)*
Pembayaran imbalan	(102)	(75)	*Compensation payment*
Pengukuran kembali liabilitas (aset) pensiun imbalan pasti - neto	(1.436.835)	1.410.903	*Remeasurement of liabilities (assets) for defined pension benefit - net*
Saldo akhir (Catatan 27)	**1.070.315**	**2.367.561**	***Ending balance (Note 27)***

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

a. Program Pensiun Imbalan Pasti (lanjutan) / *Defined Benefit Pension Plan (continued)*

Pengukuran kembali atas liabilitas (aset) pensiun imbalan pasti masing-masing pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Remeasurement of liabilities (assets) for defined benefit pension as of December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Saldo awal	3.833.640	2.422.737	*Beginning balance*
(Keuntungan)/kerugian aktuaria	(1.693.164)	1.471.670	*Actuarial (gain)/loss*
Imbal hasil atas aset program	256.329	(60.767)	*Yields on program assets*
Jumlah pengukuran kembali atas aset imbalan pasti - neto	**2.396.805**	**3.833.640**	***Remeasurement of (assets) for defined pension benefit - net***

Beban pensiun imbalan pasti untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 berdasarkan perhitungan aktuaris adalah sebagai berikut:

Pension benefit expense calculation for the year ended December 31, 2024 and 2023, respectively, in accordance with the actuarial calculation is as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
Biaya jasa kini	416.747	413.663	*Current service cost*
Iuran peserta program	(54.972)	(58.691)	*Contributions paid - participants*
Beban bunga - neto	145.518	136.090	*Interest expense - net*
Biaya jasa lalu	1.301	211.138	*Past service cost*
Keuntungan aktuaria	-	(1.012.889)	Actuarial gain
(Pendapatan)/beban pensiun imbalan pasti (Catatan 35)	**508.594**	**(310.689)**	***Defined benefit pension (income)/ expense (Note 35)***

b. Program Tunjangan Hari Tua / *Retirement Benefits Plan*

Pekerja BRI juga memperoleh manfaat dari pemberian Tunjangan Hari Tua (THT) sesuai ketentuan yang diatur dalam Surat Keputusan Direksi BRI. Program THT dikelola oleh Yayasan Kesejahteraan Pekerja BRI.

Iuran THT terdiri dari iuran beban pekerja dan iuran beban BRI sesuai ketentuan yang diatur dalam Surat Keputusan Direksi BRI.

BRI's employees are also given retirement benefits (THT) in accordance with the provisions stipulated in the Decree of the Board of Directors of BRI. BRI's retirement benefits plan is managed by BRI Employee Welfare Foundation.

Retirement benefits contributions consist of contributions from the employees and BRI in accordance with the provisions stipulated in the Decree of BRI's Board of Directors.

42. PROGRAM BAGI PEKERJA (lanjutan)

b. Program Tunjangan Hari Tua (lanjutan)

Berdasarkan perhitungan penilaian aktuaria atas THT masing-masing pada tanggal 31 Desember 2024 dan 2023 telah sesuai dengan PSAK No. 219 dengan menggunakan metode *Projected Unit Credit* serta mempertimbangkan asumsi-asumsi sebagai berikut:

42. EMPLOYEES PROGRAM (continued)

b. Retirement Benefits Plan (continued)

Based on the actuarial calculation of BRI's retirement benefits as of December 31, 2024 and 2023 it was prepared in accordance with SFAS No. 219 using the Projected Unit Credit method and considering the following assumptions:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Tingkat diskonto	7,10%	6,70%	*Discount Rate*
Tingkat kenaikan penghasilan	7,50	7,50	*Salary growth rate*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality Rate*
Tingkat cacat jasmaniah	10,00% dari TMI/ *from TMI* 2019	10,00% dari TMI/ *from TMI* 2019	*Disability Rate*

Status THT sesuai dengan penilaian aktuaria masing-masing pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

The status of the Retirement Benefits as of December 31, 2024 and 2023 in accordance with the actuarial calculation are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Nilai wajar aset	6.643.982	6.150.654	*Fair value of assets*
Nilai kini liabilitas THT	(3.159.461)	(3.823.023)	*Present value of retirement benefits liabilities*
Surplus	**3.484.521**	**2.327.631**	***Surplus***

Mutasi atas liabilitas THT masing-masing pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Movements of the Retirement Benefits liabilities as of December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Saldo awal	-	-	*Beginning balance*
Beban THT	269.751	221.233	*Retirement benefits expense*
Pengukuran kembali liabilitas THT - neto	(94.694)	(84.590)	*Remeasurement of retirement benefits liabilities - net*
Pembayaran iuran tahun berjalan (Catatan 44)	(175.057)	(136.643)	*Contribution paid in current year (Note 44)*
Saldo akhir liabilitas	**-**	**-**	***Ending Balance of liability***

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

b. Program Tunjangan Hari Tua (lanjutan) / *b. Retirement Benefits Plan (continued)*

Pengukuran kembali atas liabilitas THT masing-masing pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Remeasurement of the Retirement Benefits liabilities as of December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Saldo awal	(893.830)	(809.240)	*Beginning balance*
(Keuntungan)/kerugian aktuaria	(1.030.337)	42.498	*Actuarial (gain)loss*
Imbal hasil atas liabilitas (aset) program	(65.295)	(206.817)	*Yields on program liabilities (assets)*
Perubahan atas dampak atas aset di luar bunga - neto	1.000.938	79.729	*Changes on impact of assets other than interest - net*
Jumlah pengukuran kembali atas liabilitas THT - neto	**(988.524)**	**(893.830)**	***Remeasurement of retirement benefits liabilities - net***

Perhitungan beban THT untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 sesuai dengan perhitungan aktuaris adalah sebagai berikut:

Retirement benefits expense calculation for the year ended as December 31, 2024 and 2023 respectively, in accordance with the actuarial calculation is as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
Biaya jasa kini	336.505	293.882	*Current service cost*
Iuran peserta program	(58.916)	(65.181)	*Contributions paid - participants*
Beban bunga - neto	(7.838)	(7.468)	*Interest expense - net*
Biaya jasa lalu	-	-	*Past service cost*
Beban THT (Catatan 35)	**269.751**	**221.233**	***Retirement benefits expense***

Pada tanggal-tanggal 31 Desember 2024 dan 2023, BRI tidak mengakui adanya THT dibayar di muka dan manfaat THT karena manajemen BRI tidak memiliki keuntungan (*benefit*) atas aset tersebut dan BRI tidak memiliki rencana untuk mengurangi kontribusinya di masa depan.

As of December 31, 2024 and 2023, BRI does not recognize the existence of prepaid of retirement benefits plan and benefits of retirement benefits plan because management of BRI does not have the benefit over the assets and BRI has no plans to reduce its contribution in the future.

c. Program Pensiun Iuran Pasti / *c. Defined Contribution Pension Plan*

(i) BRI (entitas induk) / *(i) BRI (parent entity)*

Pekerja BRI juga diikutsertakan dalam program pensiun iuran pasti sesuai dengan Keputusan Direksi BRI yang berlaku efektif sejak bulan Oktober 2000. Kontribusi BRI pada program ini yang dilaporkan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebesar Rp562.978 dan Rp467.623 masing-masing untuk tahun yang berakhir tanggal 31 Desember 2024 dan 2023 (Catatan 35). Pengelolaan program pensiun iuran pasti dilakukan oleh DPBRI.

The employees of BRI are also included in the defined contribution pension plan in accordance with BRI Board of Directors' decree which was effective since October 2000. BRI's contributions to this plan which are reported in the consolidated statement of profit or loss and other comprehensive income amounted to Rp562,978 and Rp467,623 for the year ended December 31, 2024 and 2023, respectively (Note 35). Defined contribution pension plan is managed by DPBRI.

42. PROGRAM BAGI PEKERJA (lanjutan)

c. Program Pensiun Iuran Pasti (lanjutan)

(ii) Bank Raya (entitas anak)

Bank Raya Indonesia menyelenggarakan program pensiun iuran pasti untuk seluruh pekerja tetapnya yang dikelola oleh Dana Pensiun Lembaga Keuangan (DPLK) PT Bank Rakyat Indonesia (Persero) Tbk. Jumlah kontribusi Bank Raya untuk dana pensiun adalah sebesar 84,97% dari iuran yang sudah ditetapkan berdasarkan tingkat dari masing-masing pekerja yang dilaporkan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebesar Rp1.109 dan Rp1.074 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023 (Catatan 35).

d. Program Pemutusan Hubungan Kerja (PHK)

Perhitungan PHK dilakukan dengan menggunakan asumsi-asumsi penilaian aktuaria atas kewajiban perseroan yang berkaitan dengan cadangan penyisihan untuk penetapan uang pesangon. Uang penghargaan tanda jasa dan ganti kerugian sesuai dengan Peraturan yang berlaku untuk masing-masing pada tanggal 31 Desember 2024 dan 2023 dengan menggunakan metode *Projected Unit Credit* serta mempertimbangkan asumsi-asumsi sebagai berikut:

42. EMPLOYEES PROGRAM (continued)

c. Defined Contribution Pension Plan (continued)

(ii) Bank Raya (Subsidiary)

Bank Raya Indonesia conducted defined contribution pension plans for all of its permanent employees which is managed by Dana Pensiun Lembaga Keuangan (Financial Institutions Pension Fund) PT Bank Rakyat Indonesia (Persero) Tbk. Bank Raya Indonesia's total contribution for the pension funds amounted to 84.97% of the contributions that have been determined based on the level of each employee which are reported in the consolidated statement of profit or loss and other comprehensive income amounting to Rp1,109 and Rp1,074 for the years ended as December 31, 2024 and 2023 respectively (Note 35).

c. Work Separation Scheme

The calculation of Work Separation Scheme is carried out using the assumptions of actuarial assessment of the company's obligations related to the allowance reserve for the determination of severance pay. Award money for merit and indemnity are in accordance with the applicable Regulations. As of December 31, 2024 and 2023 using the Projected Unit Credit method and considering the following assumptions:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Entitas induk			*Parent Entity*
Tingkat diskonto	7,10%	6,90%	*Discount Rate*
Tingkat kenaikan penghasilan	7,50	7,50	*Salary growth rate*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality Rate*
Tingkat cacat jasmaniah	10,00% dari TMI/ *from TMI* 2019	10,00% dari TMI/ *from TMI* 2019	*Disability Rate*
Entitas anak			*Subsidiaries*
Tingkat diskonto	6,80 - 7,15%	6,70 - 7,10%	*Discount Rate*
Tingkat kenaikan penghasilan	6,00 - 10,00	7,00 - 8,50	*Salary growth rate*
Tingkat kematian	TMI IV 2019 GAM 1971	TMI IV 2019 GAM 1971	*Mortality Rate*
Tingkat cacat jasmaniah	0,01 - 10,00% dari tingkat kematian/ *from mortality*	0,01 - 10,00% dari tingkat kematian/ *from mortality*	*Disability Rate*

42. PROGRAM BAGI PEKERJA (lanjutan)

d. Program Pemutusan Hubungan Kerja (PHK) (lanjutan)

Mutasi atas liabilitas (aset) program PHK masing-masing pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Saldo awal	3.527.486	2.841.015	*Beginning balance*
Beban PHK (Catatan 35)	868.075	756.697	*Work separation scheme expense (Note 35)*
Pembayaran manfaat aktual	(219.184)	(123.483)	*Actual benefits paid*
Pengukuran kembali liabilitas PHK - neto	(154.202)	58.299	*Remeasurement on liabilities (assets) for work separation - net*
Biaya terminasi	(183)	(4.086)	*Termination cost*
Dampak batas aset	(39)	(363)	*Asset ceilling effect*
Kontribusi perusahaan	447	(593)	*Contributions - entity*
Saldo akhir (Catatan 27)	**4.022.400**	**3.527.486**	***Ending Balance (Note 27)***

Pengukuran kembali atas (aset) program PHK masing-masing pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Saldo awal	(68.479)	(126.778)	*Beginning balance*
Kerugian aktuaria	(154.202)	58.299	*Actuarial gain*
Jumlah pengukuran kembali atas liabilitas PHK - neto	**(222.681)**	**(68.479)**	***Remeasurement on liabilities (assets) for work separation - net***

Perhitungan beban program PHK untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 sesuai dengan perhitungan aktuaria adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
Biaya jasa kini	627.925	559.016	*Current service cost*
Beban bunga	241.731	204.278	*Interest expense*
Biaya pesangon	2.794	8.281	*Severance cost*
Biaya jasa lalu	(4.558)	(17.531)	*Past service cost*
Pembayaran biaya terminasi	183	2.299	*Payment of termination fee*
Kerugian aktuaria	-	354	*Actuarial loss*
Beban PHK (Catatan 35)	**868.075**	**756.697**	***Work separation scheme expense (Note 35)***

42. *EMPLOYEES PROGRAM (continued)*

c. Work Separation Scheme (continued)

Movements in the work separation scheme liabilities (assets) as of December 31, 2024 and 2023 are as follows:

Remeasurement of liabilities (assets) for defined Work Separation Scheme as of December 31, 2024 and 2023 are as follows:

Work Separation Scheme expense calculation for the year ended December 31, 2024 and 2023 in accordance with the actuarial calculation are as follows:

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

e. Program Masa Persiapan Pensiun (MPP) / *Defined Benefit Pension Plan*

Perhitungan aktuaria (PT Pegadaian) atas masa persiapan pensiun (MPP) masing-masing pada tanggal-tanggal 31 Desember 2024 dan 2023 telah sesuai dengan PSAK No. 219 dengan menggunakan metode *Projected Unit Credit* serta mempertimbangkan asumsi-asumsi sebagai berikut:

The actuarial calculation of (PT Pegadaian) defined pension plan as of December 31, 2024 and 2023 which was prepared in accordance with SFAS No. 219 using the Projected Unit Credit and considering the following assumptions:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Tingkat diskonto	7,10%	7,00%	*Discount rate*
Tingkat kenaikan penghasilan	7,00	7,00	*Salary growth rate*
Tingkat kematian	GAM 1971	GAM 1971	*Mortality rate*
Tingkat cacat jasmaniah	0,01% dari TMI tingkat kematian/ *from TMI mortality*	0,01% dari TMI tingkat kematian/ *from TMI mortality*	*Disability rate*
Usia pensiun normal	56 Tahun/ *Years*	56 Tahun/ *Years*	*Normal retirement age*

Mutasi atas liabilitas (aset) program masa persiapan pensiun masing-masing pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Movements in liabilities (assets) program defined benefit pension plan as of December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Saldo awal	20.983	17.996	*Beginning balance*
Beban MPP (Catatan 35)	2.749	2.629	*Defined benefit pension expense (Note 35)*
Pembayaran imbalan	(18.632)	(18.935)	*Contributions paid - current period*
Pengukuran kembali liabilitas MPP - neto	16.527	19.293	*Remeasurement of liabilities for defined pension benefit - net*
Saldo akhir (Catatan 27)	**21.627**	**20.983**	***Ending Balance (Note 27)***

Perhitungan beban program Masa Persiapan Pensiun untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 sesuai dengan perhitungan aktuaria adalah sebagai berikut:

Pension benefit expense calculation for the year ended December 31, 2024 and 2023, respectively, in accordance with the actuarial calculation is as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
Biaya jasa kini	1.280	1.315	*Current service cost*
Beban bunga	1.469	1.314	*Interest expense*
Beban MPP (Catatan 35)	**2.749**	**2.629**	***Defined benefit pension expense (Note 35)***

42. PROGRAM BAGI PEKERJA (lanjutan)

f. Imbalan Kerja Jangka Panjang Lainnya

Pekerja BRI dan entitas anak juga memiliki imbalan kerja jangka panjang, seperti penghargaan tanda jasa, cuti besar, program kesehatan pasca kerja BPJS, dan program manfaat lain dana manfaat tambahan.

(i) Cadangan penghargaan tanda jasa dan cuti besar

Perhitungan aktuaria atas penghargaan tanda jasa dan cuti besar masing-masing pada tanggal-tanggal 31 Desember 2024 dan 2023 telah sesuai dengan PSAK No. 219 dengan menggunakan metode *Projected Unit Credit* serta mempertimbangkan asumsi-asumsi sebagai berikut:

42. EMPLOYEES PROGRAM (continued)

f. Other Long-term Employee Benefits

BRI employees also have long-term employee benefits, such as gratuity for services, grand leaves, post employment BPJS health program and other benefit program of additional benefit fund.

(i) Allowance for gratuity services and grand leaves

The actuarial calculation on gratuity services and grand leaves as of December 31, 2024 and 2023 which was prepared in accordance with SFAS No. 219 using the Projected Unit Credit method and considering the following assumptions:

	31 Desember/*December 31,* 2024		
	Cadangan Penghargaan Tanda Jasa/ *Allowance for Gratuity services*	**Cuti Besar/ *Grand Leaves***	
Entitas induk			***Parent Entity***
Tingkat diskonto	7,10%	7,10%	*Discount rate*
Tingkat kenaikan penghasilan	7,50%	7,50%	*Salary growth rate*
Tingkat kenaikan harga emas	10,00%	-	*Gold price growth rate*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality rate*
Tingkat cacat jasmaniah	10,00% dari TMI/ *From TMI 2019*	10,00% dari TMI/ from TMI 2019	*Disability rate*
Entitas anak			***Subsidiaries***
Tingkat diskonto	7,00 - 7,15%	6,70 - 7,10%	*Discount rate*
Tingkat kenaikan penghasilan	7,00 - 10,00	7,00 - 10,00	*Salary growth rate*
Tingkat kenaikan harga emas	10,00%	10,00%	*Gold price growth rate*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality rate*
Tingkat cacat jasmaniah	10,00% dari TMI/ *From TMI 2019*	10,00% dari TMI/ *From TMI 2019*	*Disability rate*

	31 Desember/*December 31,* 2023		
	Cadangan Penghargaan Tanda Jasa/ *Allowance for Gratuity services*	**Cuti Besar/ *Grand Leaves***	
Entitas induk			***Parent Entity***
Tingkat diskonto	6,80%	6,60%	*Discount rate*
Tingkat kenaikan penghasilan	7,50%	7,50%	*Salary growth rate*
Tingkat kenaikan harga emas	10,00%	-	*Gold price growth rate*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality rate*
Tingkat cacat jasmaniah	10,00% dari TMI/ from TMI 2019	10,00% dari TMI/ from TMI 2019	*Disability rate*

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

f. Imbalan Kerja Jangka Panjang Lainnya (lanjutan) / *Other Long-term Employee Benefits (continued)*

(i) Cadangan penghargaan tanda jasa dan cuti besar (lanjutan) / *Allowance for gratuity services and grand leaves (continued)*

Perhitungan aktuaria atas penghargaan tanda jasa dan cuti besar masing-masing pada tanggal-tanggal 31 Desember 2024 dan 2023 telah sesuai dengan PSAK No. 219 dengan menggunakan metode *Projected Unit Credit* serta mempertimbangkan asumsi-asumsi sebagai berikut (lanjutan):

The actuarial calculation on gratuity services and grand leaves as of December 31, 2024 and 2023 which was prepared in accordance with SFAS No. 219 using the Projected Unit Credit method and considering the following assumptions (continued):

	31 Desember/*December 31,* 2023		
	Cadangan Penghargaan Tanda Jasa/ *Allowance for Gratuity services*	**Cuti Besar/ *Grand Leaves***	
Entitas anak			***Subsidiaries***
Tingkat diskonto	6,75 - 7,00%	6,60 - 6,80%	*Discount rate*
Tingkat kenaikan penghasilan	7,00 - 9,00	7,00 - 9,00	*Salary growth rate*
Tingkat kenaikan harga emas	10,00%	-	*Gold price growth rate*
Tingkat kematian	TMI IV 2019 GAM 1971	TMI IV 2019 GAM 1971	*Mortality rate*
Tingkat cacat jasmaniah	0,01% - 10,00% dari tingkat kematian/ *from mortality rate* 2019	0,01% - 10,00% dari tingkat kematian/ *from mortality rate* 2019	*Disability rate*

Mutasi untuk imbalan kerja jangka panjang lainnya masing-masing pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Movements in the other long-term employee benefits as of December 31, 2024 and 2023 are as follows:

	31 Desember/*December 31,* 2024		
	Cadangan Penghargaan Tanda Jasa/*Allowance for Gratuity services*	**Cuti Besar/ *Grand Leaves***	
Saldo awal liabilitas	2.492.175	3.679.294	*Beginning balance of liabilities*
Beban (Catatan 35)	446.513	489.623	*Expense (Note 35)*
Pembayaran manfaat aktual	(99.285)	(329.686)	*Actual benefit paid*
Rugi aktuaria pada kewajiban	27.939	-	*Actual loss on liabilities*
Liabilitas Imbalan Kerja (Catatan 27)	**2.867.342**	**3.839.231**	***Liabilities for Employee Benefits (Note 27)***

	31 Desember/*December 31,* 2023		
	Cadangan Penghargaan Tanda Jasa/*Allowance for Gratuity services*	**Cuti Besar/ *Grand Leaves***	
Saldo awal liabilitas	1.900.980	3.207.290	*Beginning balance of liabilities*
Beban (Catatan 35)	651.143	731.080	*Expense (Note 35)*
Pembayaran manfaat aktual	(75.541)	(259.076)	*Actual benefit paid*
Rugi aktuaria pada kewajiban	15.593	-	*Actual loss on liabilities*
Liabilitas Imbalan Kerja (Catatan 27)	**2.492.175**	**3.679.294**	***Liabilities for Employee Benefits (Note 27)***

42. PROGRAM BAGI PEKERJA (lanjutan)

f. Imbalan Kerja Jangka Panjang Lainnya (lanjutan)

(i) Cadangan penghargaan tanda jasa dan cuti besar (lanjutan)

Beban imbalan kerja jangka panjang lainnya untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 berdasarkan perhitungan aktuaria adalah sebagai berikut:

42. EMPLOYEES PROGRAM (continued)

f. Other Long-term Employee Benefits (continued)

(i) Allowance for gratuity services and grand leaves (continued)

The other long-term employee benefits expense calculation for the year ended December 31, 2024 and 2023 in accordance with the acturarial calculation are as follows:

	Tahun yang berakhir pada tanggal 31 Desember 2024/ *Year ended December 31, 2024*		
	Cadangan Penghargaan Tanda Jasa/*Allowance for Gratuity services*	**Cuti Besar/ *Grand Leaves***	
Biaya jasa kini	240.634	430.720	*Current service cost*
Beban bunga	167.282	234.847	*Interest Expense*
Biaya jasa lalu	389	372	*Past service cost*
Beban pesangon	-	178	*Severance expense*
Keuntungan aktuaria yang diakui	38.208	(176.494)	*Recognized actuarial gain*
Beban program bagi pekerja (Catatan 35)	**446.513**	**489.623**	***Employees program expense (Note 35)***

	Tahun yang berakhir pada tanggal 31 Desember 2023/ *Year ended December 31, 2023*		
	Cadangan Penghargaan Tanda Jasa/*Allowance for Gratuity services*	**Cuti Besar/ *Grand Leaves***	
Biaya jasa kini	187.471	419.424	*Current service cost*
Beban bunga	138.241	226.507	*Interest Expense*
Biaya jasa lalu	34	624	*Past service cost*
Keuntungan aktuaria yang diakui	325.397	84.525	*Recognized actuarial gain*
Beban program bagi pekerja (Catatan 35)	**651.143**	**731.080**	***Employees program expense (Note 35)***

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

f. Imbalan Kerja Jangka Panjang Lainnya (lanjutan) / *Other Long-term Employee Benefits (continued)*

(ii) Program Kesehatan Pasca Kerja BPJS / *Post Employment BPJS Health Program*

Perhitungan aktuaria atas program kesehatan pasca kerja BPJS masing-masing pada tanggal 31 Desember 2024 dan 2023 telah sesuai dengan PSAK No. 219 dengan menggunakan metode Projected Unit Credit serta mempertimbangkan asumsi-asumsi (entitas induk) sebagai berikut:

The actuarial calculation on Post Employment BPJS Health Program as of December 31, 2024 and 2023 which was prepared in accordance with SFAS No. 219 using the Projected Unit Credit method and considering the following assumptions (parent entity):

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Tingkat diskonto	7,10%	7,00%	*Discount rate*
Tingkat kenaikan iuran BPJS	4,88	4,88	*Rate of Increase BPJS Health Premiums*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality rate*
Tingkat cacat jasmaniah	10,00% dari TMI 2019	10,00% dari TMI 2019	*Disability rate*

Status program kesehatan pasca kerja BPJS sesuai dengan penilaian aktuaris masing-masing pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Post Employment BPJS Health Program status in accordance with the actuarial valuation as of December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Nilai kini liabilitas program kesehatan pasca kerja BPJS	2.331.108	2.526.313	*Present value of post employment BPJS health program liability*
Nilai wajar aset	(1.522.028)	(1.502.670)	*Fair value of assets*
Surplus (Defisit)	**809.080**	**1.023.643**	***Surplus (Deficit)***

Mutasi liabilitas atas program kesehatan pasca kerja BPJS pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Movements in the liability for Post Employment BPJS Health Program as of December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Saldo awal	1.023.643	646.240	*Beginning balance*
Beban program kesehatan pasca kerja BPJS (Catatan 35)	114.562	171.575	*Post employment BPJS health program expense (Note 35)*
Pengukuran kembali aset program kesehatan pasca kerja BPJS	(329.125)	205.828	*Remeasurement of post employement BPJS health program assets*
Liabilitas program kesehatan pasca kerja BPJS (Catatan 27)	**809.080**	**1.023.643**	***Post employment BPJS health program liability (Note 27)***

42. PROGRAM BAGI PEKERJA (lanjutan)

42. EMPLOYEES PROGRAM (continued)

f. Imbalan Kerja Jangka Panjang Lainnya (lanjutan)

f. Other Long-term Employee Benefits (continued)

(ii) Program Kesehatan Pasca Kerja BPJS (lanjutan)

(ii) Post Employment BPJS Health Program (continued)

Pengukuran kembali atas liabilitas (aset) program kesehatan pasca kerja BPJS masing-masing pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Remeasurement of liabilities (assets) for Post Employment BPJS Health Program as of December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Saldo awal	194.901	(10.926)	*Beginning balance*
Keuntungan aktuaria	(365.502)	172.708	*Actuarial loss (gain)*
Imbal hasil atas aset program	36.378	33.119	*Yields of program assets*
Jumlah pengukuran kembali atas (aset) liabilitas imbalan pasti - neto	**(134.223)**	**194.901**	***Remeasurement of liabilities (assets) for defined pension benefit - net***

Beban program kesehatan pasca kerja BPJS untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 berdasarkan perhitungan aktuaria adalah sebagai berikut:

The post employment BPJS Health Program expense calculation for the year ended December 31, 2024 and 2023 in accordance with the actuarial calculation is as follows:

	Tahun yang berakhir pada tanggal 31 Desember 2024/ *Year ended December 31, 2024*		
	2024	**2023**	
Biaya jasa kini	42.907	123.753	*Current service cost*
Beban Bunga - neto	71.655	47.822	*Interest expense - net*
Beban program kesehatan pasca kerja BPJS (Catatan 35)	**114.562**	**171.575**	***Post employment BPJS health program expense (Note 35)***

(iii) Program Manfaat Lain Dana Manfaat Tambahan

(iii) Other benefit program of additional benefit fund

Penilaian aktuaria atas program manfaat lain dana manfaat tambahan BRI pada tanggal-tanggal 31 Desember 2024 dan 2023 telah sesuai dengan PSAK No. 219 dengan menggunakan metode *Projected Unit Credit* serta mempertimbangkan asumsi-asumsi sebagai berikut:

The actuarial calculation on BRI's other benefit program of additional benefit fund as of December 31, 2024 and 2023 was prepared in accordance with SFAS No. 219 using the Projected Unit Credit method and considering the following assumptions:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Tingkat diskonto	7,10%	6,70%	*Discount rate*
Tingkat kematian	TMI IV 2019	TMI IV 2019	*Mortality rate*
Tingkat cacat jasmaniah	10,00% dari TMI 2019	10,00% dari TMI 2019	*Disability rate*
Usia pensiun normal	56 Tahun/*Years*	56 Tahun/*Years*	*Normal retirement age*

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

f. Imbalan Kerja Jangka Panjang Lainnya (lanjutan) / *Other Long-term Employee Benefits (continued)*

(iii) Program Manfaat Lain Dana Manfaat Tambahan (lanjutan) / *Other benefit program of additional benefit fund (continued)*

Mutasi atas nilai kini liabilitas program manfaat lain dana manfaat tambahan pada tanggal-tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Movement in the of fair value of program assets as December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Nilai kini liabilitas awal tahun	1.863.733	2.165.701	*Present value of defined benefit*
Biaya bunga	120.342	155.339	*Interest expense*
Biaya jasa kini	13.813	15.282	*Current service cost*
Biaya jasa lalu	-	(416.041)	*Past service cost*
Pembayaran imbalan kerja	(135.152)	(133.039)	*Benefit paid*
Kerugian/(keuntungan) aktuaria	(25.689)	76.491	*Actuarial loss (gain)*
Nilai kini liabilitas akhir tahun	**1.837.047**	**1.863.733**	***Present value of defined Benefit pension liabilities - ending balance***

Mutasi atas nilai wajar aset program pada tanggal-tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Movement in the of fair value of program assets as December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Nilai wajar aset program awal tahun	1.983.967	1.963.186	*Fair value of program assets - beginning*
Pembayaran imbalan kerja	(135.152)	(133.039)	*Benefit paid*
Hasil pengembangan riil	124.307	153.820	*Real development result*
Total aset program	**1.973.122**	**1.983.967**	***Total program assets***

Mutasi atas kewajiban program manfaat lain dana manfaat tambahan pada tanggal-tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Movement in the other benefit program of additional benefit fund liability as of December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Saldo awal	-	202.515	*Beginning balance*
Beban program manfaat lain dana manfaat tambahan - neto (Catatan 35)	13.813	(385.773)	*Other benefit program of additional benefit fund expense – net (Note 35)*
Pengukuran kembali liabilitas - neto	(13.813)	183.258	*Remeasurement of liabilities (assets) - net*
Saldo akhir (Catatan 27)	**-**	**-**	***Ending Balance (Note 27)***

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

f. Imbalan Kerja Jangka Panjang Lainnya (lanjutan) / *Other Long-term Employee Benefits (continued)*

(iii) Program Manfaat Lain Dana Manfaat Tambahan (lanjutan) / *Other benefit program of additional benefit fund (continued)*

Pengukuran kembali atas liabilitas (aset) program manfaat lain dana manfaat tambahan pada tanggal-tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Remeasurement of liabilities (assets) for other benefit program of additional benefit fund as of December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Saldo awal	272.252	88.994	*Beginning balance*
Kerugian/(keuntungan) aktuaria	(25.689)	76.492	*Actuarial loss (gain)*
Imbal hasil atas aset program	4.091	(13.467)	*Yields of program assets*
Perubahan atas dampak aset diluar bunga neto liabilitas (aset)	7.786	120.233	*Changes in the net liability (asset) impact of non-interest-bearing assets*
Jumlah pengukuran kembali atas (aset) liabilitas imbalan pasti - neto	**258.440**	**272.252**	***Remeasurement of liabilities (assets) for defined pension benefit - net***

Beban program manfaat lain dana manfaat tambahan untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2024 dan 2023 berdasarkan perhitungan aktuaris adalah sebagai berikut:

Other benefit program of additional benefit fund expense for the year ended December 31, 2024 and 2023 respectively, based on the actuarial calculation is as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023**	
Biaya jasa lalu	-	(416.041)	*Past service cost*
Biaya jasa kini	13.813	15.282	*Current service cost*
Bunga - neto	-	14.986	*Interest expense - net*
Beban program manfaat lain dana manfaat tambahan (Catatan 35)	**13.813**	**(385.773)**	***Other benefit program of additional Benefit fund expense (Note 35)***

42. PROGRAM BAGI PEKERJA (lanjutan)

g. Sensitivitas dari kewajiban imbalan jangka panjang terhadap perubahan asumsi aktuaria dan analisa manfaat jatuh tempo adalah sebagai berikut (BRI saja) (tidak diaudit):

(i) Program pemutusan hubungan kerja (PHK)

42. EMPLOYEES PROGRAM (continued)

g. Sensitivity of long-term benefit liability towards changes in actuarial assumptions and analysis of maturity benefits are as follows (BRI only) (unaudited):

(i) Work Separation Scheme

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023*		
	Asumsi tingkat diskonto/ *Discount rate Assumption*	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	**Asumsi tingkat diskonto/ *Discount rate Assumption***	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	
Kenaikan	+1,00%	(340.407)	+1,00%	(287.595)	*Increase*
Penurunan	-1,00	402.469	-1,00	341.387	*Decrease*

Nilai Kini Kewajiban Imbalan Pasti / *Present Value of Defined Benefit Liability*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Jatuh Tempo			*Maturity*
< 1 tahun	46.649	44.679	*< 1 year*
1 - < 2 tahun	46.803	42.715	*1 - < 2 years*
2 - < 3 tahun	43.812	42.755	*2 - < 3 years*
3 - < 4 tahun	46.475	39.919	*3 - < 4 years*
4 - < 5 tahun	45.365	42.214	*4 - < 5 years*
> 5 tahun	2.427.555	2.005.978	*> 5 years*

(ii) Program pensiun imbalan pasti

(ii) Defined Benefit Pension Plan

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023*		
	Asumsi tingkat diskonto/ *Discount rate Assumption*	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	**Asumsi tingkat diskonto/ *Discount rate Assumption***	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	
Kenaikan	+1,00%	(2.612.884)	+1,00%	(2.899.376)	*Increase*
Penurunan	-1,00	3.169.026	-1,00	3.559.760	*Decrease*

Iuran Jatuh Tempo / *Maturity Contribution*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Jatuh Tempo			*Maturity*
< 1 tahun	256.114	272.064	*< 1 year*
1 - < 2 tahun	226.330	240.698	*1 - < 2 years*
2 - < 3 tahun	216.839	229.567	*2 - < 3 years*
3 - < 4 tahun	207.703	219.183	*3 - < 4 years*
4 - < 5 tahun	199.924	209.947	*4 - < 5 years*
> 5 tahun	573.423	610.435	*> 5 years*

42. PROGRAM BAGI PEKERJA (lanjutan)

g. Sensitivitas dari kewajiban imbalan jangka panjang terhadap perubahan asumsi aktuaria dan analisa manfaat jatuh tempo adalah sebagai berikut (BRI saja) (tidak diaudit) (lanjutan):

42. *EMPLOYEES PROGRAM (continued)*

g. Sensitivity of long-term benefit liability towards changes in actuarial assumptions and analysis of maturity benefits are as follows (BRI only) (unaudited) (continued):

(iii) Program tunjangan hari tua / *(iii) Retirement Benefits Plan*

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023*		
	Asumsi tingkat diskonto/ *Discount rate Assumption*	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	**Asumsi tingkat diskonto/ *Discount rate Assumption***	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	
Kenaikan	+1,00%	(325.917)	+1,00%	(338.634)	*Increase*
Penurunan	-1,00	381.502	-1,00	390.893	*Decrease*

Nilai Kini Kewajiban Imbalan Pasti / *Present Value of Defined Benefit Liability*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Jatuh Tempo			*Maturity*
< 1 tahun	138.429	142.759	*< 1 year*
1 - < 2 tahun	130.261	139.786	*1 - < 2 years*
2 - < 3 tahun	123.786	130.677	*2 - < 3 years*
3 - < 4 tahun	108.626	123.810	*3 - < 4 years*
4 - < 5 tahun	94.662	109.409	*4 - < 5 years*
> 5 tahun	2.563.697	3.176.581	*> 5 years*

(iv) Program Kesehatan Pasca Kerja BPJS / *(iv) Post Employment BPJS Health Program*

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023*		
	Asumsi tingkat diskonto/ *Discount rate Assumption*	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	**Asumsi tingkat diskonto/ *Discount rate Assumption***	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	
Kenaikan	+1,00%	(371.077)	+1,00%	(413.143)	*Increase*
Penurunan	-1,00	488.116	-1,00	547.176	*Decrease*

Iuran Jatuh Tempo / *Maturity Contribution*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Jatuh Tempo			*Maturity*
< 1 tahun	104.623	123.753	*< 1 year*
1 - < 2 tahun	109.604	127.334	*1 - < 2 years*
2 - < 3 tahun	115.076	131.662	*2 - < 3 years*
3 - < 4 tahun	120.947	136.652	*3 - < 4 years*
4 - < 5 tahun	127.321	142.168	*4 - < 5 years*
> 5 tahun	2.953.284	3.332.579	*> 5 years*

42. PROGRAM BAGI PEKERJA (lanjutan) / *42. EMPLOYEES PROGRAM (continued)*

g. Sensitivitas dari kewajiban imbalan jangka panjang terhadap perubahan asumsi aktuaria dan analisa manfaat jatuh tempo adalah sebagai berikut (BRI saja) (tidak diaudit) (lanjutan):

g. Sensitivity of long-term benefit liability towards changes in actuarial assumptions and analysis of maturity benefits are as follows (BRI only) (unaudited) (continued):

(v) Cadangan penghargaan tanda jasa / *(v) Allowance for gratuity for services*

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023*		
	Asumsi tingkat diskonto/ *Discount rate Assumption*	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	**Asumsi tingkat diskonto/ *Discount rate Assumption***	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	
Kenaikan	+100%	(245.854)	+1,00%	(222.666)	*Increase*
Penurunan	-100	283.713	-1,00	257.962	*Decrease*

Nilai Kini Kewajiban Imbalan Pasti / *Present Value of Defined Benefit Liability*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Jatuh Tempo			*Maturity*
< 1 tahun	113.325	73.040	*< 1 year*
1 - < 2 tahun	118.737	103.118	*1 - < 2 years*
2 - < 3 tahun	120.022	107.707	*2 - < 3 years*
3 - < 4 tahun	85.707	119.264	*3 - < 4 years*
4 - < 5 tahun	128.156	87.647	*4 - < 5 years*
> 5 tahun	2.027.941	1.793.147	*> 5 years*

(vi) Cuti besar / *(vi) Grand Leaves*

	31 Desember/*December 31, 2024*		31 Desember/*December 31, 2023*		
	Asumsi tingkat diskonto/ *Discount rate Assumption*	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	**Asumsi tingkat diskonto/ *Discount rate Assumption***	**Pengaruh nilai kini atas kewajiban imbalan kerja/ *Effect of present value on employee benefit liability***	
Kenaikan	+1,00%	(213.192)	+1,00%	(219.152)	*Increase*
Penurunan	-1,00	239.490	-1,00	247.239	*Decrease*

Nilai Kini Kewajiban Imbalan Pasti / *Present Value of Defined Benefit Liability*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Jatuh Tempo			*Maturity*
< 1 tahun	351.855	269.305	*< 1 year*
1 - < 2 tahun	353.624	312.512	*1 - < 2 years*
2 - < 3 tahun	344.772	311.458	*2 - < 3 years*
3 - < 4 tahun	221.339	308.038	*3 - < 4 years*
4 - < 5 tahun	184.418	194.598	*4 - < 5 years*
> 5 tahun	1.923.923	1.890.135	*> 5 years*

43. INFORMASI MENGENAI KOMITMEN DAN KONTINJENSI / *43. INFORMATION ON COMMITMENTS AND CONTINGENCIES*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Komitmen			*Commitments*
Tagihan komitmen			*Commitments receivable*
Pembelian *spot* dan berjangka mata uang asing	49.309.688	24.948.222	*Purchase of foreign currencies spot and futures*
Liabilitas komitmen			*Commitments liabilities*
Fasilitas kredit yang diberikan kepada debitur yang belum digunakan (Catatan 26c)	123.492.574	128.590.416	*Unused loan facilities granted to debtors (Note 26c)*
Penjualan *spot* dan berjangka mata uang asing	94.874.355	63.924.016	*Sale of foreign currencies spot and futures*
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor (Catatan 26b)	11.775.920	11.447.230	*Irrevocable Letters of Credit (Note 26b)*
	230.142.849	203.961.662	
Komitmen - neto	**(180.833.161)**	**(179.013.440)**	***Commitments - net***
Kontinjensi			*Contingencies*
Liabilitas kontinjensi			*Contingent liabilities*
Garansi yang diterbitkan (Catatan 26b) dalam bentuk:			*Guarantees issued (Note 26b) in the form of :*
Garansi bank	46.148.254	56.219.970	*Bank Guarantee*
Stand by L/C	20.706.982	9.672.955	*Stand by Letters of Credits*
	66.855.236	65.892.925	
Kontinjensi - neto	**(66.855.236)**	**(65.892.925)**	***Contingencies - net***

44. TRANSAKSI PIHAK-PIHAK BERELASI / *44. TRANSACTIONS WITH RELATED PARTIES*

Dalam kegiatan normal usaha, BRI melakukan transaksi dengan pihak-pihak berelasi karena hubungan kepemilikan dan/atau kepengurusan. Semua transaksi dengan pihak-pihak berelasi telah sesuai dengan kebijakan dan syarat yang telah disepakati bersama.

In the normal course of business, BRI engages in transactions with related parties due to ownership and/or management relationship. All transactions with related parties have been carried out according to the mutually agreed policies and terms.

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut:

Balances and transactions with related parties are as follows:

Pihak-pihak berelasi/ *Related parties*	**Unsur transaksi pihak berelasi/ *Element of related party transactions***
Hubungan pengendalian kegiatan perusahaan/*Control relationship on company's activities*	
Manajemen kunci/*Key Management*	Kredit yang diberikan, Program imbalan kerja, Simpanan nasabah/ *Loans, Employee benefits, Deposits from customers*
Kepemilikan mayoritas melalui Kementerian Keuangan RI/ *Ownership of majority shares through the Ministry of Finance of the Republic of Indonesia*	
Pemerintah Republik Indonesia (RI)/ *Government of the Republic of Indonesia (RI)*	Efek-efek/ *Securities*

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan)

44. TRANSACTIONS WITH RELATED PARTIES (continued)

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

Pihak-pihak berelasi/ *Related parties*	**Unsur transaksi pihak berelasi/ *Element of related party transactions***
Hubungan kepemilikan melalui Pemerintah Pusat RI/ *Ownership relationship through the Government of the Republic of Indonesia*	
Perusahaan Umum BULOG	L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor, Kredit yang diberikan/ *Irrevocable L/C, Loans*
PT Sarana Multi Infrastruktur (Persero)	Efek-efek/ *Securities*
PT Perkebunan Nusantara IV (Persero)	Kredit yang diberikan/ *Loans*
PT INKA Multi Solusi	Tagihan dan liabilitas akseptasi/ *Acceptances receivable & payable*
PT Semen Indonesia (Persero) Tbk	Wesel ekspor dan tagihan lainnya/ *Export bills and other receivables*
PT Sinergi Gula Nusantara	Wesel ekspor dan tagihan lainnya/ *Export bills and other receivables*
PT Timah Tbk	Wesel ekspor dan tagihan lainnya/ *Export bills and other receivables*
PT Bukit Asam Tbk	Wesel ekspor dan tagihan lainnya/ *Export bills and other receivables*
PT Sumber Segara Primadaya	Kredit yang diberikan/ *Loans*
PT GCL Indo Tenaga	Kredit yang diberikan/ *Loans*
PT Bosowa Energi	Kredit yang diberikan / *Loans*
PT Sumbagselenergi Sakti Pewali	Kredit yang diberikan, Garansi yang diterbitkan/ *Loans, Guarantees issued*
PT Wijaya Karya Realty (Persero)	Aset lain-lain/ *Other assets*
PT Bank Mandiri (Persero) Tbk	Efek-efek, Giro pada bank lain, Penempatan pada Bank Indonesia dan lembaga keuangan lain, Pinjaman yang diterima/ *Securities, Current account with other banks, Placements with Bank Indonesia and other financial institutions, Fund borrowings*
PT Bank Negara Indonesia	Giro pada bank lain, Penempatan pada Bank Indonesia dan lembaga keuangan lain, Efek-efek, Pinjaman yang Diterima/ *Current account with other banks, Placements with Bank Indonesia and other financial institutions, Securities, Fund borrowings*
PT Petrokimia Gresik	Wesel ekspor dan tagihan lainnya/ *Export bills and other receivables*
PT Perusahaan Listrik Negara (Persero)	Efek-efek, Garansi yang diterbitkan, Wesel ekspor dan tagihan lainnya Kredit yang diberikan/ *Securities, Guarantees issued, Export bills and other receivables, Loans*
PT Bahana Artha Ventura	Penyertaan saham/ *Investment in associated entities*

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan) / *44. TRANSACTIONS WITH RELATED PARTIES (continued)*

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

Pihak-pihak berelasi/ *Related parties*	**Unsur transaksi pihak berelasi/ *Element of related party transactions***
Hubungan kepemilikan melalui Pemerintah Pusat RI (lanjutan)/ *Ownership relationship through the Government of the Republic of Indonesia (continued)*	
PT Bank Syariah Indonesia Tbk	Penyertaan saham, Giro pada bank lain, Penempatan pada Bank Indonesia dan lembaga keuangan lain, Pinjaman yang diterima/ *Investment in associated entities, Current account with other banks, Placements with Bank Indonesia, and other financial Institutions Fund borrowings*
PT Bank Tabungan Negara (Persero) Tbk	Giro pada bank lain, Penempatan pada Bank Indonesia dan lembaga keuangan lain, Pinjaman yang diterima, Efek-efek yang dibeli dengan janji dijual kembali / *Securities, Current account with other banks, Placements with Bank Indonesia and other financial institutions, Fund borrowings, and Securities purchased under agreement to resell*
PT Perusahaan Gas Negara	Garansi yang diterbitkan/ *Guarantees issued*
PT Pertamina Hulu Energi	Kredit yang diberikan/ *Loans*
PT Kereta Api Indonesia (Persero)	Kredit yang diberikan, L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka Impor, Efek-efek/ *Loans, Irrevocable L/C, Securities*
PT Pembangunan Perumahan (Persero) Tbk	Garansi yang diterbitkan, Tagihan dan liabilitas akseptasi, L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor, Wesel ekspor dan tagihan lainnya/ *Guarantees issued, Acceptances receivable & payable, Irrevocable L/C, Export bills and other receivables*
PT Adhi Karya (Persero) Tbk	Garansi yang diterbitkan, Tagihan dan liabilitas akseptasi/ *Guarantees issued, Acceptances receivable & payable*
PT Indonesia Asahan Aluminium (Persero)	Efek-efek, L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor/ *Securities, Irrevocable L/C*
Pusat Investasi Pemerintah	Pinjaman yang diterima/ *Fund Borrowings*
PT PP Presisi Tbk	Wesel ekspor dan tagihan lainnya, Tagihan dan liabilitas akseptasi/ *Export bills and other receivables, Acceptances receivable & payable*
PT Waskita Karya (Persero) Tbk	Kredit yang diberikan/ *Loans*
PT Wijaya Karya (Persero) Tbk	Garansi yang diterbitkan/ *Guarantees issued*
PT Wijaya Karya Bangunan Gedung Tbk	Tagihan dan liabilitas akseptasi/ *Acceptances receivable & payable*
PT Fintek Karya Nusantara	Penyertaan saham/ *Investment in Associated Entities*
PT Petrokimia Kayaku	Tagihan dan liabilitas akseptasi/ *Acceptances receivable & payable*
PT Sarana Multigriya Finansial (Persero)	Efek-efek, Pinjaman yang diterima/ *Securities, Fund borrowings*

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan) / *44. TRANSACTIONS WITH RELATED PARTIES (continued)*

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

Pihak-pihak berelasi/ *Related parties*	**Unsur transaksi pihak berelasi/ *Element of related party transactions***
Hubungan kepemilikan melalui Pemerintah Pusat RI (lanjutan)/ *Ownership relationship through the Government of the Republic of Indonesia (continued)*	
PT Bank Mandiri Taspen	*Penempatan pada Bank Indonesia dan Lembaga Keuangan Lain/ Placements with Bank Indonesia and other financial institutions*
PT Pertamina (Persero)	Efek-efek/*Securities*
PT Pupuk Indonesia (Persero)	Efek-efek/*Securities*
PT Danareksa *Finance*	Pinjaman yang diterima/*Fund borrowings*
Yayasan Kesejahteraan Pekerja BRI/	Program THT/ *Old Age Benefit Plan*
Dana Pensiun BRI	Program pensiun imbalan kerja/ *Employee Benefits Pension Plan*
Dana Pensiun Pegadaian	Program pensiun imbalan kerja/ *Employee Benefits Pension Plan*
Dana Pensiun Lembaga Keuangan BRI	Program pensiun iuran pasti/ *Defined Contribution Pension Plan*
Dana Pensiun Lembaga Keuangan BNI	Program pensiun iuran pasti/ *Defined Contribution Pension Plan*
PT Bank Hibank Indonesia	Giro pada bank lain, Pinjaman yang diterima/ *Current account with other bank, Fund borrowings*
PT Bhirawa Steel	Wesel ekspor dan tagihan lainnya/ *Export bills and other receivables,*
PT Kereta Commuter Indonesia	L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor/*Irrevocable L/C*
PT Pupuk Kalimantan Timur	L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor, Garansi yang diterbitkan/*Irrevocable L/C, Guarantees issued*
PT Prima Armada Raya	Piutang pembiayaan/*Finance Receivables*
PT Kilang Pertamina Balikpapan	L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor/*Irrevocable L/C*
Pertamina International Marketing & Distribution Pte Ltd (PIMD)	Garansi yang diterbitkan/*Guarantees issued*
PT Pertamina Patra Niaga	Garansi yang diterbitkan, L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor/*Guarantees issued, Irrevocable L/C*
PT Pertamina Malaysia EP	Garansi yang diterbitkan/*Guarantees issued*
PT PG Rajawali I	Wesel ekspor dan tagihan lainnya/*Export bills and other receivables*
PT Hutama Karya (Persero)	Tagihan dan liabilitas akseptasi/*Acceptances receivable & payable*

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan)

44. TRANSACTIONS WITH RELATED PARTIES (continued)

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

Pihak-pihak berelasi/ *Related parties*	**Unsur transaksi pihak berelasi/ *Element of related party transactions***
Hubungan kepemilikan melalui Pemerintah Pusat RI (lanjutan)/ *Ownership relationship through the Government of the Republic of Indonesia (continued)*	
PT Pelindo Terminal Petikemas	L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor/ *Irrevocable L/C*
PT Pertamina Drilling Services Indonesia	L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor/ *Irrevocable L/C*
PT Elnusa Tbk	Tagihan dan liabilitas akseptasi/*Acceptance Receivable & payable*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Aset			***Assets***
Giro pada bank lain (Catatan 5)			*Current account with other banks (Note 5)*
PT Bank Negara Indonesia (Persero) Tbk	159.589	154.693	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	148.782	122.101	*PT Bank Mandiri (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	135.229	113.847	*PT Bank Syariah Indonesia Tbk*
PT Bank Tabungan Negara (Persero) Tbk	61.136	57.615	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Hibank Indonesia	1	3	*PT Bank Hibank Indonesia*
	504.737	448.259	
Penempatan pada Bank Indonesia dan lembaga keuangan lain (Catatan 6)			*Placement with Bank Indonesia and other financial institution (Note 6)*
PT Bank Mandiri (Persero) Tbk	2.221.110	1.700.170	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	2.030.750	7.050	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk	767.422	612.208	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	174.448	508.013	*PT Bank Syariah Indonesia Tbk*
PT Bank Mandiri Taspen	-	100.000	*PT Bank Mandiri Taspen*
	5.193.730	2.927.441	
Efek-efek (Catatan 7)			*Securities (Note 7)*
Pemerintah Republik Indonesia (RI)	225.445.431	233.011.046	*Government of the Republic of Indonesia (RI)*
PT Bank Mandiri (Persero) Tbk	2.690.555	2.515.732	*PT Bank Mandiri (Persero) Tbk*
PT Sarana Multigriya Finansial (Persero)	2.053.662	1.605.173	*PT Sarana Multigriya Finansial (Persero)*
PT Perusahaan Listrik Negara (Persero)	1.592.878	1.746.614	*PT Perusahaan Listrik Negara (Persero)*
PT Indonesia Asahan Aluminium (Persero)	1.491.040	1.048.442	*PT Indonesia Asahan Aluminium (Persero)*
PT Sarana Multi Infrastruktur (Persero)	1.195.607	1.325.311	*PT Sarana Multi Infrastruktur (Persero)*
PT Pertamina (Persero)	763.992	518.981	*PT Pertamina (Persero)*
PT Bank Negara Indonesia Tbk	525.269	145.954	*PT Bank Negara Indonesia Tbk*
PT Pupuk Indonesia (Persero) Tbk	470.283	604.488	*PT Pupuk Indonesia (Persero) Tbk*
PT Kereta Api Indonesia (Persero) Tbk	396.278	397.450	*PT Kereta Api Indonesia (Persero) Tbk*
Lainnya	2.519.174	3.975.550	*Others*
	239.144.169	246.894.741	

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan)

44. TRANSACTIONS WITH RELATED PARTIES (continued)

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Aset (lanjutan)			***Assets (continued)***
Wesel ekspor dan tagihan lainnya (Catatan 8)			*Export Bills and Other Receivables (Note 8)*
PT Perusahaan Listrik Negara (Persero) Tbk	629.581	-	*PT Perusahaan Listrik Negara (Persero) Tbk*
PT Semen Indonesia (Persero) Tbk	455.236	3.957	*PT Semen Indonesia (Persero) Tbk*
PT Bhirawa Steel	433.947	515.002	*PT Bhirawa Steel*
PT Sinergi Gula Nusantara	373.063	301.265	*PT Sinergi Gula Nusantara*
PT PP Presisi Tbk	266.499	159.644	*PT PP Presisi Tbk*
PT Pembangunan Perumahan (Persero) Tbk	235.900	434.070	*PT Pembangunan Perumahan (Persero) Tbk*
PT Timah Tbk	153.972	-	*PT Timah Tbk*
PT PG Rajawali I	147.865	230.000	*PT PG Rajawali I*
PT Bukit Asam (Persero) Tbk	147.680	-	*PT Bukit Asam (Persero) Tbk*
PT Petrokimia Gresik	137.838	799.579	*PT Petrokimia Gresik*
Lainnya	881.446	2.595.527	*Others*
	3.863.027	5.039.044	
Efek-efek yang dibeli dengan janji dijual kembali (Catatan 9)			*Securities Purchased Under Agreement To Resell (Note 9)*
PT Bank Tabungan Negara (Persero) Tbk	963.042	-	*PT Bank Tabungan Negara (Persero) Tbk*
	963.042	-	
Kredit yang diberikan (Catatan 11)			*Loans (Note 11)*
Perusahaan Umum BULOG	9.263.841	8.050.411	*Perusahaan Umum BULOG*
PT Sumber Segara Primadaya	8.718.622	7.372.916	*PT Sumber Segara Primadaya*
PT Perusahaan Listrik Negara (Persero)	5.147.814	7.223.106	*PT Perusahaan Listrik Negara (Persero)*
PT Perkebunan Nusantara IV (Persero)	4.420.968	4.784.425	*PT Perkebunan Nusantara IV (Persero)*
PT Waskita Karya (Persero) Tbk	4.282.239	4.493.912	*PT Waskita Karya (Persero) Tbk*
PT Kereta Api Indonesia (Persero)	3.667.743	3.176.593	*PT Kereta Api Indonesia (Persero)*
PT GCL Indo Tenaga	3.513.995	-	*PT GCL Indo Tenaga*
PT Pertamina Hulu Energi	3.087.612	2.953.710	*PT Pertamina Hulu Energi*
PT Bosowa Energi	2.645.504	3.213.669	*PT Bosowa Energi*
PT Sumbagselenergi Sakti Pewali	2.627.970	2.429.842	*PT Sumbagselenergi Sakti Pewali*
Manajemen Kunci	211.117	204.348	*Key management*
Lain-lain	41.535.627	41.000.212	*Others*
	89.123.052	84.903.144	
Piutang Sewa Pembiayaan (Catatan 13)			*Finance lease receivables (Note 13)*
PT Prima Armada Raya	42.192	30.351	*PT Prima Armada Raya*
	42.192	30.351	

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan)

44. TRANSACTIONS WITH RELATED PARTIES (continued)

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Aset (lanjutan)			***Assets (continued)***
Tagihan dan Liabilitas Akseptasi (Catatan 14)			*Acceptances receivable and payable (Note 14)*
PT Pembangunan Perumahan (Persero) Tbk	721.002	837.353	*PT Pembangunan Perumahan (Persero) Tbk*
PT Adhi Karya (Persero) Tbk	635.900	100.038	*PT Adhi Karya (Persero) Tbk*
PT INKA Multi Solusi	263.599	50.260	*PT INKA Multi Solusi*
PT PP Presisi Tbk	244.246	156.230	*PT PP Presisi Tbk*
PT Wijaya Karya Bangunan Gedung Tbk	133.631	52.350	*PT Wijaya Karya Bangunan Gedung Tbk*
PT Hutama Karya (Persero)	53.826	-	*PT Hutama Karya (Persero)*
PT Petrokimia Kayaku	3.438	554	*PT Petrokimia Kayaku*
PT Elnusa Tbk	-	117	*PT Elnusa Tbk*
Lainnya	-	16.660	*Others*
	2.055.642	1.213.562	
Penyertaan saham (Catatan 15)			*Investment in shares (Note 15)*
PT Bank Syariah Indonesia Tbk	6.448.978	5.479.625	*PT Bank Syariah Indonesia Tbk*
PT Fintek Karya Nusantara	590.630	753.258	*PT Fintek Karya Nusantara*
PT Bahana Artha Ventura	76.775	79.440	*PT Bahana Artha Ventura*
	7.116.383	6.312.323	
Aset lain-lain (Catatan 17)			*Other Assets (Note 17)*
PT Wijaya Karya Realty	707.466	707.466	*PT Wijaya Karya Realty*
	707.466	707.466	
Total aset dari pihak-pihak berelasi	**348.713.440**	**348.476.331**	***Total assets from related parties***
Total aset konsolidasian	**1.992.983.447**	**1.965.007.030**	***Total consolidated assets***
Persentase total aset dari pihak-pihak berelasi terhadap total aset konsolidasian	17,50%	17,73%	*Percentage of total assets from related parties to total consolidated assets*
Liabilitas			***Liabilities***
Giro (Catatan 19)			*Demand Deposit (Note 19)*
Entitas dan Lembaga Pemerintah	137.331.944	181.667.550	*Government institutions and Entitities*
Manajemen Kunci	5.842	3.672	*Key management*
Lain-lain	772.596	653.749	Others
	138.110.382	182.324.971	
Tabungan (Catatan 20)			*Saving Deposits (Note 20)*
Entitas dan Lembaga Pemerintah	103.372	262.324	*Government institutions and Entitities*
Manajemen Kunci	158.581	166.446	*Key management*
Lain-lain	22.903	20.751	*Others*
	284.856	449.521	
Deposito Berjangka (Catatan 21)			*Time Deposits (Note 21)*
Entitas dan Lembaga Pemerintah	113.283.630	20.416.737	*Government institutions and Entitities*
Manajemen Kunci	65.972	60.153	*Key management*
Lain-lain	5.315.095	2.336.929	*Others*
	118.664.697	22.813.819	

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan)

44. TRANSACTIONS WITH RELATED PARTIES (continued)

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Liabilitas (lanjutan)			***Liabilities (continued)***
Simpanan dari Bank lain dan lembaga keuangan lainnya (Catatan 22)			*Deposits from other banks and financial institutions (Note 22)*
Entitas dan Lembaga Pemerintah	1.156.791	462.943	*Government institutions and Entitities*
Efek-efek yang dijual dengan janji dibeli kembali (Catatan 23)			*Securities Sold Under Agreement To Repurchase (Note 23)*
PT Bank Mandiri (Persero) Tbk	4.613	-	*PT Bank Mandiri (Persero) Tbk*
Surat Berharga yang Diterbitkan (Catatan 24)			*Marketable securities issued (Note 24)*
Entitas dan Lembaga Pemerintah	4.607.502	6.657.214	*Government institutions and Entitities*
Pinjaman yang Diterima (Catatan 25)			*Fund Borrowings (Note 25)*
Entitas dan Lembaga Pemerintah	36.666.287	26.102.658	*Government institutions and Entitities*
Pinjaman dan Surat Berharga Subordinasi (Catatan 29)	229.118	231.563	*Subordinated loans and marketable securities (Note 29)*
Kompensasi kepada manajemen manajemen kunci (Catatan 42)			*Compensation to key employee management (Note 42)*
Nilai kini kewajiban pensiun imbalan pasti	772.523	801.974	*Present value of defined benefit pension liability*
Nilai kini kewajiban PHK	333.607	352.673	*Present value of work separation scheme liability*
Nilai kini kewajiban THT	150.373	170.036	*Present value of old age benefit liability*
Nilai kini kewajiban cuti besar	162.897	145.896	*Present value of grand leaves liability*
Nilai kini kewajiban penghargaan tanda jasa	202.911	115.505	*Present value of gratuity for service liability*
Nilai kini kewajiban program manfaat lain pembayaran manfaat pasti	8.708	9.158	*Present value of other benefit program of defined benefit payment liability*
Nilai kini kewajiban BPJS	19.616	21.495	*Present value of BPJS liability*
	1.650.635	1.616.737	
Total liabilitas kepada pihak-pihak berelasi	**301.374.882**	**240.659.428**	***Total liabilities to related parties***
Total liabilitas konsolidasian	**1.669.794.400**	**1.648.534.888**	***Total consolidation liabilities***
Persentase total liabilitas kepada pihak-pihak berelasi terhadap total liabilitas konsolidasian	18,05%	14,60%	*Precentage of liabilities to related parties to total consolidated liabilities*

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan)

44. TRANSACTIONS WITH RELATED PARTIES (continued)

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Komitmen dan Kontinjensi pada Rekening Administratif			***Commitment and contingencies the administrative accounts***
Garansi yang diterbitkan (Catatan 26b)			*Guarantees issued (Note 26b)*
PT Perusahaan Listrik Negara (Persero) Tbk	3.430.921	2.261.204	*PT Perusahaan Listrik Negara (Persero) Tbk*
Pertamina International Marketing & Distribution Pte Ltd (PIMD)	3.293.475	-	*Pertamina International Marketing& Distribution Pte Ltd (PIMD)*
PT Pembangunan Perumahan (Persero) Tbk	3.053.194	3.562.647	*PT Pembangunan Perumahan (Persero) Tbk*
PT Adhi Karya (Persero) Tbk	2.827.448	3.518.752	*PT Adhi Karya (Persero) Tbk*
PT Perusahaan Gas Negara	2.815.043	1.596.645	*PT Perusahaan Gas Negara*
PT Pupuk Kalimantan Timur	2.219.673	-	*PT Pupuk Kalimantan Timur*
PT Sumbagselenergi Sakti Prima	1.971.638	1.539.700	*PT Sumbagselenergi Sakti Prima*
PT Wijaya Karya (Persero) Tbk	1.465.649	2.912.039	*PT Wijaya Karya (Persero) Tbk*
PT Pertamina Malaysia EP	1.088.627	357.749	*PT Pertamina Malaysia EP*
PT Pertamina Patra Niaga	968.583	259.012	*PT Pertamina Patra Niaga*
Lain-lain	9.911.058	11.744.216	*Others*
	33.045.309	**27.751.964**	
L/C yang tidak dapat dibatalkan yang masih berjalan dalam rangka impor (Catatan 26b)			*Irrevocable L/C (Note 26b)*
PT Kereta Commuter Indonesia	1.774.312	6.264	*PT Kereta Commuter Indonesia*
PT Kilang Pertamina Balikpapan	1.329.157	1.694.273	*PT Kilang Pertamina Balikpapan*
Perum Bulog	1.317.084	3.827.742	*Perum Bulog*
PT Pelindo Terminal Petikemas	643.993	-	*PT Pelindo Terminal Petikemas*
PT Pertamina Patra Niaga	484.241	775	*PT Pertamina Patra Niaga*
PT Pupuk Kalimantan Timur	335.992	191.032	*PT Pupuk Kalimantan Timur*
PT Indonesia Asahan Aluminium (Persero)	289.508	375.744	*PT Indonesia Asahan Aluminium (Persero)*
PT Kereta Api Indonesia (Persero)	280.473	580.158	*PT Kereta Api Indonesia (Persero)*
PT Pembangunan Perumahan (Persero) Tbk	265.772	384.473	*PT Pembangunan Perumahan (Persero) Tbk*
PT Pertamina Drilling Services Indonesia	250.392	-	*PT Pertamina Drilling Services Indonesia*
Lain-lain	1.176.321	1.158.879	*Others*
	8.147.245	**8.219.340**	
Iuran Program Pensiun Imbalan Pasti (Catatan 42a)	368.903	814.934	*Contribution of Defined Benefit Pension Plan (Note 42a)*
Iuran Program Tunjangan Hari Tua (Catatan 42b)	175.057	136.643	*Contribution of Old Age Benefit (Note 42b)*
Iuran Program Pensiun Iuran Pasti (Catatan 42c)	564.087	468.697	*Contribution of Defined Contribution Pension Plan (Note 42c)*
Total	**1.108.047**	**1.420.274**	***Total***

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan) / *44. TRANSACTIONS WITH RELATED PARTIES (continued)*

Saldo dan transaksi dengan pihak yang berelasi adalah sebagai berikut (lanjutan):

Balances and transactions with related parties are as follows (continued):

	Tahun yang berakhir pada tanggal 31 Desember/ Year *ended December 31,*		
	2024	**2023**	
Gaji dan tunjangan Dewan Komisaris dan Direksi (Catatan 35)			*Salaries and allowance for the Board of Commissioners and Directors (Note 35)*
Gaji dan tunjangan Direksi	223.075	195.671	*Salaries and allowance for Director*
Gaji dan tunjangan Dewan Komisaris	87.700	83.417	*Salaries and allowance for the Board of Commisioners*
Total	**310.775**	**279.088**	***Total***

	Tahun yang berakhir pada tanggal 31 Desember/ Year *ended December 31,*		
	2024	**2023**	
Tantiem, bonus dan insentif Dewan Komisaris, Direksi dan manajemen kunci (Catatan 35)			*Tantiem, bonuses and incentives Board of Commissioners, Directors and key management (Note 35)*
Tantiem Direksi	648.099	404.423	*Tantiem for Directors*
Tantiem Dewan Komisaris	259.841	159.244	*Tantiem for Commisioners*
Bonus dan insentif Manajemen Kunci	228.670	187.258	*Bonuses and incentives for key management*
Total	**1.136.610**	**750.925**	***Total***

Persentase transaksi dengan pihak-pihak berelasi terhadap total aset dan liabilitas konsolidasian BRI dan entitas anak adalah sebagai berikut:

Percentage of transactions with related parties to total consolidated assets and liabilities of BRI and subsidiaries are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Aset			***Assets***
Giro pada Bank lain	0,025%	0,023%	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan lembaga keuangan lain	0,261	0,149	*Placement with Bank Indonesia and other financial institutions*
Efek-efek	11,999	12,565	*Securities*
Wesel ekspor dan tagihan lainnya	0,194	0,256	*Export bills and other receivables*
Efek-efek yang dibeli dengan janji dijual kembali	0,048	0,000	*Securities Purchased Under Agreement To Resell*
Kredit yang diberikan	4,472	4,321	*Loans*
Piutang pembiayaan	0,002	0,002	*Finance receivables*
Tagihan akseptasi	0,103	0,062	*Acceptances receivable*
Penyertaan saham	0,357	0,321	*Investment in associated entites*
Aset lain-lain	0,035	0,036	*Other assets*
Total	**17,496%**	**17,735%**	***Total***

44. TRANSAKSI PIHAK-PIHAK BERELASI (lanjutan)

Persentase transaksi dengan pihak-pihak berelasi terhadap total aset dan liabilitas konsolidasian BRI dan entitas anak adalah sebagai berikut (lanjutan):

44. TRANSACTIONS WITH RELATED PARTIES (continued)

Percentage of transactions with related parties to total consolidated assets and liabilities of BRI and subsidiaries are as follows (continued):

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Liabilitas			***Liabilities***
Giro	8,271%	10,609%	*Demand Deposits*
Tabungan	0,017	0,027	*Saving Deposits*
Deposito berjangka	7,107	9,481	*Time Deposits*
Simpanan dari Bank lain dan lembaga keuangan lainnya	0,069	0,028	*Deposits from other bank and financial institution*
Efek-efek yang dijual dengan janji dibeli kembali	0,000	0,000	*Securities Sold Under Agreement To Purchased*
Surat berharga yang diterbitkan	0,276	0,404	*Marketable securities issued*
Pinjaman yang diterima	2,196	1,583	*Fund Borrowing*
Pinjaman dan Surat Berharga Subordinasi	0,014	0,014	*Subordinated loans and marketable securities*
Kompensasi kepada manajemen Manajemen Kunci	0,099	0,098	*Compensation to key employees management*
Total	**18,049%**	**22,244%**	***Total***

45. PERJANJIAN, KOMITMEN DAN KONTINJENSI SIGNIFIKAN

a. Perjanjian Signifikan

Pada tanggal 15 November 2019, BRI mengadakan perjanjian dengan PT SAP Indonesia sehubungan dengan pengadaan perjanjian layanan SAP untuk jangka waktu 24 (dua puluh empat) bulan dengan nilai kontrak senilai Rp18.495.

Pada tanggal 4 September 2020, BRI mengadakan perjanjian dengan PT Deloitte Consulting sehubungan dengan Pengadaan Konsultan *System Integrator Foundation Service*, Fase implementasi *product* untuk jangka waktu 8 (delapan) bulan dengan nilai kontrak senilai Rp58.466.

Pada tanggal 3 Mei 2021, BRI mengadakan perjanjian dengan PT SAP Indonesia sehubungan dengan pengadaan *software* BRIFIRST untuk jangka waktu 31 (tiga puluh satu) bulan dengan nilai kontrak senilai Rp280.000.

Pada tanggal 4 November 2021, BRI mengadakan perjanjian dengan PT Info Solusindo Data Utama sehubungan dengan pengadaan infrastruktur BRIFIRST untuk jangka waktu 36 (tiga puluh enam) bulan dengan nilai kontrak senilai Rp164.500.

45. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES

a. Significant Agreements

On November 15, 2019, BRI entered into an agreement with PT SAP Indonesia regarding the procurement of an SAP service agreement for a period of 24 (twenty four) months with a contract value of Rp18,495.

On September 4, 2020, BRI entered into an agreement with PT Deloitte Consulting regarding the procurement of System Integrator Foundation Service Consultants, product implementation phase for a period of 8 (eight) months with a contract value of Rp58,466.

On May 3, 2021, BRI entered into an agreement with PT SAP Indonesia regarding the procurement of BRIFIRST software for a period of 31 (thirty one) months with a contract value of Rp280,000.

On November 4, 2021, BRI entered into an agreement with PT Info Solusindo Data Utama regarding the procurement of BRIFIRST infrastructure for a period of 36 (thirty six) months with a contract value of Rp164,500.

45. PERJANJIAN, KOMITMEN DAN KONTINJENSI SIGNIFIKAN (lanjutan)

a. Perjanjian Signifikan (lanjutan)

Pada tanggal 23 Juli 2021, BRI mengadakan perjanjian dengan PT Deloitte Consulting sehubungan dengan pengadaan konsultan *system* integrator fase implementasi *non product* untuk jangka waktu 20 (dua puluh) bulan dengan nilai kontrak senilai Rp150.000.

Pada tanggal 21 Februari 2022, BRI mengadakan perjanjian dengan PT Deloitte Consulting sehubungan dengan pengadaan konsultan *system* integrator fase implementasi *product* untuk jangka waktu 20 (dua puluh) bulan dengan nilai kontrak senilai Rp348.500.

Pada tanggal 26 September 2024, BRI mengadakan perjanjian dengan PT SAP Indonesia sehubungan dengan pengadaan lisensi sistem dan support SAP untuk jangka waktu 12 (dua belas) bulan dengan nilai kontrak senilai Rp2.039. Bank telah melakukan pembukuan sebagai aset tetap sebesar nilai kontrak yang sama. Perikatan antara Bank BRI dengan pihak terkait telah mengikuti syarat dan ketentuan yang telah disepakati bersama.

b. Liabilitas Kontinjensi

Dalam melakukan usahanya, BRI menghadapi berbagai perkara hukum dan tuntutan, dimana BRI sebagai tergugat, terutama sehubungan dengan kepatuhan dengan kontrak. Walaupun belum ada kepastian yang jelas, BRI berpendapat bahwa berdasarkan informasi yang ada dan keputusan terakhir dari perkara bahwa tuntutan hukum ini tidak akan berdampak secara material pada operasi, posisi keuangan atau tingkat likuiditas BRI.

Pada tanggal-tanggal 31 Desember 2024 dan 2023, BRI telah membentuk cadangan (disajikan dalam akun "Liabilitas lain-lain") untuk sejumlah tuntutan hukum yang belum diputuskan masing-masing sebesar Rp676.572 dan Rp1.361.894 (Catatan 28). Manajemen berpendapat bahwa jumlah cadangan yang dibentuk atas kemungkinan timbulnya kerugian akibat tuntutan hukum yang belum diputuskan atau masih dalam proses tersebut telah memadai.

45. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

a. Significant Agreements (continued)

On July 23, 2021, BRI entered into an agreement with PT Deloitte Consulting regarding the procurement of a system integrator consultant for the non-product implementation phase for a period of 20 (twenty) months with a contract value of Rp150,000.

On February 21, 2022, BRI entered into an agreement with PT Deloitte Consulting regarding the procurement of a system integrator consultant for the product implementation phase for a period of 20 (twenty) months with a contract value of Rp348,500.

On August 12, 2024, BRI entered into an agreement with PT SAP Indonesia regarding the procurement of SAP system licenses and support for a period of 12 (twelve) months with a contract value of Rp40,776. The bank has recorded it as a fixed asset at the same contract value. The engagement between BRI Bank and related parties follows the terms and conditions that have been mutually agreed upon.

b. Contingent Liabilities

In conducting its business, BRI faces various legal cases and lawsuit, in which BRI is the defendant, mainly regarding the compliance with contracts. Although there is no clear certainty, BRI believes that based on existing information and the ultimate resolution of these cases, these legal cases and lawsuits will not likely have a material effect on the operations, financial position or liquidity level of BRI.

As of December 31, 2024 and 2023, BRI has provided an allowance (presented in "Other Liabilities" account) for several pending lawsuits filed against BRI amounting Rp676,572 and Rp1,361,894, respectively (Note 28). Management believes that the amount of reserves established for the potential losses arising from legal claims that have not yet been resolved or are still in process is adequate.

46. JAMINAN PEMERINTAH TERHADAP KEWAJIBAN PEMBAYARAN BANK UMUM

Berdasarkan Undang-undang No. 24 Tahun 2004 tanggal 22 September 2004 tentang "Lembaga Penjamin Simpanan" yang terakhir kali diubah dengan UU No. 4 Tahun 2023 tentang Pengembangan dan Penguatan Sektor Keuangan ("UU P2SK"), Pemerintah telah membentuk lembaga independen yaitu Lembaga Penjamin Simpanan (LPS) yang menjamin dana masyarakat termasuk dana dari bank lain dalam bentuk giro, deposito, sertifikat deposito, tabungan dan atau bentuk lainnya yang dipersamakan dengan itu.

Berdasarkan Peraturan Pemerintah No. 66 Tahun 2008 tanggal 13 Oktober 2008 tentang "Besaran Nilai Simpanan yang Dijamin Lembaga Penjamin Simpanan" yang disempurnakan melalui PLPS No. 1 Tahun 2023 tentang Program Penjaminan Simpanan, bahwa saldo yang dijamin untuk setiap nasabah pada satu Bank adalah paling tinggi Rp2.000.000.000 (nilai penuh).

Suku bunga penjaminan LPS pada tanggal 31 Desember 2024 dan 2023 masing-masing adalah sebesar 4,25% dan 4,25% untuk simpanan dalam mata uang Rupiah. Untuk simpanan dalam mata uang asing pada tanggal 31 Desember 2024 dan 2023 masing-masing adalah sebesar 2,25% dan 2,25%.

46. GOVERNMENT GUARANTEE ON OBLIGATIONS OF COMMERCIAL BANKS

Based on Law No. 24 of 2004 dated September 22, 2004 regarding the "Deposit Insurance Corporation" which was last amended by Law No. 4 of 2023 regarding the Development and Strengthening of the Financial Sector ("P2SK Law"), the Government has established an independent institution, namely the Deposit Insurance Corporation (LPS), in order to provide guarantees on public funds including funds from other banks in the form of demand deposits, time deposits, deposit certificates, saving deposits and/or other similar forms.

Based on Government Regulation No. 66 Year 2008, dated October 13, 2008 regarding "The Amount of Deposit Value Guaranteed by the Deposit Insurance Corporation" amended through PLPS No. 1 Year 2023 regarding the Deposit Insurance Program, which stated the guaranteed balance for each customer in each bank is at most Rp2,000,000,000 (full amount).

LPS guarantee interest rate as of December 31, 2024 and 2023 were 4.25% and 4.25%, respectively, for deposits in Rupiah. For deposits in foreign currency as of December 31, 2024 and 2023 were 2.25% and 2.25%, respectively.

47. PERNYATAAN STANDAR AKUNTANSI KEUANGAN (PSAK) DAN INTERPRETASI STANDAR AKUNTANSI KEUANGAN (ISAK) YANG DIKELUARKAN DAN DIREVISI

Berikut adalah ikhtisar PSAK dan ISAK yang telah diterbitkan oleh Dewan Standar Akuntansi Keuangan (DSAK) dan Dewan Standar Akuntansi Syariah (DSAS) - IAI yang relevan untuk BRI dan entitas anak, namun belum berlaku efektif untuk laporan keuangan konsolidasian pada tanggal 31 Desember 2024:

Efektif berlaku pada atau setelah tanggal 1 Januari 2025:

a. Amandemen PSAK 221: Kekurangan ketertukaran

Amandemen tersebut mengharuskan pengungkapan informasi yang memungkinkan pengguna laporan keuangan memahami dampak mata uang yang tidak dapat dipertukarkan. Amandemen berlaku untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2025. Penerapan dini diperkenankan dimana entitas diharuskan mengungkapkan fakta tersebut. Tanggal penerapan awal adalah awal periode pelaporan tahunan saat entitas pertama kali menerapkan amandemen tersebut.

b. PSAK 117: Kontrak asuransi

Standar akuntansi baru yang komprehensif untuk kontrak asuransi yang mencakup pengakuan dan pengukuran, penyajian dan pengungkapan, pada saat berlaku efektif PSAK 117 akan menggantikan PSAK 104: Kontrak asuransi. PSAK 117 berlaku untuk semua jenis kontrak asuransi, jiwa, non-jiwa, asuransi langsung dan reasuransi, terlepas dari entitas yang menerbitkannya, serta untuk jaminan dan instrumen keuangan tertentu dengan fitur partisipasi tidak mengikat, serta beberapa pengecualian ruang lingkup akan berlaku. Tujuan keseluruhan dari PSAK 117 adalah untuk menyediakan model akuntansi untuk kontrak asuransi yang lebih bermanfaat dan konsisten untuk asuradur.

47. ISSUED AND REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS (SFAS) AND INTERPRETATION OF FINANCIAL ACCOUNTING STANDARDS (IFAS)

The following summarizes the SFAS and IFAS which were issued by the Financial Accounting Standards Board (FASB) and Sharia Accounting Standards Board (SASB) and are relevant to BRI and Subsidiaries, but not yet effective for the consolidated financial statements as of December 31, 2024:

Effective on or after January 1, 2025:

a. Amendment of PSAK 221: Lack of exchangeability

The amendments require disclosure of information that enables users of financial statements to understand the impact of a currency not being exchangeable. The amendments apply for annual reporting periods beginning on or after 1 January 2025. Earlier application is permitted which an entity is required to disclose that fact. The date of initial application is the beginning of the annual reporting period in which an entity first applies the amendments.

b. PSAK 117: Insurance contracts

A comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure, upon its effective date, PSAK 117 will replace PSAK 104: Insurance contracts. PSAK 117 applies to all types of insurance contracts, life, non-life, direct insurance and re-insurance, regardless of the entities issuing them, as well as to certain guarantees and financial instruments with discretionary participation features, while a few scope exceptions will apply. The overall objective of PSAK 117 is to provide an accounting model for insurance contracts that is more useful and consistent for insurers.

47. PERNYATAAN STANDAR AKUNTANSI KEUANGAN (PSAK) DAN INTERPRETASI STANDAR AKUNTANSI KEUANGAN (ISAK) YANG DIKELUARKAN DAN DIREVISI (lanjutan)

Berikut adalah ikhtisar PSAK dan ISAK yang telah diterbitkan oleh Dewan Standar Akuntansi Keuangan (DSAK) dan Dewan Standar Akuntansi Syariah (DSAS) - IAI yang relevan untuk BRI dan entitas anak, namun belum berlaku efektif untuk laporan keuangan konsolidasian pada tanggal 31 Desember 2024 (lanjutan):

Efektif berlaku pada atau setelah tanggal 1 Januari 2026:

a. PSAK 109, "Instrumen Keuangan" dan PSAK 107 "Instrumen Keuangan Pengungkapan tentang Klasifikasi dan Pengukuran Instrumen Keuangan".

Amendemen ini menambahkan dan mengklarifikasi ketentuan dalam PSAK 109 terkait penghentian pengakuan liabilitas keuangan, serta mengklarifikasi penilaian karakteristik arus kas untuk aset keuangan dengan fitur ESG-linked, aset keuangan dengan fitur non-recourse, dan instrumen yang terikat secara kontraktual seperti tranche. Amendemen ini juga mengubah ketentuan dalam PSAK 107 terkait persyaratan pengungkapan investasi pada instrumen ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan menambah ketentuan terkait instrumen keuangan dengan persyaratan kontraktual yang mengubah waktu atau jumlah arus kas kontraktual.

BRI dan entitas anaknya sedang mengevaluasi dan belum menetapkan dampak dari PSAK yang dikeluarkan dan direvisi tersebut terhadap laporan keuangan konsolidasian.

47. ISSUED AND REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS (SFAS) AND INTERPRETATION OF FINANCIAL ACCOUNTING STANDARDS (IFAS) (continued)

The following summarizes the SFAS and IFAS which were issued by the Financial Accounting Standards Board (FASB) and Sharia Accounting Standards Board (SASB) and are relevant to BRI and Subsidiaries, but not yet effective for the consolidated financial statements as of December 31, 2024 (continued):

Effective on or after January 1, 2026:

a. SFAS No. 109, PSAK 109, "Financial Instruments," and PSAK 107, "Financial Instruments: Disclosures about the Classification and Measurement of Financial Instruments."

These amendments adding and clarify statement in PSAK 109 regarding derecognition of financial liabilities, as well as clarify the assessment of cash flow characteristics for financial assets with ESG-linked features, financial assets with non-recourse features, and contractually bound instruments such as tranches. The amendments also revise the statement in PSAK 107 regarding the disclosure requirements for investments in equity instruments measured at fair value through other comprehensive income and adding statament related to financial instruments with contractual terms that alter the timing or amount of contractual cash flows."

BRI and its subsidiaries are evaluating and have not determined the impact of the revised SFAS on the consolidated financial statements.

48. MANAJEMEN MODAL

Tujuan manajemen permodalan Bank adalah untuk mempertahankan posisi modal yang kuat untuk mendukung pertumbuhan bisnis dan mempertahankan investor, deposan, pelanggan dan kepercayaan pasar. Dalam pengelolaan permodalan, Bank mempertimbangkan faktor-faktor seperti: pengembalian modal yang optimal pada pemegang saham, menjaga keseimbangan antara keuntungan yang lebih tinggi dengan *gearing ratio* serta keamanan yang diberikan oleh posisi modal yang sehat.

Pada tanggal 31 Desember 2024 dan 2023, Bank telah memenuhi semua persyaratan modal yang diwajibkan.

48. CAPITAL MANAGEMENT

The Bank's capital management objective is to maintain a strong capital position to support business growth and to sustain investor, depositor, customer and market confidence. In managing its capital, the Bank considers factors such as: providing optimal capital rate of return to shareholders, maintaining a balance between high return gearing ratio and safety provided by a sound capital position.

As of 31 December 2024 and 2023, the Bank has complied with all capital requirements.

49. INFORMASI TAMBAHAN

Informasi tambahan berikut merupakan informasi yang tidak dipersyaratkan oleh Standar Akuntansi Keuangan di Indonesia.

a. Rasio Kewajiban Penyediaan Modal Minimum (CAR)

BRI secara aktif mengelola modalnya sesuai dengan peraturan yang berlaku. Tujuan utamanya adalah untuk memastikan bahwa setiap saat BRI dapat menjaga kecukupan modalnya untuk menutup risiko bawaan (*inherent risk*) pada kegiatan perbankan tanpa mengurangi optimalisasi nilai kepada pemegang saham.

CAR pada tanggal-tanggal 31 Desember 2024 dan 2023 dihitung berdasarkan Peraturan Otoritas Jasa Keuangan (POJK) No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum yang telah diaddendum sebanyak 2 (dua) kali dengan POJK No. 34/POJK.03/2016 tentang Perubahan atas POJK No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum dan POJK No. 27/POJK.03.2022 tentang Perubahan kedua atas POJK No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank.

49. ADDITIONAL INFORMATION

The following additional information is not required by Indonesian Financial Accounting Standards.

a. Capital Adequacy Ratio (CAR)

BRI actively manages its capital in accordance with the applicable regulations. The primary objective is to ensure that BRI, at any time, can maintain adequate its capital adequacy to cover (inherent risks) to its banking activities without reducing the optimization of shareholder's value.

CAR as of December 31, 2024 and 2023 is calculated based on Financial Services Authority Regulation (POJK) No. 11/POJK.03/2016 concerning Minimum Capital Requirements for Commercial Banks which has been amended 2 (two) times with POJK No. 34/POJK.03/2016 concerning Amendments to POJK No. 11/POJK.03/2016 concerning Minimum Capital Requirements for Commercial Banks and POJK No. 27/POJK.03.2022 concerning the second amendment to POJK No. 11/POJK.03/2016 concerning Bank Minimum Capital Requirements.

49. INFORMASI TAMBAHAN (lanjutan)

a. Rasio Kewajiban Penyediaan Modal Minimum (CAR) (lanjutan)

Berdasarkan POJK No. 34/POJK.03/2016, PBI No. 17/22/PBI/2015 tentang Kewajiban Pembentukan Countercyclical Buffer dan POJK No. 46/POJK.03/2015 tentang Penetapan *Systemically Important Bank* dan *Capital Surcharge*, selain kewajiban penyediaan modal minimum sesuai profil risiko, BRI wajib membentuk tambahan modal penyangga (buffer) berupa *Capital Conservation Buffer*, *Countercyclical Buffer* dan *Capital Surcharge*, yang wajib dibentuk secara bertahap mulai tanggal 1 Januari 2016.

Pembentukan modal penyangga (buffer) berupa Capital Conservation Buffer, Countercyclical Buffer dan Capital Surcharge yang wajib dibentuk oleh BRI berdasarkan persentase tertentu dari ATMR adalah masing-masing 2,5%, 0% dan 2,5%.

Berdasarkan profil risiko BRI pada semester I tahun 2024 dan 2023, yaitu low to moderate, maka CAR minimum pada tanggal-tanggal 31 Desember 2024 dan 2023 ditetapkan masing-masing sebesar 9% sampai dengan kurang dari 10%.

Pada tanggal-tanggal 31 Desember 2024 dan 2023 BRI telah memenuhi rasio sesuai yang disyaratkan Bank Indonesia dan Otoritas Jasa Keuangan untuk rasio kecukupan modal.

CAR BRI (entitas induk) pada tanggal 31 Desember 2024 dan 2023 masing-masing dihitung sebagai berikut:

49. ADDITIONAL INFORMATION (continued)

a. Capital Adequacy Ratio (CAR) (continued)

Based on POJK No. 34/POJK.03/2016, PBI No. 17/22/PBI/2015 regarding the Mandatory Formation of Countercyclical Buffer and POJK No. 46/POJK.03/2015 regarding the Determination of Systemically Important Banks and Capital Surcharges, in addition to the minimum capital requirement in accordance with the risk profile, BRI is required to form additional capital (buffer), in the form of Capital Conservation Buffer, Countercyclical Buffer, and Capital Surcharge, which must be formed gradually since January 1, 2016.

Formation of buffer capital in the form of Capital Conservation Buffer, Countercyclical Buffer and Capital Surcharge that must be formed by BRI based on a certain percentage of risk-weighted assets are 2.5%, 0% and 2.5%, respectively.

Based on the BRI's risk profile as of semester I year 2024 and 2023, which are low to moderate, the minimum CAR as of December 31, 2024 and 2023 is set at 9% up to less than 10%.

As of December 31, 2024 and 2023 BRI has fulfilled the ratio as required by Bank Indonesia (BI) and Financial Service Authority for capital adequacy ratio.

BRI's CAR (parent entity) as of December 31, 2024 and 2023 are calculated as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Modal Inti (Tier 1)			*Core Capital (Tier 1)*
Modal Inti Utama (CET 1)	241.043.217	238.956.599	*Common Equity (CET 1)*
Modal Pelengkap (Tier 2)	11.725.187	11.612.168	*Supplementary Capital (Tier 2)*
Total Modal	**252.768.404**	**250.568.767**	***Total Capital***
Aset Tertimbang Menurut Risiko (ATMR)			*Risk Weighted Asset (RWA)*
ATMR untuk Risiko Kredit*)	907.054.632	890.512.335	*RWA for Credit Risk*)*
ATMR untuk Risiko Pasar**)	27.272.654	3.617.404	*RWA for Market Risk***)*
ATMR untuk Risiko Operasional***)	100.903.263	99.021.545	*RWA for Operational Risk****)*
Total RWA	**1.035.230.549**	**993.151.284**	***Total RWA***

49. INFORMASI TAMBAHAN (lanjutan) / *49. ADDITIONAL INFORMATION (continued)*

a. Rasio Kewajiban Penyediaan Modal Minimum (CAR) (lanjutan) / *a. Capital Adequacy Ratio (CAR) (continued)*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Rasio CAR			*CAR Ratio*
Rasio CET 1	23,28%	24,06%	*CET 1 Ratio*
Rasio Tier 1	23,28%	24,06%	*Tier 1 Ratio*
Rasio Tier 2	1,13%	1,17%	*Tier 2 Ratio*
Rasio Total	24,41%	25,23%	*Total Ratio*
Rasio Minimum Tier 1	6,00%	6,00%	*Tier 1 Minimum Ratio*
Rasio Minimum CET 1	4,50%	4,50%	*CET 1 Minimum Ratio*
CAR Minimum Berdasarkan Profil Risiko	9,00%	9,00%	*Minimum CAR Based on Risk Profile*

*) Risiko Kredit dihitung berdasarkan SE OJK No. 24/SEOJK.03/2021 tanggal 7 Oktober 2021.
**) Risiko Pasar posisi 31 Desember 2024 dihitung berdasarkan SE OJK No. 23/SEOJK.03/2022 tanggal 7 Desember 2022, Risiko Pasar posisi 31 Desember 2023 dihitung berdasarkan SE OJK No. 38/SEOJK.03/2016 tanggal 8 September 2016.
***) Risiko Operasional dihitung berdasarkan SE OJK No. 6/SEOJK.03/2020 tanggal 29 April 2020.

*) *Credit risk is calculated based on SE OJK No. 24/SEOJK.03/2021 dated October 7, 2021.*
**) *As of December 31 2024, Market risk is calculated based on SE OJK No. 23/SEOJK.03/2022 dated December 7, 2022. As of December 31 2023, Market risk is calculated based on SE OJK No. 38/SEOJK.03/2016 dated September 8, 2016.*
***) *Operational risk is calculated based on SE OJK No. 6/SEOJK.03/2020 dated April 29, 2020.*

b. Informasi Penting Lainnya Kredit yang Diberikan / *b. Other Significant Information Loans*

1) Informasi mengenai restrukturisasi yang dilakukan BRI dan entitas anak / *1) Information regarding restructured loan by BRI and its subsidiaries*

Tabel berikut merupakan informasi atas kredit yang diberikan yang telah direstrukturisasi BRI berdasarkan jenis dan kolektibilitas: / *The following table presents information of restructured loan by BRI by type and collectibility, as follows:*

	31 Desember/*December 31, 2024*						
	Current	**Dalam Perhatian Khusus/ *Special Mention***	**Kurang Lancar/ *Substandard***	**Diragukan/ *Doubtful***	**Macet/*Loss***	**Jumlah/*Total***	
Jenis							*Type*
Modal kerja	29.677.751	26.605.034	1.723.506	2.576.131	5.976.878	66.559.300	*Working Capital*
Investasi	9.734.122	3.880.018	157.900	1.771.994	2.635.766	18.179.800	*Investment*
Konsumsi	2.725.713	1.137.863	93.564	120.167	606.884	4.684.191	*Consumer*
Total	**42.137.586**	**31.622.915**	**1.974.970**	**4.468.292**	**9.219.528**	**89.423.291**	***Total***

	31 Desember/*December 31, 2023*						
	Current	**Dalam Perhatian Khusus/ *Special Mention***	**Kurang Lancar/ *Substandard***	**Diragukan/ *Doubtful***	**Macet/*Loss***	**Jumlah/*Total***	
Jenis							*Type*
Modal kerja	38.140.877	25.384.552	2.162.088	3.450.955	6.513.973	75.652.445	*Working Capital*
Investasi	13.785.578	4.224.454	329.997	837.300	5.635.785	24.813.114	*Investment*
Konsumsi	4.586.499	1.498.244	186.617	275.195	586.650	7.133.205	*Consumer*
Total	**56.512.954**	**31.107.250**	**2.678.702**	**4.563.450**	**12.736.408**	**107.598.764**	***Total***

49. INFORMASI TAMBAHAN (lanjutan)

b. Informasi Penting Lainnya Kredit yang Diberikan (lanjutan)

2) Dalam laporan Batas Maksimum Pemberian Kredit (BMPK) per tanggal-tanggal 31 Desember 2024 dan 2023 kepada Bank Indonesia No. 7/3/PBI/2005 dan Otoritas Jasa Keuangan (OJK) No. 38/POJK.03/ 2019 tanggal 19 Desember 2019 tentang Perubahan Atas Peraturan Otoritas Jasa Keuangan No. 32/POJK.03/2018 tentang Batas Maksimum Pemberian Kredit dan Penyediaan Dana Besar Bagi Bank Umum, BRI tidak memiliki debitur, baik pihak terkait maupun pihak tidak terkait, yang tidak memenuhi atau melampaui ketentuan BMPK sesuai dengan Peraturan Bank Indonesia dan OJK.

3) Rincian kredit yang mengalami penurunan nilai merupakan kredit yang mengalami penurunan nilai berdasarkan evaluasi secara individual dan kredit dengan kolektibilitas kurang lancar, diragukan dan macet berdasarkan sektor ekonomi, serta cadangan kerugian penurunan nilai adalah sebagai berikut:

49. ADDITIONAL INFORMATION (continued)

b. Other Significant Information Loans (continued)

2) In BRI's report on Legal Lending Limit to Bank Indonesia as of December 31, 2024 and 2023 to Bank Indonesia No. 7/3/PBI/2005 and Financial Services Authority (OJK) No. 38/POJK.03/2019 dated December 19, 2019 concerning the Amendment to the Financial Services Authority Regulation No. 32/POJK.03/2018 on the Legal Lending Limit and Provision of Large Funds for Commercial Banks, BRI has neither related parties nor third party debtors, in accordance with Bank Indonesia regulation and Financial Services Authority (OJK), that does not comply with or exceed the Legal Lending Limit, respectively.

3) The details of non-performing collective loans with collectibility of substandard, doubtful and loss and total individual loans, as well as the allowance for impairment losses by economic sector, are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Perdagangan, perhotelan dan restoran	17.567.182	18.556.491	*Trading, hotels & restaurants*
Perindustrian	11.172.229	11.151.702	*Manufacturing*
Pertanian	8.935.286	9.587.360	*Agricultures*
Konstruksi	7.100.058	6.755.177	*Construction*
Jasa dunia usaha	6.367.768	6.242.005	*Business services*
Pertambangan	2.305.584	2.314.227	*Mining*
Pengangkutan, pergudangan dan komunikasi	812.853	2.027.334	*Transportation, warehousing and communication*
Listrik, gas dan air	232.994	143.026	*Electricity, gas and water*
Jasa pelayanan sosial	308.463	408.163	*Social services*
Lain-lain	4.884.507	4.662.338	*Others*
Total	**59.686.924**	**61.847.823**	***Total***
Dikurangi cadangan kerugian penurunan nilai	(42.746.243)	(44.549.772)	*Less allowance for impairment losses*
Neto	**16.940.681**	**17.298.051**	***Net***

49. INFORMASI TAMBAHAN (lanjutan)

b. Informasi Penting Lainnya Kredit yang Diberikan (lanjutan)

4) Rasio-rasio

a. Rasio *Non-Performing Loan* (NPL) BRI (entitas induk) berdasarkan peraturan terkait adalah sebesar 2,94% dan 3,12% masing-masing pada tanggal-tanggal 31 Desember 2024 dan 2023. Sedangkan rasio NPL neto BRI (entitas induk) adalah sebesar 0,75% dan 0,76% masing-masing pada tanggal 31 Desember 2024 dan 2023. Total kredit yang digunakan dalam perhitungan NPL ini tidak termasuk nilai tercatat kredit yang diberikan ke Bank lain, sesuai dengan SEOJK No. 9/SEOJK.03/2020 tentang Transparansi dan Publikasi Laporan Bank Umum Konvensional.

b. Rasio kredit usaha kecil terhadap jumlah kredit yang diberikan BRI adalah sebesar 55,43% dan 58,55% masing-masing pada tanggal 31 Desember 2024 dan 2023.

Termasuk dalam saldo cadangan kerugian penurunan nilai BRI (entitas induk) adalah cadangan kerugian untuk daerah yang masih dikategorikan sebagai daerah rawan bencana atau yang pernah mengalami bencana sebesar Rp132.489 dan Rp108.286 dengan nilai tercatat sebesar Rp1.260.407 dan Rp1.130.368 masing-masing pada tanggal 31 Desember 2024 dan 2023.

Jumlah minimum Penyisihan Penilaian Kualitas Aset kredit yang diberikan BRI (Entitas Induk), yang wajib dibentuk sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 40/POJK.03/2019 tanggal 19 Desember 2019 (Catatan 2e) adalah sebesar Rp41.253.476 dan Rp43.526.965 masing-masing pada tanggal 31 Desember 2024 dan 2023.

49. ADDITIONAL INFORMATION (continued)

b. Other Significant Information Loans (continued)

4) Ratios

a. The ratios of non-performing loans (NPL) BRI (parent entity) based on related regulation are 2.94% and 3.12% as of December 31, 2024 and 2023, respectively. While the ratios of BRI's (parent entity) non-performing loans (NPL) - net are 0.75% and 0.76% as of December 31, 2024 and 2023, respectively. The total credit used in calculating NPL excludes the carrying amount of loan disbursed to other banks, as in accordance with SEOJK No. 9/SEOJK.03/2020 regarding Transparency and Publication of the Report of Conventional Commercial Bank.

b. The ratio of small business loans to total loans provided by BRI was 55.43% and 58.55% as of December 31, 2024 and 2023, respectively.

Included in the balance of allowance for impairment losses of BRI (parent entity) are reserves for losses for areas that are still categorized as disaster-prone areas or that have experienced disasters amounted Rp132,489 and Rp108,286 with the carrying value amounted to Rp1,260,407 and Rp1,130,368 as of December 31, 2024 and 2023, respectively.

The minimum allowance for assets quality assessment on loan provided by BRI (Parent Entity), which must be established in accordance with Financial Services Authority Regulation (POJK) No. 40/POJK.03/2019 dated December 19, 2019 (Note 2e) amounted to Rp41,253,476 and Rp43,526,965 as of December 31, 2024 and 2023, respectively.

49. INFORMASI TAMBAHAN (lanjutan)

c. Rasio Kredit *Non-Performing* (NPL)

Pada tanggal-tanggal 31 Desember 2024 dan 2023, rasio NPL BRI konsolidasian (kredit yang diberikan, pinjaman syariah dan piutang sewa pembiayaan) adalah sebagai berikut:

49. ADDITIONAL INFORMATION (continued)

c. Non-Performing Loans (NPL) Ratio

As of December 31, 2024 and 2023, the NPL ratio of BRI consolidated (loans, sharia loans and finance lease receivables) is as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Rasio NPL - bruto	2,78%	2,95%	*NPL ratio - gross*
Rasio NPL - neto	0,70	0,72	*NPL ratio – net*

Rasio NPL - neto dihitung berdasarkan NPL setelah dikurangi cadangan kerugian penurunan nilai, sesuai dengan peraturan terkait dibagi dengan jumlah kredit yang diberikan, piutang sewa pembiayaan dan pinjaman syariah.

NPL ratio - net is calculated based on NPL less the minimum allowance for impairment losses in accordance with Bank Indonesia Regulations divided by the total loans, finance lease receivables, and sharia loans.

d. Kolektibilitas

d. Collectibility

Keterangan/*Description*	**31 Desember/ *December 31, 2024***					
	Lancar/ *Current*	**Dalam Perhatian Khusus/ *Special Mention***	**Kurang Lancar/ *Substandard***	**Diragukan/ *Doubtful***	**Macet/*Loss***	**Jumlah/*Total***
Giro pada Bank Indonesia/ *Current accounts with Bank Indonesia*						
Giro pada bank lain/ *Current accounts with Other Banks*	25.582.825	-	-	-	-	25.582.825
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	-	-	-	-	-	(8.378)
Penempatan pada Bank Indonesia dan Lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institutions*	57.874.335	-	-	-	-	57.874.335
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	767	-	-	-	-	767
Efek-efek/*Securities*	(326.535.700)	-	-	-	-	(326.535.700)
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	-	-	-	-	-	(58.823)
Wesel ekspor dan tagihan lainnya/ *Export Bills and Other Receivables*	40.618.097	24.637	3.067	-	11.021	40.656.822
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	-	-	-	-	-	(1.075.559)
Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under* agreement *to resell*	16.845.690	-	-	-	-	16.845.690
Kredit yang diberikan/*Loans*						
Individual/*Individual**	12.230.198	10.642.139	474.159	1.818.969	5.179.429	30.344.894
Kolektif/*Collective**	1.123.059.853	48.417.127	4.319.037	7.231.303	17.516.112	1.200.543.432
Usaha gadai/*loan granting under pawning business activity***	65.222.879	1.931.306	49.949	29.201	196.428	67.429.763
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*						
Individual/*Individual**	(6.325.591)	(8.978.573)	(402.457)	(1.818.969)	(5.048.102)	(22.573.692)
Kolektif/*Collective**	(19.121.428)	(12.726.493)	(2.843.059)	(5.029.820)	(12.245.393)	(51.966.193)
Usaha gadai/*loan granting under pawning business activity***	(2.251.320)	(57.405)	(1.148)	(385)	(52.746)	(2.363.004)
Pinjaman syariah/*Sharia loans*	45.088.321	4.008.539	89.752	101.767	600.703	49.889.082
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(1.325.566)	(2.034.080)	(59.785)	(65.184)	(510.417)	(3.995.032)
Piutang sewa pembiayaan/ *Finance lease receivables*	6.077.090	261.824	25.379	34.006	35.309	6.433.608
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(17.215)	(60.295)	(16.001)	(36.895)	(35.184)	(165.590)
Tagihan akseptasi/ *Acceptance receivables*	10.105.373	-	-	-	-	10.105.373
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	-	-	-	-	-	(321.683)

49. INFORMASI TAMBAHAN (lanjutan) / *49. ADDITIONAL INFORMATION (continued)*

d. Kolektibilitas (lanjutan) / *d. Collectibility (continued)*

Keterangan/*Description*	31 Desember/ *December 31, 2024*					
	Lancar/ *Current*	Dalam Perhatian Khusus/ *Special Mention*	Kurang Lancar/ *Substandard*	Diragukan/ *Doubtful*	Macet/*Loss*	Jumlah/*Total*
Penyertaan saham/ *Investment in shares*						
Komitmen dan Kontinjensi/ *Commitments and Contingencies*	200.945.801	901.549	30.936	40.864	81.000	202.000.150
Estimasi kerugian pada komitmen Dan kontinjensi/ Estimated losses on *Commintments and contingencies*	-	-	-	-	-	(2.551.050)

Keterangan/*Description*	31 Desember/ *December 31, 2023*					
	Lancar/ *Current*	Dalam Perhatian Khusus/ *Special Mention*	Kurang Lancar/ *Substandard*	Diragukan/ *Doubtful*	Macet/*Loss*	Jumlah/*Total*
Giro pada Bank Indonesia/ *Current accounts with Bank Indonesia*						
Giro pada bank lain/ *Current accounts with Other Banks*	22.331.919	-	-	-	-	22.331.919
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	-	-	-	-	-	(9.984)
Penempatan pada Bank Indonesia Dan Lembaga keuangan lain/ *Placement with Bank Indonesia and Other Financial Institutions*	65.225.260	-	-	-	-	65.225.260
Cadangan kerugian penrunan nilai/ *Allowance for impairment losses*	(1.860)	-	-	-	-	(1.860)
Efek-efek/*Securities*	331.091.304	-	-	-	-	331.091.304
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	-	-	-	-	-	(81.510)
Wesel ekspor dan tagihan lainnya/ *Export Bills and Other Receivables*	54.130.097	-	-	-	-	54.130.097
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	-	-	-	-	-	(2.323.916)
Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under* agreement *to resell*	33.595.231	-	-	-	-	33.595.231
Kredit yang diberikan/*Loans*						
Individual/ *Individual**	14.922.275	10.279.925	152.166	614.097	7.861.037	33.829.500
Kolektif/ *Collective**	1.056.513.200	47.533.421	4.652.510	7.076.036	16.093.300	1.131.868.467
Usaha gadai/ *loan granting under pawning business activity***	44.856.257	1.827.385	20.712	10.115	165.650	46.880.119
Cadangan kerugian *Allowance for impairment losses*						
Individual/*Individual**	(8.325.035)	(8.578.308)	(114.768)	(587.130)	(7.809.876)	(25.415.117)
Kolektif/*Collective**	(22.707.423)	(13.338.185)	(3.256.566)	(4.975.711)	(10.795.081)	(55.072.966)
Usaha gadai/ *loan granting under pawning business activity***	(1.200.430)	(128.592)	(1.253)	(619)	(105.425)	(1.436.319)
Pinjaman syariah/*Sharia loans*	43.253.228	2.142.130	188.383	98.798	255.157	45.937.696
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(1.670.599)	(1.293.866)	(161.125)	(70.639)	(165.949)	(3.362.178)
Piutang sewa pembiayaan/ *Finance lease receivables*	7.499.044	279.684	23.993	29.279	81.465	7.913.465
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	(45.847)	(44.760)	(15.006)	(29.298)	(80.397)	(215.308)
Tagihan akseptasi/ *Acceptance receivables*	10.217.408	-	-	-	-	10.217.408
Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	-	-	-	-	-	(249.698)
Penyertaan saham/ *Investment in shares*						
Komitmen dan Kontinjensi/ *Commitments and Contingencies*	204.493.512	1.293.884	51.774	30.568	60.833	205.930.571
Estimasi kerugian pada komitmen Dan kontinjensi/ Estimated losses on *Commintments and contingencies*	-	-	-	-	-	(6.117.768)

* Kolektibilitas BRI, Bank Raya dan Pegadaian (diluar usaha gadai)/ *Collectibility BRI, Bank Raya and Pegadaian excluding loan granting under pawning business activity.*
** Koleibilitas usaha gadai Pegadaian (entitas anak)/ *Collectibility of loan granting under pawning business activity of Pegadaian (subsidiary).*

49. INFORMASI TAMBAHAN (lanjutan) / *49. ADDITIONAL INFORMATION (continued)*

e. Tingkat Suku Bunga Rata-rata / *e. The Average Interest Rate*

	31 Desember/ *December 31, 2024*	31 Desember/ *December 31, 2023*	
Rupiah			*Rupiah*
Giro pada bank lain	0,07%	0,08%	*Current accounts with Other Banks*
Penempatan pada Bank Indonesia	2,21	5,25	*Placement with Bank Indonesia*
Penempatan pada Lembaga keuangan lain	2,26	6,17	*Placement with Other Financial Institutions*
Efek - efek	6,88	6,61	*Securities*
Kredit yang diberikan			*Loans*
Bunga Kontrak	10,77	11,01	*Contractual Interest*
Bunga Efektif	11,32	11,79	*Efective Interest*
Giro	4,82	2,72	*Demand deposits*
Tabungan	0,29	0,26	*Saving deposits*
Deposito	5,67	4,71	*Time deposits*
Simpanan dari bank lain dan lembaga keuangan lain	3,07	1,76	*Deposits from other banks and other financial institutions*
Mata uang asing			*Foreign currency*
Giro pada bank lain	3,39%	3,73%	*Current accounts with Other Banks*
Penempatan pada Bank Indonesia	4,89	5,34	*Placement with Bank Indonesia*
Penempatan pada Lembaga keuangan lain	5,13	5,48	*Placement with Other Financial Institutions*
Efek - efek			*Securities*
Dolar Amerika Serikat	4,17	3,80	*United States Dollar*
Euro Eropa	2,27	2,31	*European Euro*
Dolar Singapura	2,77	2,67	*Singaporean Dollar*
Dolar Taiwan Baru	1,52	1,39	*New Taiwanese Dollar*
Yen Jepang	0,57	0,61	*Japanese Yen*
Kredit yang diberikan			*Loans*
Bunga Kontrak	4,84	4,80	*Contractual Interest*
Bunga Efektif	5,08	5,07	*Efective Interest*
Giro	2,33	2,62	*Demand deposits*
Tabungan	0,16	0,19	*Saving deposits*
Deposito	4,36	3,18	*Time deposits*
Simpanan dari bank lain dan lembaga keuangan lain	1,21	2,15	*Deposits from other banks and other financial institutions*

f. Kegiatan Jasa Kustodian

BRI melakukan kegiatan jasa penitipan harta (bank kustodian) sejak tahun 1996 berdasarkan izin operasi melalui Surat Keputusan Ketua Bapepam No. 91/PM/1996 tanggal 11 April 1996 dan telah ditunjuk sebagai *Sub Registry* dalam melaksanakan transaksi obligasi Pemerintah dan penatakerjaan SBI *Scriptless* oleh Bank Indonesia.

Jasa penitipan harta ini merupakan bagian dari kegiatan Divisi *Investment Services* yang meliputi jasa-jasa sebagai berikut:

- Jasa penyimpanan (*safe keeping services*) dan *Portfolio Valuation*;
- Jasa penyelesaian transaksi (*settlement handling*);
- Jasa penagihan penghasilan (*income collection*), termasuk pembayaran pajaknya;
- Jasa *corporate action* dan *proxy services*;
- Jasa informasi dan pelaporan (*reporting services*);

f. Custodian Service Activities

BRI conducted custodian services (custodian bank) since 1996 based on its operating license through Bapepam's Chairman Decree No. 91/PM/1996 dated April 11, 1996 and was appointed as the Sub-Registry in conducting Government bonds transactions and administration of Scriptless Bank Indonesia Certificates by Bank Indonesia.

These custodian services are part of the Investment Services Division Activities, which include the following services:

- *Safekeeping services and portfolio valuation;*
- *Settlement handling services;*
- *Income collection services, including the related tax payments;*
- *Corporate actions and proxy services;*
- *Information and reporting services;*

49. INFORMASI TAMBAHAN (lanjutan)

f. Kegiatan Jasa Kustodian (lanjutan)

Jasa penitipan harta ini merupakan bagian dari kegiatan Divisi *Investment Services* yang meliputi jasa-jasa sebagai berikut (lanjutan):

- Jasa *Custody Unit Link* dan DPLK;
- Jasa Kustodian untuk sekuritisasi aset; dan
- Jasa Kustodian Global untuk surat berharga yang diterbitkan di luar negeri.

Aset milik nasabah yang dititipkan pada Kustodian BRI tidak termasuk dalam laporan posisi keuangan konsolidasian BRI dan Entitas Anak.

g. Kegiatan Wali Amanat

BRI melakukan kegiatan jasa Wali Amanat sejak tahun 1996. Izin operasi BRI sebagai Wali Amanat telah diberikan oleh Menteri Keuangan dengan Surat Keputusan No. 1554/KMK.013/1990 tanggal 6 Desember 1990 dan telah terdaftar di OJK sesuai Surat Tanda Terdaftar sebagai Wali Amanat No. 08/STTD-WA/PM/1996 tanggal 11 Juni 1996.

Jasa Wali Amanat ini merupakan bagian dari kegiatan Divisi Investment Services yang meliputi jasa-jasa sebagai berikut:

- Wali Amanat;
- Agen jaminan; dan
- Agen pemantau.

h. Jasa *Trust*

Layanan Jasa *Trust* BRI merupakan layanan jasa penitipan harta nasabah yang berupa aset *financial* untuk dan atas nama nasabah. BRI merupakan Bank pertama di Indonesia yang memperoleh izin dari Bank Indonesia untuk menjalankan layanan Jasa *Trust* di Indonesia melalui surat Bank Indonesia No. 15/19/DPB1/PB1-3 tanggal 12 Februari 2013 dan surat penegasan Bank Indonesia No. 15/30/DPB1/PB1-3 tanggal 19 Maret 2013.

Ruang lingkup layanan Jasa *Trust* BRI meliputi:

- Layanan Jasa Agen Pembayar;
- Layanan Jasa Agen Peminjaman;
- Layanan Jasa Agen Investasi; dan
- Layanan Jasa Keagenan Lainnya, seperti misalnya Agen Penampungan dan Agen Jaminan.

49. ADDITIONAL INFORMATION (continued)

f. Custodian Service Activities (continued)

These custodian services are part of the Investment Services Division Activities, which include the following services (continued):

- *Custody Unit Link and DPLK services;*
- *Custodian services for asset securitization; and*
- *Global custodian services for securities issued abroad.*

The customers' assets deposited in BRI's Custodian are not included in the consolidated financial position statements of BRI and its Subsidiaries.

g. Trustee Activities

BRI conducted trustee service activities since 1996. BRI's operating license as trustee was granted by the Minister of Finance based on its Decree No. 1554/KMK.013/1990 dated December 6, 1990 and registered in OJK in accordance with its Registered Certificate as Trustee No. 08/STTD-WA/PM/1996 dated June 11, 1996.

This trustee services are part of the Investment Services Division activities, which include the following services:

- *Trustee;*
- *Guarantee agent; and*
- *Monitoring agent.*

h. Trust Services

BRI's Trust Service is a deposit services for customers' assets in the form of financial assets for and on behalf of customers. BRI is the first bank in Indonesia to obtain a license from Bank Indonesia to perform Trust Services in Indonesia through Bank Indonesia letter No. 15/19/DPB1/PB1-3 dated February 12, 2013 and Bank Indonesia confirmation letter No. 15/30/DPB1/PB1-3 dated March 19, 2013.

The scope of BRI's Trust Services includes:

- *Paying agent services;*
- *Lending agent services;*
- *Investment agent services; and*
- *Other agency services, such as Reception Agent and Guarantees Agent*

49. INFORMASI TAMBAHAN (lanjutan)

h. Jasa *Trust* (lanjutan)

BRI saat ini telah memberikan pelayanan Jasa *Trust* untuk transaksi-transaksi keuangan yang melibatkan proyek minyak dan gas (Migas) baik yang dilaksanakan oleh anggota Kontraktor Kontrak Kerja Sama (K3S) di bawah naungan SKK Migas maupun proyek-proyek non K3S.

Di samping memberikan layanan Jasa *Trust*, BRI juga memberikan layanan jasa Agen Pembayar dan Agen Penampungan (*non-Trust*) untuk sektor-sektor lain, seperti sektor infrastruktur, energi, perdagangan dan industri kimia. Selain melayani *direct customer*, Jasa *Trust* BRI juga berperan serta mendukung unit kerja pembiayaan BRI dalam transaksi kegiatan pembiayaan infrastruktur, energi dan aktivitas transaksi pembiayaan sindikasi.

i. Dana Pensiun Lembaga Keuangan BRI

Dana Pensiun Lembaga Keuangan Bank Rakyat Indonesia (DPLK BRI) didirikan oleh PT Bank Rakyat Indonesia (Persero) Tbk tanggal 26 Maret 2004 berdasarkan Keputusan Direksi PT Bank Rakyat Indonesia (Persero) Tbk No. B. 140- DIR/KUI/TRY/03/2004 tanggal 26 Maret 2004 dan telah mendapatkan pengesahan dari Menteri Keuangan Republik Indonesia No. KEP-97/KM.6/2004 tanggal 24 Mei 2004.

DPLK BRI menyelenggarakan Program antara lain:

- Program Pensiun Iuran Pasti (PPIP);
- Program Pengelolaan Dana Kompensasi Pasca Kerja (PPDKP); dan
- Program Pengelolaan Dana Santunan Kesehatan (PPDSK).

j. Agen Sindikasi

BRI saat ini memberikan pelayanan Jasa Agen Sindikasi untuk pembiayaan kredit sindikasi dari beberapa sektor/industri diantaranya sektor agribisnis, infrastruktur seperti jalan tol, pelabuhan, bandara, pembangkit tenaga listrik, minyak & gas, tekstil, properti dan manufaktur yang melibatkan proyek-proyek pemerintah (BUMN) maupun proyek-proyek swasta.

49. ADDITIONAL INFORMATION (continued)

h. Trust Services (continued)

Currently, BRI has been provided Trust Services for financial transactions involving oil and gas projects, carried out by members of the Cooperation Contract Contractors (K3S) under the auspices of SKK Migas and non K3S projects.

In addition to providing Trust Services, BRI also provides services for Paying Agent and Reception Agent (non-Trust) for other sectors, such as infrastructure, energy, trading and chemical industries. Beside service to direct customers, BRI's Trust Services also participate in supporting BRI's financing business unit in the financing transaction of infrastructure, energy and syndicated financing transactions activities.

i. BRI Financial Institution Pension Fund

The Bank Rakyat Indonesia Financial Institution Pension Fund (DPLK BRI) was established by PT Bank Rakyat Indonesia (Persero) Tbk on March 26, 2004 based on the Decree of the Board of Directors of PT Bank Rakyat Indonesia (Persero) Tbk No. B. 140- DIR/KUI/TRY/ 03/2004 dated March 26 2004 and has received approval from the Minister of Finance of the Republic of Indonesia No. KEP-97/KM.6/2004 dated May 24, 2004.

DPLK BRI organizes programs including:

- *Defined Contribution Pension Plan (PPIP);*
- *Post-Employment Compensation Fund Management Program (PPDKP); and*
- *Health Compensation Fund Management Program (PPDSK).*

j. Syndicated Agen

DBRI currently provides Syndicated Business Services for syndicated loan from several sectors/industries including agribusiness sector, infrastructure such as toll roads, ports, airports, power plants, oil and gas, textiles, property and manufacturing involving government projects (BUMN) and private projects.

49. INFORMASI TAMBAHAN (lanjutan)

j. Agen Sindikasi (lanjutan)

Jasa agen sindikasi ini merupakan bagian dari kegiatan sindikasi yang meliputi jasa-jasa sebagai berikut:

- *Arranger*;
- Agen Fasilitas;
- Agen Jaminan; dan
- Agen Penampungan.

k. Kontribusi Pendapatan Pajak dan PNBP

Pada tanggal-tanggal 31 Desember 2024 dan 2023, kontribusi BRI terhadap pendapatan negara dari pembayaran Pajak, pemungutan Pajak dan Penerimaan Negara Bukan Pajak (PNBP) (*cash basis*) adalah sebagai berikut:

49. ADDITIONAL INFORMATION (continued)

j. Syndicated Agen (continued)

Syndication Business Services is part of the syndication activities which include the following services:

- *Arranger;*
- *Facilities Agent;*
- *Guarantees Agent; and*
- *Suspend Agent*

k. Contribution of Tax and Non Tax Revenue

As of December 31, 2024 and 2023, BRI's contribution to national income from tax revenue, withholding tax and Non Tax Revenue (PNBP) (cash basis) are as follows:

	31 Desember 2024/ *Dcember 31, 2024*	**31 Desember 2023 / *December 31, 2023***	
Pajak			Tax
PPh*	29.614.698	25.139120	*Income Tax**
PPN & PPNBM	2.102.680	1.922.197	*Value Added Tax & Sales Tax on Luxury Goods*
Bea Masuk/Keluar, Bea & Cukai			*Import/Exit Duty, Customs & Excise*
Bea Materai	36.982	95.320	*and Stamp Duty*
Pajak Pemerintah Pusat Lainnya			*Other Central Government Taxes*
Pajak Daerah	126.702	97.723	*Regional Tax*
PNBP			*PNBP*
Dividen	25.714.902	23.233.807	*Dividend*
PNBP Lainnya	76.561	165.365	*Other PNBP*
Total Kontribusi Pendapatan Pajak dan PNBP	**57.67.525**	**50.653.532**	***Total Contribution of Tax and Non Tax Revenue***

*) PPh badan sebesar Rp14.448.648 dan Rp13.058.345 pada tanggal 31 Desember 2024 dan 2023, yang dihitung secara accrual basis (diluar BRI Global Financial Services Co. Ltd.)
**) PPN terdiri dari PPN wapu dan PPN Jasa perbankan

*) *Corporate income tax of* Rp14,448,648 and Rp13,058,345 *as of December 31, 2024 and 2023, which is calculated on an accrual basis (exclude BRI Global Financial Services Co. Ltd.)*
**) *VAT consists of VAT on sales and VAT on banking services*

l. Rasio Giro Wajib Minimum (GWM)

Saldo giro pada Bank Indonesia disediakan untuk memenuhi persyaratan Giro Wajib Minimum (GWM) dari Bank Indonesia. Pada tanggal-tanggal 31 Desember 2024 dan 2023, GWM dihitung sesuai dengan Peraturan Bank Indonesia (PBI) No. 24/4/PBI/2022 tanggal 25 Februari 2022 yang dijelaskan melalui Peraturan Anggota Dewan Gubernur (PADG) No. 12 Tahun 2023 tanggal 27 September 2023.

l. The Minimum Statutory Reserve (GWM)

Current account balances with Bank Indonesia are provided to meet the Minimum Statutory Reserves (GWM) requirements from Bank Indonesia. As of December 31, 2024 and 2023, the GWM was calculated in accordance with Bank Indonesia Regulation (PBI) No. 24/4/PBI/2022 dated February 25, 2022 which is explained by the Regulation of Members of the Board of Governors (PADG) No. 12 Year 2023 dated September 27, 2023.

49. INFORMASI TAMBAHAN (lanjutan)

l. Rasio Giro Wajib Minimum (GWM) (lanjutan)

Dalam mendukung pertumbuhan ekonomi yang berkelanjutan, Bank Indonesia menetapkan dan melaksanakan kebijakan makroprudensial melalui upaya mendorong intermediasi yang seimbang, berkualitas, dan berkelanjutan, memitigasi dan mengelola risiko sistemik, serta meningkatkan inklusi ekonomi, inklusi keuangan, dan keuangan berkelanjutan sesuai Peraturan Bank Indonesia (PBI) No. 11 Tahun 2023 tanggal 18 September 2023 tentang Kebijakan Insentif Likuiditas Makroprudensial, sebagaimana diatur lebih lanjut melalui PADG No. 11 Tahun 2023 tanggal 27 September 2023 tentang Peraturan Pelaksanaan Peraturan Pelaksanaan Kebijakan Insentif Likuiditas Makropudensial (PADG KLM).

Rasio Penyangga Likuiditas Makroprudensial (PLM) dihitung sesuai dengan PBI No. 24/16/PBI/2022 tanggal 31 Oktober 2022 tentang Rasio Intermediasi Makroprudensial dan Penyangga Likuiditas Makroprudensial bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah Peraturan Anggota Dewan Gubernur (PADG) No. 18 Tahun 2023 tanggal 29 November 2023.

Pemenuhan rasio-rasio tersebut di atas masing-masing ditentukan sebesar sebagai berikut:

49. ADDITIONAL INFORMATION (continued)

l. The Minimum Statutory Reserve (GWM) (continued)

In supporting sustainable economic growth, Bank Indonesia determines and implements macroprudential policies through efforts to encourage balanced, quality, and sustainable intermediation, mitigate and manage systemic risks, and increase economic inclusion, financial inclusion and sustainable finance in accordance with Bank Indonesia Regulation (PBI) No. 11 of Year 2023 dated September 18, 2023 concerning the Macroprudential Liquidity Incentive Policy, as further regulated through PADG No. 11 Year of 2023 dated September 27, 2023 concerning Implementing Regulations for Implementing the Macropudential Liquidity Incentive Policy (PADG KLM).

The Macroprudential Liquidity Buffer Ratio (PLM) is calculated through PBI No. 24/16/PBI/2022 dated October 31, 2022 concerning the Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Islamic Commercial Banks, and Islamic Business Units Regulation of Members of the Board of Governors (PADG) No. 18 Year 2023 dated November 29, 2023.

The calculation of GWM ratio is determined as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Rupiah			*Rupiah*
GWM Primer	5,00%	6,05%	*Primary GWM*
(i) GWM secara harian	0,00	0,00	*(i) GWM daily*
(ii) GWM secara rata-rata*)	5,00	6,05	*(ii) GWM average*)
Penyangga Likuiditas Makroprudensial (PLM)	5,00	5,00	*Macroprudential Liquidity Buffer Ratio(PLM)*
Mata uang asing	4,00	4,00	*Foreign currency*
(i) GWM secara harian	2,00	2,00	*(i) GWM daily*
(ii) GWM secara rata-rata	2,00	2,00	*(ii) GWM average*

49. INFORMASI TAMBAHAN (lanjutan)

l. Rasio Giro Wajib Minimum (GWM) (lanjutan)

Berdasarkan PBI No. 20/4/PBI/2018 tanggal 29 Maret 2018, penyebutan *Loan to Funding Ratio* (LFR) berubah menjadi Rasio Intermediasi Makroprudensial (RIM), dan kewajiban pemenuhan Giro RIM mulai berlaku pada tanggal 16 Juli 2018. Giro RIM adalah simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia sebesar persentase tertentu dari DPK yang dihitung berdasarkan selisih antara RIM yang dimiliki oleh Bank dan RIM Target. Giro RIM dikenakan jika RIM Bank di bawah minimum RIM target Bank Indonesia (84%) atau di atas maksimum RIM target Bank Indonesia (94%) dengan Kewajiban Penyediaan Modal Minimum (KPMM) Bank lebih kecil dari KPMM Insentif Bank Indonesia yang sebesar 14%. Peraturan tersebut telah disempurnakan sebanyak 4 (empat) kali dengan perubahan terakhir PBI No.24/16/PBI/2022 tanggal 31 Oktober 2022. PBI tersebut dijelaskan melalui PADG No. 18 Tahun 2023 tanggal 29 November 2023.

Rasio GWM BRI (entitas induk) pada tanggal-tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

49. ADDITIONAL INFORMATION (continued)

l. The Minimum Statutory Reserve (GWM) (continued)

Based on PBI No. 20/4/PBI/2018 dated March 29, 2018, Loan to Funding Ratio (LFR) changed to Macroprudential Intermediation Ratio (RIM), and RIM fulfillment obligations are applicable starting on July 16, 2018. RIM is the minimum deposit the Bank is obliged to maintain in the form of Current Account balance at Bank Indonesia at a certain percentage of third-party funds which calculation is based on the difference between the RIM held by the Bank and the Targeted RIM. RIM is charged if the Bank's RIM is below Bank Indonesia's minimum targeted RIM (84%) or above Bank Indonesia's maximum targeted RIM (94%) with Bank's Minimum Capital Adequacy Ratio (CAR) smaller than Bank Indonesia's Incentive CAR of 14%. The regulation has been amended 4 (four) times with the latest amendment PBI No. 24/16/PBI/2022 dated October 31, 2022. The PBI is explained through PADG No. 18 Year 2023 dated November 29, 2023.

GWM ratios of BRI (parent entity) as of December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Rupiah			*Rupiah*
GWM Primer	5,39%	8,05%	*Primary GWM*
(i) GWM secara harian	0,00	0,00	*(i) GWM daily*
(ii) GWM secara rata-rata*)	5,39	8,05	*(ii) GWM average*)
Penyangga Likuiditas Makroprudensial (PLM)	12,55	14,24	*Macroprudential Liquidity Buffer Ratio (PLM)*
Mata uang asing	4,69	4,22	*Foreign currency*
(i) GWM secara harian	2,00	2,00	*(i) GWM daily*
(ii) GWM secara rata-rata	2,69	2,22	*(ii) GWM average*

*) Setelah dikurangi insentif sesuai PADG No. 11 Tahun 2023.

**) After deducting incentives based on PADG No. 11 Year 2023.*

Pada tanggal-tanggal 31 Desember 2024 dan 2023, BRI telah memenuhi ketentuan Bank Indonesia tentang rasio-rasio tersebut di atas.

As of December 31, 2024 and 2023, BRI has complied with Bank Indonesia's regulations regarding ratios mentioned above.

49. INFORMASI TAMBAHAN (lanjutan)

m. Risiko Nilai Tukar

Risiko nilai tukar merupakan risiko yang timbul karena adanya fluktuasi nilai tukar terhadap Rupiah dari posisi valuta asing yang dimiliki BRI. Termasuk dalam posisi valuta asing tersebut yaitu posisi *trading book* yang dilakukan dengan tujuan untuk mendapatkan keuntungan transaksi valuta asing dalam jangka pendek maupun posisi *banking book* dalam rangka pengendalian PDN (Posisi Devisa Neto).

Menurut ketentuan Bank Indonesia berdasarkan PBI No. 17/5/PBI/2015 tanggal 29 Mei 2015 mengenai Perubahan Keempat atas PBI No. 5/13/PBI/2003 tentang Posisi Devisa Neto Bank Umum tanggal 1 Juli 2010, PDN ditetapkan maksimum sebesar 20% modal.

PDN adalah penjumlahan dari nilai absolut untuk jumlah dari selisih bersih aset dan liabilitas dalam laporan posisi keuangan untuk setiap mata uang asing dengan selisih bersih tagihan dan liabilitas komitmen dan kontinjensi dalam rekening administratif untuk setiap mata uang asing yang semuanya dinyatakan dalam Rupiah.

Berikut adalah PDN (BRI saja) masing-masing pada tanggal 31 Desember 2024 dan 2023, per mata uang, sebagai berikut:

49. ADDITIONAL INFORMATION (continued)

m. Exchange Rate Risk

Exchange rate risk is a risk arising from foreign exchange rate fluctuations against Rupiah of foreign exchange positions held by BRI. Included in the foreign exchange positions are trading book positions held to generate profit both from foreign exchange transactions in the short term and banking book positions held to control the Net Open Position (NOP).

Based on Bank Indonesia's Regulation PBI No. 17/5/PBI/2015 dated May 29, 2015, regarding the Fourth Amendment of PBI No. 5/13/PBI/2003, regarding Net Open Position for Commercial Banks dated July 1, 2010, NOP is set to a maximum of 20% of capital.

NOP is the sum of the absolute amount of the net difference between assets and liabilities for each foreign currency on statement of financial position add with the net difference between receivables and payables of commitments and contingencies for each foreign currency recorded in administrative accounts, which presented in Rupiah.

The tables below represent NOP (BRI only) as December 31, 2024 and 2023, respectively, by currency, as follows:

Mata Uang	31 Desember/*December 31, 2024* Aset/ *Assets*	Liabilitas/ *Liabilities*	PDN/ *NOP*	*Currencies*
Laporan Posisi Keuangan dan Rekening Administratif				***Statement of Financial Position and Administrative Accounts***
Dolar Amerika Serikat	375.180.416	377.380.016	2.199.600	*United States Dollar*
Euro Eropa	7.471.814	4.316.845	3.154.969	*European Euro*
Yen Jepang	6.229.190	6.188.990	40.200	*Japanese Yen*
Dolar Kanada	30.860	33.445	2.585	*Canadian Dollar*
Dolar Australia	229.170	219.906	9.264	*Australian Dollar*
Dolar Singapura	4.238.766	4.292.604	53.838	*Singaporean Dollar*
Renminbi	2.866.140	2.737.495	128.645	*Renminbi*
Pound Sterling Inggris	521.708	536.844	15.136	*Great Britain Pound Sterling*
Lain-lain	1.470.392	924.091	546.301	*Others*
			6.150.538	
Modal			253.862.567	*Capital*
Rasio PDN			**2,42%**	***NOP Ratio***

49. INFORMASI TAMBAHAN (lanjutan)

m. Risiko Nilai Tukar (lanjutan)

Berikut adalah PDN (BRI saja) masing-masing pada tanggal 31 Desember 2024 dan 2023, per mata uang, sebagai berikut:

49. ADDITIONAL INFORMATION (continued)

m. Exchange Rate Risk (continued)

The tables below represent NOP (BRI only) as December 31, 2024 and 2023, respectively, by currency, as follows:

Mata Uang	31 Desember/ *December 31, 2023* Aset/ *Assets*	Liabilitas/ *Liabilities*	PDN/ *NOP*	*Currencies*
Laporan Posisi Keuangan dan Rekening Administratif				***Statement of Financial Position and Administrative Accounts***
Dolar Amerika Serikat	331.100.472	331.199.191	98.719	*United States Dollar*
Dolar Kanada	38.691	24.303	14.388	*Canadian Dollar*
Renminbi	1.230.517	1.176.670	53.847	*Renminbi*
Yen Jepang	5.574.573	4.698.897	875.676	*Japanese Yen*
Dolar Singapura	3.769.803	3.802.661	32.858	*Singaporean Dollar*
Euro Eropa	3.700.437	3.724.175	23.738	*European Euro*
Dolar Australia	372.328	305.103	67.225	*Australian Dollar*
Pound Sterling Inggris	1.085.793	968.132	117.660	*Great Britain Pound Sterling*
Lain-lain	858.490	617.292	241.198	*Others*
			1.525.309	
Modal			250.568.767	*Capital*
Rasio PDN			**0,62%**	***NOP Ratio***

n. Manajemen Risiko Operasional

Penerapan Manajemen Risiko Operasional dilakukan dengan berpedoman pada POJK No. 18/POJK.03/2016 tanggal 22 Maret 2016 tentang Penerapan Manajemen Risiko bagi Bank Umum dan Peraturan Menteri BUMN RI Nomor PER-5/MBU/09/2022 tentang Penerapan Manajemen Risiko pada Badan Usaha Milik Negara. Penerapan manajemen risiko mencakup pilar Pengawasan aktif Dewan Komisaris dan Direksi, Kecukupan kebijakan, prosedur dan penetapan *limit*, Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko serta sistem informasi manajemen risiko, dan sistem pengendalian internal.

n. Operational Risk Management

Implementation of Operational Risk Management is carried out according to Financial Services Authority Regulation (POJK) No. 18/POJK.03/2016 dated March 22, 2016 regarding Risk Management Implementation for Commercial Banks and the Minister of State-Owned Enterprises Regulation No.PER-5/MBU/09/2022 regarding Implementation of Risk Management in State-Owned Enterprises, which requires the risk management implementation to cover the pillars of active monitoring by the Board of Commissioners and Directors, adequacy of policies, limit procedure and determination, adequacy of identification, measurement, monitoring and management of risk process adequacy as well as information system of risk management, and internal control system.

49. INFORMASI TAMBAHAN (lanjutan)

n. Manajemen Risiko Operasional (lanjutan)

Penerapan Manajemen Risiko Operasional dimaksudkan untuk mengelola eksposur risiko operasional yang disebabkan oleh faktor internal maupun eksternal yang dapat mengganggu aktivitas bisnis dan operasional, seperti faktor ketidakcukupan sumber daya manusia, proses internal, kegagalan sistem teknologi informasi, bencana alam dan kejahatan pihak eksternal terhadap bank yang berpotensi menimbulkan kerugian finansial maupun non finansial bagi bank. Pengelolaan terhadap eksposur risiko operasional di BRI mencakup pengelolaan terhadap eksposur risiko hukum, reputasi, kepatuhan dan stratejik yang terdapat pada setiap proses bisnis dan aktivitas operasional.

Setiap unit kerja operasional BRI bertanggung jawab atas penerapan proses manajemen risiko melalui sistem pengendalian internal dalam aktivitas operasional dan bisnis di masing-masing unit kerja. Hal tersebut dilakukan mulai dari tahap identifikasi, pengukuran, pemantauan hingga pengendalian risiko. Untuk mengkoordinasikan dan memastikan bahwa penerapan proses manajemen risiko dilaksanakan sesuai ketentuan, maka Direksi BRI menetapkan fungsi manajemen risiko pada setiap unit kerja mulai dari level Kantor Pusat (Divisi/*Desk/ Team*), *Regional Office*, Kantor Cabang Khusus, Kantor Cabang, Kantor Cabang Pembantu, BRI Unit, Kantor Kas, Sentra Layanan BRI Prioritas dan Unit Kerja Luar Negeri (UKLN).

Satuan Kerja Manajemen Risiko Operasional (SKMRO) bertugas dan bertanggung jawab dalam penyusunan pedoman penerapan manajemen risiko operasional, pengembangan dan implementasi kebijakan/prosedur dan metodologi, pengawasan, pengkajian, serta pemantauan proses manajemen risiko operasional. Di samping itu, SKMRO juga berperan dalam penyusunan dan implementasi tata kelola manajemen risiko operasional, penyusunan dan pemantauan profil risiko BRI, penilaian kecukupan pengelolaan risiko dari suatu produk bank baru, serta mendukung unit kerja operasional/*risk owner* dalam mengembangkan budaya sadar risiko, penerapan strategi *anti fraud*, dan kepatuhan terhadap prinsip-prinsip manajemen risiko. Pembahasan pengelolaan dan perbaikan kontrol atas risiko operasional dilaksanakan dalam kegiatan Forum Manajemen Risiko (FMR) maupun *Risk Management Committee* (RMC) yang dilaksanakan secara rutin bersama dengan SKMR dan Divisi/*Desk* lainnya.

49. ADDITIONAL INFORMATION (continued)

n. Operational Risk Management (continued)

The implementation of operational risk management is intended to manage operational risk exposure due to internal and external factors that impact the business and operational activities, such as inadequate human resources, internal processes, information technology system failures, natural disasters, and external party's crimes against the Bank that potentially cause financial and non-financial losses. Operational risk exposure management in BRI includes management of legal, reputational, compliance and strategic risk exposures that occur in every business process and operational activity.

Each of BRI's operational business units are responsible for the implementation of risk management process in the business and operational activities of each business unit through the internal control system. This is done starting from the phase of identification, measurement, monitoring to risk control. To coordinate and ensure that the implementation of risk management processes is carried out in accordance with the rules, BRI's Board of Directors established a risk management function in every business unit starting from the level of Head Office (Division/Desk), Regional Offices, Special Branch Office, Branch Offices, Sub-Branch Offices, BRI Priority Service Centers and Overseas Business Units.

The risk management unit (SKMRO) is responsible for preparing guidelines for implementing operational risk management, developing and implementing policies/procedures and methodologies, supervising, reviewing, and monitoring the operational risk management process. Furthermore, SKMRO also plays a role in the preparation and monitoring of BRI's risk profile, assessment of the adequacy of risk management of a new product and/or activity, and supports operational work units/risk owners in developing a culture of risk awareness, implementation of anti-fraud strategies, and compliance with related risk management principles. In the context of Discussions on management and improvement of control over operational risks are carried out in the Risk Management Committee (RMC) on a monthly basis together with the SKMR and related Divisions/Desks.

49. INFORMASI TAMBAHAN (lanjutan)

n. Manajemen Risiko Operasional (lanjutan)

Audit Intern selaku *third line* dalam *3 lines of model* yang meliputi Audit Intern Kantor Pusat dan Audit Intern Regional BRI seluruh Indonesia bertugas melakukan pemantauan dan validasi atas kecukupan dan efektivitas pengendalian internal di BRI secara *bankwide*.

Penerapan manajemen risiko operasional BRI difasilitasi melalui perangkat manajemen risiko operasional berupa BRI *Operational Risk Assessor* (OPRA), *Integrated Risk Management System* (IRMS) maupun BRI Sistem Informasi Manajemen (BRISIM), yang mencakup modul *Risk and Control Library (RCL), Risk and Control Self Assessment* (RCSA/CSA), *Key Risk Indicator* (KRI), *Loss Event Database* (LED), *Risk Maturity Self Assessment* (RMSA), dan fungsi *Briefing, Verification, dan Coaching* (BVC). Kebijakan Pedoman Pelaksanaan Penerapan Manajemen Risiko Operasional telah dikinikan dalam Surat Edaran No. SE.58-DIR/ORD/11/2022 tanggal 22 November 2022.

Upaya pemahaman manajemen risiko difokuskan pada peningkatan budaya risiko. Budaya risiko merupakan nilai-nilai dan perilaku individu yang akan terefleksi dalam keputusan-keputusan yang diambil dan cara melakukan pekerjaan dengan prinsip kehati-hatian dan pertimbangan manajemen risiko. Hal ini dilakukan melalui sosialisasi/pelatihan manajemen risiko yang terus dilakukan kepada seluruh pekerja BRI, serta peningkatan kualitas pengendalian risiko pada setiap aktivitas operasional, baik dalam melakukan percepatan deteksi kejadian risiko, maupun *monitoring* penyelesaian rencana tindak lanjut perbaikan kontrol. Budaya risiko telah diatur dalam Surat Edaran Direksi No. SE.04-DIR/CTR/01/2023 Buku 2 tentang Budaya Risiko tanggal 31 Januari 2023.

49. ADDITIONAL INFORMATION (continued)

n. Operational Risk Management (continued)

Internal audit as the third line of defense including the Head of Internal Audit Office and BRI's Regional Internal Audit Office throughout Indonesia is responsible for monitoring and validating the internal control adequacy and effectiveness of internal control at BRI on a Bankwide basis.

The implementation of BRI's operational risk management is facilitated through operational risk management tools in the form of BRI Operational Risk Assessor (OPRA), Integrated Risk Management System (IRMS) and BRI Management Information System (BRISIM), which include the Risk and Control Library (RCL), Risk and Control Self-Assessment (RCSA/CSA), Key Risk Indicator (KRI), Loss Event Database (LED), Risk Maturity Self-Assessment (RMSA), and Briefing, Verification and Coaching (BVC) functions. The Operational Risk Management Implementation Guidelines Policy has been updated in Circular Letter No. SE.58-DIR/ORD/11/2022 dated November 22, 2022.

Risk management understanding efforts are focused on improving risk culture. Risk culture is the values and behaviors of individuals that will be reflected in the decisions taken and how to do work with the principle of prudence and risk management considerations. This is done through risk management socialization/training that continues to be carried out to all BRI workers, as well as improving the quality of risk control in every operational activity, both in accelerating the detection of risk events, as well as monitoring the completion of follow-up plans for control improvement. Risk culture has been regulated in the Directors' Circular Letter No. SE.04-DIR/CTR/01/2023 Book 2 concerning Risk Culture dated January 31, 2023.

49. INFORMASI TAMBAHAN (lanjutan)

n. Manajemen Risiko Operasional (lanjutan)

1. *Risk Control and Self Assessment* (RCSA)

RCSA merupakan perangkat manajemen risiko yang bersifat kualitatif dan prediktif yang digunakan untuk mengidentifikasi dan mengukur risiko berdasarkan dimensi dampak (*impact*) dan kemungkinan kejadian (*likelihood*), RCSA di BRI telah diterapkan di Divisi/*Desk/Team* Kantor Pusat BRI, *Regional Office*, Kantor Cabang Khusus, UKLN, Audit Intern Wilayah, *Regional Campus,* Kantor Cabang yang juga mewakili BRI Unit, Kantor Cabang Pembantu, dan Sentra Layanan BRI Prioritas.

RCSA ditujukan untuk membantu unit kerja dalam mengidentifikasi dan mengukur secara independen risiko operasional pada setiap aktivitas operasional dan bisnis, termasuk melakukan pemantauan dan penentuan langkah-langkah perbaikan atau rencana tindak lanjut ke depan.

Pengkinian *risk issue* pada RCSA dilakukan dengan mempertimbangkan perkembangan bisnis BRI yang meliputi implementasi produk dan atau aktivitas baru, segmen pasar baru dan persaingan bisnis, perubahan ketentuan internal/eksternal, dan perubahan lainnya yang mempengaruhi eksposur risiko BRI. Penilaian dimaksud dilakukan antara lain dengan mempertimbangkan data *Loss Event Database* (LED), *Key Risk Indicator* (KRI) maupun Laporan Hasil Audit (LHA). RCSA dilaksanakan secara periodik setiap semester, dan frekuensinya akan ditingkatkan apabila terjadi perubahan eksposur risiko yang signifikan.

2. *Loss Event Database* (LED)

Loss Event Database (LED) BRI merupakan proses pencatatan data kejadian kerugian yang dilakukan untuk setiap jenis kerugian non finansial maupun finansial yang meliputi *actual loss* dan *potential loss* termasuk langkah-langkah perbaikan dan penanganan insiden yang dilakukan.

49. ADDITIONAL INFORMATION (continued)

n. Operational Risk Management (continued)

***1. Risk Control and Self Assessment* (RCSA)**

RCSA is a qualitative and predictive risk management tool which is used to identify and measure the impact and likelihood of risks. RCSA has been implemented in BRI's Head Office (Desk/Division), Regional Offices, Special Branch Office, Overseas Branch/Representative Office, Regional Internal Audit, Regional Campus, Branch Offices which also represents BRI Units, Sub-Branch Offices and Priority Service Centres.

RCSA is intended to assist the operational business unit in identifying and measuring operational risk in every business and operational activites independently, including monitoring and determining corrective actions or the future action plans.

The risk issue in RCSA is updated by considering BRI's business development which include the new product and or activity implementation, new market segment and business competition, change in internal/external regulation and other changes that affect BRI's risk exposure. These assessment is carried out by considering Incident Management (IM)/Loss Event Database (LED) data, Key Risk Indicator (KRI), and Audit Result report (LHA). RCSA is performed semi-anually and the frequency will be increased if there is a significant change in risk exposure.

2. Loss Event Database (LED)

BRI's Loss Event Database (LED) which includes data documentation process of loss events for all types of loss, financial and non-financial loss, which includes actual loss and potential loss, including corrective actions and incident handling conducted.

49. INFORMASI TAMBAHAN (lanjutan)

n. Manajemen Risiko Operasional (lanjutan)

2. *Loss Event Database* (LED) (lanjutan)

Berdasarkan data kejadian kerugian pada modul LED, analisa kejadian kerugian dapat dilakukan berdasarkan penyebab, aktivitas fungsional, kategori kejadian (*event type*) dan lini bisnis BRI. Sistem informasi tersebut dapat digunakan untuk menentukan langkah-langkah preventif pengendalian risiko berbasiskan pendokumentasian proses penanganan atau penyelesaian insiden baik dari sisi non finansial, kerugian finansial dan *recovery* kerugian maupun proses litigasi.

Dalam rangka perhitungan beban modal dan ATMR Operasional, BRI telah menerapkan Pengukuran Modal Minimum Risiko Operasional (MMRO) Pendekatan Standar yang berpedoman pada Basel III *Framework.* Ketentuan ATMR Risiko Operasional dengan pendekatan standar diatur melalui Surat Edaran Direksi No. SE.66-DIR/MPE/12/2022 Buku 2 tentang Perhitungan ATMR Operasional.

3. *Key Risk Indicator* (KRI)

KRI adalah perangkat Manajemen Risiko yang berupa indikator kuantitatif yang dapat memberikan informasi secara dini terhadap peningkatan atau penurunan risiko dan atau penurunan efektivitas kontrol terhadap limit *threshold* yang telah ditentukan. KRI dapat bersifat *leading* maupun *lagging.* Pemantauan risiko melalui KRI bertujuan untuk menentukan rencana tindak lanjut terkait pengendalian risiko sehingga dapat mencegah atau meminimalisir dampak kerugian.

BRI telah melakukan identifikasi terhadap indikator-indikator risiko utama untuk semua jenis risiko dan menetapkan batasan atau limit risiko yang mencerminkan kondisi dan risiko yang dapat diterima (*risk appetite*) BRI. Identifikasi indikator risiko utama dan penetapan batasan (*threshold*) KRI dilakukan dengan menggunakan *best judgement* dengan mempertimbangkan eksposur risiko dan *risk appetite* BRI. Penentuan *threshold* melibatkan Audit Internal, *Risk Owner* dan Unit Kerja terkait lainnya. KRI BRI antara lain tercermin dalam Laporan Profil Risiko *Bankwide* dan Profil Risiko *Regional Office* yang di-*monitor* secara rutin dan dilaporkan kepada pihak manajemen setiap bulan.

49. ADDITIONAL INFORMATION (continued)

n. Operational Risk Management (continued)

2. Loss Event Database (LED) (continued)

Based on loss event data in LED module, loss event analysis can be performed based on causes, functional activities, event types, and business lines of BRI. The information system can be used to determine the preventive actions in risk controls, based on the documentation process of incident handling or settlement for the non-financial loss, financial loss, loss recovery, and litigation process.

In order to calculate capital expenses and Operational RWA, BRI has implemented a Standard Approach Minimum Capital Measurement for Operational Risk (MMRO) which is 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.

3. Key Risk Indicator (KRI)

KRI is a risk management tool in the form of quantitative indicators that can provide early information on the increase or decrease in risk and/or decrease in the effectiveness of controls against a predetermined threshold. KRI can be leading or lagging. Risk monitoring through KRI aims to determine follow-up plans related to risk control so as to prevent or minimize the impact of losses.

BRI has identified key risk indicators for all risk types and determined the risks threshold or limit which portrays the acceptable condition and risk appetite of BRI. Identification of main risk indicator and KRI threshold determination is established using the best judgement, considering BRI risk exposures and risk appetite. Threshold determination involves internal auditor, risk owner and other related business units. BRI's KRI are reflected on its Bankwide Risk Profile and Regional Risk Profile Report which are monitored and reported monthly to the management.

49. INFORMASI TAMBAHAN (lanjutan)

n. Manajemen Risiko Operasional (lanjutan)

4. Forum Manajemen Risiko (Forum MR)

Forum Manajemen Risiko (Forum MR) adalah wadah atau forum pertemuan antara pemimpin unit kerja operasional dengan pejabat setingkat dibawahnya, pekerja atau jajarannya untuk membahas permasalahan-permasalahan (risiko) yang melekat pada aktivitas bisnis atau operasional yang menjadi kendala dalam rangka mencapai target bisnis atau kinerja yang ditetapkan. Pelaksanaan Forum Manajemen Risiko di masing-masing unit kerja BRI diharapkan menjadi salah satu pendukung dan pendorong untuk menumbuhkembangkan budaya sadar risiko di BRI. Implementasi Forum MR di level Regional dilaksanakan dalam bentuk Forum *Governance, Risk, and Compliance (GRC)* yang dihadiri oleh anggota tetap yaitu *Regional* CEO, *Regional Risk Management Head*, dan Kepala Audit Intern Wilayah.

5. *Risk Maturity Self Assessment (RMSA)*

Risk Maturity Self Assessment (RMSA) merupakan proses *self assessment* terhadap tingkat kemapanan penerapan manajemen risiko di setiap unit kerja BRI yang dilakukan setiap akhir tahun oleh masing-masing pimpinan unit kerja BRI terhadap parameter-parameter tertentu. Dengan melakukan penilaian maturitas diharapkan masing-masing unit kerja dapat mengevaluasi penerapan manajemen risiko yang telah dilakukan sehingga lebih baik ke depan.

49. ADDITIONAL INFORMATION (continued)

n. Operational Risk Management (continued)

4. Risk Management Forum (RM Forum)

Risk Management Forum (RM Forum) is a risk management tool to hold a meeting or forum among the head of BRI's operational business units with the lower level employees and staff to discuss inherent risks in the daily business or operational activities that might be the constraint in achieving the business target or standard business performance. Risk management forum, which are held in each business unit, are expected to support the growth of BRI's risk awareness culture. RM Forum implementation in regional level are held in a form of Governance, Risk and Compliance (GRC) Forum, which attended by permanent member, i.e. Regional CEO, Regional Risk Management Head, and Head of Regional Internal Audit.

5. Risk Maturity Self Assessment (RMSA)

Risk Maturity Self Assessment (RMSA) is a self-assessment process regarding the maturity level of risk management implementation in each business unit of BRI, conducted annually by the leaders of each unit against specific parameters. By conducting this maturity assessment, it is expected that each business unit can evaluate the risk management practices that have been implemented, leading to improvements in the future.

49. INFORMASI TAMBAHAN (lanjutan)

n. Manajemen Risiko Operasional (lanjutan)

6. *Business Continuity Management* (BCM)

Potensi gangguan/bencana baik yang disebabkan antara lain oleh alam, manusia dan teknologi merupakan ancaman bagi kelangsungan usaha BRI, dimana BRI memiliki unit kerja operasional yang tersebar di seluruh Indonesia. Oleh karena itu, Direksi BRI memandang perlu untuk mengembangkan dan menerapkan suatu Kebijakan *Business Continuity Management* (BCM) guna melindungi keamanan dan keselamatan jiwa pekerja, melindungi keselamatan jiwa nasabah dan *stakeholders* lainnya yang berada di lingkungan unit kerja operasional BRI, mempertahankan kelangsungan aktivitas-aktivitas bisnis/operasional terpenting, dan menjaga aset BRI dan memiliki respon yang memadai dalam situasi gangguan/bencana. Kebijakan BCM diatur melalui Surat Edaran SE.50-DIR/MPE/12/2023 tentang Manajemen Kelangsungan Usaha, Buku 1 tentang Business Continuity Management (BCM) dan Standar Operasional Prosedur No. SO.05-ORD/05/2023 Buku 1 tentang Pengelolaan Kelangsungan Usaha.

Implementasi BCM BRI mencakup seluruh unit kerja BRI yang antara lain dilakukan melalui pembentukan Tim Manajemen Krisis, penyusunan *Call Tree* dan penetapan *alternate sites*, serta berbagai pengujian rencana kelangsungan usaha. Unit kerja BRI juga telah melakukan Penilaian Risiko Ancaman dan Bencana (PRAB) yang bertujuan untuk mengidentifikasi sumber daya yang dibutuhkan dalam rangka persiapan menghadapi ancaman/bencana di masing-masing unit kerja. Sebagai salah satu implementasi BCM BRI telah memiliki pedoman *Emergency Response Plan* (ER Plan) dan kebijakan *Business Continuity Plan* (BC Plan) untuk Unit Kerja Kritikal. Untuk memastikan bahwa kebijakan tersebut dapat digunakan saat terjadi gangguan/bencana maka pelaksanaan uji coba ER *Plan* dan BC *Plan* dilaksanakan setiap tahun dan diprioritaskan pada unit kerja yang rawan bencana.

49. ADDITIONAL INFORMATION (continued)

n. Operational Risk Management (continued)

6. Business Continuity Management (BCM)

The potential disruptions or disasters caused by natural events, human actions, and technology pose a threat to the continuity of BRI's operations, as BRI has operational units spread across Indonesia. Therefore, the Board of Directors of BRI deems it necessary to develop and implement a Business Continuity Management (BCM) Policy to protect the safety and security of employees, safeguard the lives of customers and other stakeholders within the operational units of BRI, maintain the continuity of essential business and operational activities, and protect BRI's assets while ensuring an adequate response in the event of disruptions or disasters. The BCM policy is governed by Circular Letter SE.50-DIR/MPE/12/2023 regarding Business Continuity Management, Book 1 on Business Continuity Management (BCM), and Standard Operating Procedure No. SO.05-ORD/05/2023 Book 1 on Business Continuity Management.

BRI BCM implementation covers all BRI work units, among others through the formation of a Crisis Management Team, the preparation of Call Tree and the establishment of alternate sites, and various tests of business continuity plans. BRI work units have also carried out a Threat and Disaster Risk Assessment which aims to identify the resources needed in preparation for facing threats/disasters in each work unit. As one of the implementation of BCM BRI has Emergency Response Plan (ER Plan) and Business Continuity Plan (BC Plan) policies for Critical Work Units. To ensure that the policy can be used during disruptions/ disasters, the ER Plan and BC Plan trials are carried out annually and prioritized in disaster-prone work units.

49. INFORMASI TAMBAHAN (lanjutan)

n. Manajemen Risiko Operasional (lanjutan)

6. *Business Continuity Management* (BCM) (lanjutan)

Dalam periode satu tahun ke belakang telah terjadi berbagai kejadian-kejadian bencana yang telah mengaktifkan prosedur kelangsungan usaha Unit Kerja BRI, dimana hal tersebut menjadi bukti kesiapan organisasi BRI untuk menghadapi kondisi-kondisi tersebut. Ketentuan mengenai tanggap darurat bencana di tempat kerja telah dirumuskan melalui Surat Edaran No. 58-/DIR/ORD/11/2022 Buku 4 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) dan SOP No. SO.05-ORD/05/2023 tentang Pengelolaan Kelangsungan Usaha.

7. Penilaian Kecukupan Pengelolaan Risiko Produk Bank Baru (PBB)

Dalam rangka mengefektifkan pengeloaan risiko produk bank, maka setiap rencana penerbitan produk bank baru (PBB) di BRI, dilakukan proses validasi peningkatan materialitas risiko dan proses penilaian manajemen risiko oleh *product owner* terhadap setiap jenis risiko yang mungkin timbul dari penerbitan PBB, termasuk penetapan kontrol dan pengendalian yang ditujukan untuk memitigasi risiko yang dimaksud.

Selanjutnya, SKMR yang dikoordinasikan oleh SKMRO melakukan penilaian kecukupan pengelolaan risiko PBB dan menyampaikan hasil penilaian yang dimaksud kepada *product owner*. Kebijakan PBB diatur dalam Surat Edaran No. SE.30-DIR/PPM/11/2024, Buku 2 tentang Pengelolaan Produk yang mencakup Pengelolaan Risiko Penyelenggaraan Produk.

49. ADDITIONAL INFORMATION (continued)

n. Operational Risk Management (continued)

6. Business Continuity Management (BCM) (continued)

In the past year, various disaster events have occurred which have activated BRI Work Unit business continuity procedures, which is proof of the BRI organization's readiness to face these conditions. Provisions regarding disaster emergency response in the workplace have been formulated through Circular Letter No. 58-/DIR/ORD/11/2022 Book 4 concerning Occupational Safety and Health Management Systems (SMK3) and SOP No. SO.05-ORD/05/2023 concerning Business Continuity Management.

7. Assessment of Risk Management Adequacy on New Product and/or Activity Launching

In order to make bank product risk management more effective, every plan to issue a new bank product (PBB) at BRI, a validation process is carried out to increase risk materiality and a risk management assessment process by the product owner for each type of risk that may arise from the issuance of PBB, including determining controls and controls aimed at mitigating the risks in question.

Furthermore, the SKMR coordinated by SKMRO conducts an assessment of the adequacy of the management of PBB risks and communicates the results of the assessment to the product owner. The PBB policy is regulated in circular Letter No. SE.30-DIR/PPM/II/2024, Book 2 on product management, which includes the management of product implementation risks.

49. INFORMASI TAMBAHAN (lanjutan)

n. Manajemen Risiko Operasional (lanjutan)

8. Penerapan Strategi Anti *Fraud* BRI

Semua kegiatan usaha Bank dapat terpapar risiko operasional salah satunya *fraud*. Untuk meminimalkan dampak kerugian akibat *fraud* maka BRI menerapkan Strategi *Anti Fraud* yang merupakan wujud komitmen BRI untuk tidak memberikan toleransi (*zero tolerance*) atas *fraud* melalui sistem pengendalian *fraud* yang efektif dan berkesinambungan. Penerapan Strategi *Anti Fraud* di BRI didukung dengan peningkatan kapabilitas deteksi *fraud* melalui pengembangan *Fraud Detection System*, serta peningkatan kompetensi dan *awareness* dari Pekerja BRI untuk mencegah, mendeteksi dan menangani *fraud* sebagai bagian dari pencegahan dan meminimalisir kerugian bank dan/atau nasabah. Sebagai bentuk komitmen seluruh Insan BRILian dalam mencegah *fraud* maka Jajaran Direksi dan Komisaris, serta jajaran Manajemen dan seluruh Pekerja BRI secara berkala menandatangani Komitmen *Anti Fraud* sebagaimana tertuang dalam Surat Edaran No. SE.58.b-DIR/ORD/11/2022 Buku 2 tentang Strategi Anti *Fraud*.

49. ADDITIONAL INFORMATION (continued)

n. Operational Risk Management (continued)

8. BRI Anti-Fraud Strategy Implementation

All of the Bank's business activities can be exposed to operational risks, one of which is fraud. To minimize the impact of losses due to fraud, BRI implements an Anti-Fraud strategy which is a form of BRI's commitment to zero tolerance for fraud through an effective and sustainable fraud control system. The implementation of the Anti-Fraud strategy at BRI is supported by increasing fraud detection capabilities through the development of the Fraud Detection System, as well as increasing the competence and awareness of BRI Employees to prevent, detect and handle fraud as part of preventing and minimizing bank and/or customer losses. As a form of commitment of all BRILians in preventing fraud, the Board of Directors and Commissioners, as well as the Management and all BRI Employees periodically sign the Anti-Fraud Commitment as stated in Circular Letter Number SE.58.b-DIR/ORS/11/2022 Book 2 concerning Anti-Fraud Strategy.

50. LABA PER LEMBAR SAHAM

Perhitungan laba per lembar saham dasar dan dilusian yang dapat diatribusikan kepada pemilik entitas induk adalah sebagai berikut:

50. EARNINGS PER SHARE

The calculation of earnings per share (EPS) and diluted share for BRI (the parent entity) are as follows:

	31 Desember/*December 31, 2024*			
	Laba Tahun Berjalan/ *Income for the year*	**Rata-rata Tertimbang Saham Biasa yang Beredar/ *Weighted average of common shares outstanding***	**Laba Tahun Berjalan Per Lembar Saham (Rupiah penuh)/ *Earnings per share (full amount)***	
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk per lembar saham dasar	60.154.887	150.733.730.203	399	*Basic earnings per share attributable to equity holders of the parent entity*
Ditambah: penerbitan saham bonus dan opsi saham	-	29.838.425	-	*Addition: Issuance of bonus shares and stock options*
Laba bersih per lembar saham dilusian	**60.154.887**	**150.763.568.628**	**399**	***Diluted earnings per share***

50. LABA PER LEMBAR SAHAM (lanjutan)

Perhitungan laba per lembar saham dasar dan dilusian yang dapat diatribusikan kepada pemilik entitas induk adalah sebagai berikut (lanjutan):

50. EARNINGS PER SHARE (continued)

The calculation of earnings per share (EPS) and diluted share for BRI (the parent entity) are as follows (continued):

	31 Desember/*December 31, 2023*			
	Laba Tahun Berjalan/ *Income for the year*	**Rata-rata Tertimbang Saham Biasa yang Beredar/ Weighted average *of common shares outstanding***	**Laba Tahun Berjalan Per Lembar Saham (Rupiah penuh)/ *Earnings per share (full amount)***	
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk per lembar saham dasar	60.099.863	150.880.994.955	398	*Basic earnings per share attributable to equity holders of the parent entity*
Ditambah: penerbitan saham bonus dan opsi saham	-	33.812.185	-	*Addition: Issuance of bonus shares and stock options*
Laba bersih per lembar saham dilusian	**60.099.863**	**150.914.807.140**	**398**	***Diluted earnings per share***

51. PERUBAHAN AKTIVITAS PENDANAAN

51. CHANGES IN FINANCING ACTIVITIES

	31 Desember/ *December 31, 2023*	**Arus Kas/ Cash flows**		**Perubahan Non Kas/ *Non-cash changes***	**31 Desember/ *December 31, 2024***	
		Penerimaan/ *Receipts*	**Pembayaran/ *Disbursements***			
Surat berharga yang diterbitkan	49.637.581	10.905.923	(28.578.477)	537.472	32.502.499	*Marketable securities issued*
Pinjaman yang diterima	98.850.813	42.489.276	(13.300.712)	(159.573)	127.879.804	*Fund borrowings*
Pinjaman dan surat berharga subordinasi	496.683	-	-	(4.902)	491.781	*Subordinated loans and marketable securities*
Total	148.985.077	53.395.199	(41.879.189)	372.997	160.874.084	***Total***

	31 Desember/ *December 31, 2022*	**Arus Kas/*Cash flows***		**Perubahan Non Kas/ *Non-cash changes***	**31 Desember / *December 31, 2023***	
		Penerimaan/ *Receipts*	**Pembayaran/ *Disbursements***			
Surat berharga yang diterbitkan	63.611.761	14.112.994	28.141.850	54.676	49.637.581	*Marketable securities issued*
Pinjaman yang diterima	79.371.200	31.573.410	(12.212.871)	119.074	98.850.813	*Fund borrowings*
Pinjaman dan surat berharga subordinasi	501.988	494.142	(500.000)	553	496.683	*Subordinated loans and marketable securities*
Total	**143.484.949**	**46.180.546**	**(40.854.721)**	**174.303**	**148.985.077**	***Total***

52. REKLASIFIKASI / *52. RECLASSIFICATION*

Beberapa akun dalam Laporan Keuangan Konsolidasian pada tanggal 31 Desember 2023 dan 2022 serta tahun yang berakhir pada tanggal-tanggal tersebut telah direklasifikasi sehingga sesuai dengan penyajian Laporan Keuangan Konsolidasian pada tanggal 31 Desember 2024 dan untuk tahun yang berakhir pada tanggal tersebut. Ringkasan dari akun-akun tersebut adalah sebagai berikut:

Several accounts in the Consolidated Financial Statements as of December 31, 2023 and 2022 and for the year then ended have been reclassified so that they are in accordance with the presentation of the Consolidated Financial Statements as of December 31, 2024 and for the year then ended. A summary of these accounts are as follows:

	31 Desember/ *December 31, 2023*			
	Sebelum Reklasifikasi/ *Before Reclassification*	**Reklasifikasi/ *Reclassification***	**Setelah Reklasifikasi/ *After Reclassification***	
Laporan Posisi Keuangan Konsolidasian				***Consolidated Statement of Financial Position***
Kredit yang diberikan	1.197.752.706	14.825.380	1.212.578.086	*Loans*
Cadangan kerugian penurunan nilai	(79.924.211)	(2.000.191)	(81.924.402)	*Allowance for impairment losses*
Pinjaman syariah	13.668.220	32.269.476	45.937.696	*Sharia loans*
Cadangan kerugian penurunan nilai	(1.093.762)	(2.268.416)	(3.362.178)	*Allowance for impairment losses*
Piutang sewa pembiayaan	55.008.321	(47.094.856)	7.913.465	*Finance lease receivables*
Cadangan kerugian penurunan nilai	(4.483.915)	4.268.607	(215.308)	*Allowance for impairment losses*
Wesel Ekspor dan Tagihan Lainnya	53.895.404	234.693	54.130.097	*Export Bills and Other Receivables*
Aset Lain-lain - neto	53.376.453	(234.693)	53.141.760	*Other Assets - net*

	Untuk tahun yang berakhir pada tanggal 31 Desember 2023/ *For the year ended December 31, 2023*			
	Sebelum Reklasifikasi/ *Before Reclassification*	**Reklasifikasi/ *Reclassification***	**Setelah Reklasifikasi/ *After Reclassification***	
Laporan Laba Rugi dan Penghasilan Komprehensif Lain				**Statement of profit *or Loss and Other Comprehensive Income***
Pendapatan bunga	166.052.387	2.218.534	168.270.921	*Interest Income*
Provisi dan komisi lainnya	20.737.913	(2.218.534)	18.519.379	*Other fees and commissions*
Laporan Arus Kas Konsolidasian				***Consolidated Statement of Cash Flow***
Arus Kas dari Kegiatan Operasi				***Cash Flow from Operating Activities***
Penerimaan bunga dan investasi	169.068.778	2.218.534	171.287.312	*Interest and investment income*
Pendapatan operasional lainnya	29.267.943	(2.218.534)	27.049.409	*Other operating income*
Arus Kas sebelum Perubahan dalam Aset dan Liabilitas Operasi	96.610.971	-	96.610.971	*Cash Flow before Changes in Operating Assets and Liabilities*
Perubahan dalam aset dan liabilitas operasi				***Change in Operating Assets and Liabiities***
Wesel ekspor dan tagihan lainnya	(14.828.029)	(187.653)	(15.015.682)	*Export bills and other receivables*
Kredit yang diberikan	(152.128.249)	177.348	(151.950.901)	*Loans*
Pinjaman syariah	(3.335.688)	(4.684.811)	(8.019.499)	*Sharia loans*
Piutang sewa pembiayaan	(5.720.404)	4.506.463	(1.213.941)	*Finance lease receivables*
Aset lain-lain	(16.170.249)	187.653	(15.982.596)	*Other assests*
Kas Neto yang Diperoleh dari (digunakan untuk) kegiatan operasi	(4.971.454)	-	4.971.454	*Net Cash Provided by (Used in) operating activities*

52. REKLASIFIKASI (lanjutan)

Beberapa akun dalam Laporan Keuangan Konsolidasian pada tanggal 31 Desember 2023 dan 2022 serta tahun yang berakhir pada tanggal-tanggal tersebut telah direklasifikasi sehingga sesuai dengan penyajian Laporan Keuangan Konsolidasian pada tanggal 31 Desember 2024 dan untuk tahun yang berakhir pada tanggal tersebut. Ringkasan dari akun-akun tersebut adalah sebagai berikut (lanjutan):

52. RECLASSIFICATION (continued)

Several accounts in the Consolidated Financial Statements as of December 31, 2023 and 2022 and for the year then ended have been reclassified so that they are in accordance with the presentation of the Consolidated Financial Statements as of December 31, 2024 and for the year then ended. A summary of these accounts are as follows (continued):

	31 Desember/ *December 31, 2022*			
	Sebelum Reklasifikasi/ *Before Reclassification*	**Reklasifikasi/ *Reclassification***	**Setelah Reklasifikasi/ *After Reclassification***	
Laporan Posisi Keuangan Konsolidasian				***Consolidated Statement of Financial Position***
Kredit yang diberikan	1.079.274.819	15.002.728	1.094.277.547	*Loans*
Cadangan kerugian penurunan nilai	(88.323.830)	(2.387.618)	(90.711.448)	*Allowance for impairment losses*
Pinjaman syariah	10.514.329	27.585.665	38.099.994	*Sharia loans*
Cadangan kerugian penurunan nilai	(1.286.203)	(853.456)	(2.139.659)	*Allowance for impairment losses*
Piutang sewa pembiayaan	49.287.917	(42.588.393)	6.699.524	*Finance lease receivable*
Cadangan kerugian penurunan nilai	(3.477.948)	3.241.074	(236.874)	*Allowance for impairment losses*
Wesel Ekspor dan Tagihan Lainnya	39.067.375	47.040	39.114.415	*Export Bills and Other Receivables*
Aset Lain-lain - neto	42.374.001	(47.040)	42.326.961	*Other Assets - net*

53. PENYELESAIAN LAPORAN KEUANGAN KONSOLIDASIAN

Manajemen BRI bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian ini sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang diselesaikan dan diotorisasi untuk diterbitkan oleh Direksi BRI pada tanggal 12 Februari 2025.

53. COMPLETION OF THE CONSOLIDATED FINANCIAL STATEMENTS

The management of BRI is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Indonesian Financial Accounting Standards, which were completed and authorized for issuance by the Board of Directors of BRI on February 12, 2025.

54. INFORMASI KEUANGAN TERSENDIRI ENTITAS INDUK

Informasi keuangan tersendiri Entitas Induk hanya menyajikan informasi laporan posisi keuangan tanggal 31 Desember 2024 dan laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, dan catatan atas investasi pada entitas anak disajikan dengan metode biaya.

Laporan keuangan tersendiri Entitas Induk disajikan pada halaman 399 - 409.

54. PARENT ENTITY'S SEPARATE FINANCIAL INFORMATION

The Parent Entity's separate financial information only presents information on the statement of financial position as of December 31, 2024 and the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flow for the year then ended, and notes on investments in subsidiaries presented using the cost method.

The Parent Entity's separate financial statements are presented on pages 399 - 409.

LAPORAN POSISI KEUANGAN - ENTITAS INDUK

STATEMENT OF FINANCIAL POSITION - PARENT ENTITY

	31 Desember/ *December 31,*			
	2024	**2023*)**	**2022*)**	
ASET				**ASSETS**
Kas	29.709.278	31.515.572	27.320.384	*Cash*
Giro pada Bank Indonesia	88.387.143	101.388.737	149.961.985	*Current accounts with Bank Indonesia*
Giro pada Bank Lain	24.731.569	21.669.212	20.449.914	*Current accounts with Other Banks*
Cadangan kerugian penurunan nilai	(8.036)	(9.815)	(17.791)	*Allowance for impairment losses*
	24.723.533	21.659.397	20.432.123	
Penempatan pada Bank Indonesia dan Lembaga Keuangan Lain	56.011.183	63.886.042	68.259.629	*Placements with Bank Indonesia and Other Financial Institutions*
Cadangan kerugian penurunan nilai	(259)	(1.077)	(990)	*Allowance for impairment losses*
	56.010.924	63.884.965	68.258.639	
Efek-efek	295.987.483	305.475.916	309.070.065	*Securities*
Cadangan kerugian penurunan nilai	(45.656)	(65.374)	(73.583)	*Allowance for impairment losses*
	295.941.827	305.410.542	308.996.482	
Wesel Ekspor dan Tagihan Lainnya	40.656.822	54.130.097	39.114.415	*Export Bills and Other Receivables*
Cadangan kerugian penurunan nilai	(1.075.559)	(2.323.916)	(1.638.929)	*Allowance for impairment losses*
	39.581.263	51.806.181	37.475.486	
Efek-efek yang Dibeli dengan Janji Dijual Kembali	16.647.882	33.350.175	51.014.678	*Securities Purchased Under Agreement to Resell*
Tagihan Derivatif	1.073.502	905.573	911.405	*Derivative Receivables*
Kredit yang Diberikan	1.215.847.233	1.146.082.506	1.029.802.549	*Loans*
Cadangan kerugian penurunan nilai	(71.161.833)	(77.009.890)	(84.578.819)	*Allowance for impairment losses*
	1.144.685.400	1.069.072.616	945.223.730	
Tagihan Akseptasi	10.105.373	10.217.408	7.096.719	*Acceptance Receivable*
Cadangan kerugian penurunan nilai	(321.683)	(249.698)	(136.450)	*Allowance for impairment losses*
	9.783.690	9.967.710	6.960.269	
Penyertaan Saham	50.241.445	49.254.757	47.936.173	*Investment in Shares*
Aset Tetap				*Premises and Equipment*
Biaya perolehan	65.168.929	59.583.105	54.097.275	*Cost*
Akumulasi penyusutan	(19.778.550)	(16.550.584)	(14.582.523)	*Accumulated Depreciation*
Nilai buku - neto	45.390.379	43.032.521	39.514.752	*Book value - net*
Aset Pajak Tangguhan - neto	9.878.487	12.139.962	15.415.319	*Deferred Tax Assets – net*
Aset Lain-lain - neto	28.340.308	41.860.023	31.573.248	*Other Assets - net*
TOTAL ASET	**1.840.395.061**	**1.835.248.731**	**1.750.994.673**	***TOTAL ASSETS***

*) Setelah Reklasifikasi

**) After Reclassification*

LAPORAN POSISI KEUANGAN - ENTITAS INDUK (lanjutan)

STATEMENT OF FINANCIAL POSITION - PARENT ENTITY (continued)

	31 Desember/ *December 31,*			
	2024	**2023*)**	**2022*)**	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
Liabilitas Segera	32.388.387	26.106.970	18.988.424	*Liabilities Due Immediately*
Simpanan Nasabah				*Deposits from Customer*
Giro	375.906.469	346.654.593	349.491.946	*Demand Deposits*
Tabungan	542.666.796	526.514.556	521.039.799	*Saving Deposits*
Deposito Berjangka	441.561.126	479.513.851	430.243.873	*Time Deposits*
Total Simpanan Nasabah	1.360.134.391	1.352.683.000	1.300.775.618	*Total Deposits from Customers*
Simpanan dari Bank Lain dan Lembaga Keuangan Lainnya	14.434.237	12.066.959	9.480.779	*Deposits from Other Banks and Financial Institutions*
Efek-efek yang Dijual dengan Janji Dibeli Kembali	24.753.034	19.079.458	9.724.245	*Securities Sold Under Agreement To Repurchase*
Liabilitas Derivatif	1.585.120	918.194	783.921	*Derivative Payables*
Liabilitas Akseptasi	10.105.373	10.217.408	7.096.719	*Acceptances Payable*
Utang Pajak	1.356.119	1.481.949	1.814.219	*Taxes Payable*
Surat Berharga yang Diterbitkan	17.060.073	30.239.610	36.841.620	*Marketable Securities Issued*
Pinjaman yang Diterima	49.549.381	41.650.054	38.803.987	*Fund Borrowings*
Estimasi Kerugian Komitmen dan Kontinjensi	2.550.390	6.116.888	6.456.606	*Estimated Losses on Commitments and Contingencies*
Liabilitas Imbalan Kerja	16.214.173	18.880.915	17.419.000	*Liabilities for Employee Benefits*
Liabilitas Lain-lain	10.399.654	16.573.484	8.685.593	*Other Liabilities*
Pinjaman dan Surat Berharga Subordinasi	491.781	496.683	501.988	*Subordinated Loans and Marketable Securities*
TOTAL LIABILITAS	**1.541.022.113**	**1.536.511.572**	**1.457.372.719**	***TOTAL LIABILITIES***

*) Setelah Reklasifikasi

**) After Reclassification*

LAPORAN POSISI KEUANGAN - ENTITAS INDUK (lanjutan)

STATEMENT OF FINANCIAL POSITION - PARENT ENTITY (continued)

	31 Desember/ *December 31,*			
	2024	**2023*)**	**2022*)**	
LIABILITAS DAN EKUITAS (lanjutan)				***LIABILITIES AND EQUITY (continued)***
EKUITAS				***EQUITY***
Modal saham - nilai nominal Rp50 (nilai penuh) per lembar saham Modal dasar - 300.000.000.000 lembar saham (terdiri dari 1 lembar saham Seri A Dwiwarna dan 299.999.999.999 lembar saham Seri B) Modal ditempatkan dan disetor penuh - 151.559.001.604 lembar saham (terdiri dari 1 lembar saham Seri A Dwiwarna dan 151.559.001.603 lembar saham Seri B)	7.577.950	7.577.950	7.577.950	*Capital stock - par value Rp50 (full Rupiah) per share Authorized capital – 300,000,000,000 shares (consisting of 1 Series A Dwiwarna Share and 299,999,999,999 Series B shares) Issued and fully paid capital 151,559,001,604 shares (consisting of 1 Series A Dwiwarna share and 151,559,001,603 Series B shares)*
Tambahan modal disetor	76.273.050	76.245.954	76.029.910	*Additional paid-in capital*
Surplus revaluasi aset tetap - bersih	19.846.113	19.848.571	19.848.571	*Revaluation surplus arising from Premises and equipment - net of tax*
Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing	(206.054)	(253.585)	(128.611)	*Differences arising from the translation of foreign currency financial statements*
Kerugian yang belum direalisasi atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain – bersih	(2.319.628)	(2.460.750)	(4.463.331)	*Unrealized loss on fair value through other comprehensive income securities - net of deferred tax*
Cadangan penurunan nilai atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain	55.173	120.722	137.288	*Allowance for impairment losses on fair value through other comprehensive income security*
Kerugian pengukuran kembali program imbalan pasti – bersih	(220.051)	(1.951.615)	(691.307)	*Loss on remeasurement of defined benefit plan - net of deferred tax*
Modal saham diperoleh kembali (saham treasuri)	(4.349.007)	(3.614.321)	(2.202.178)	*Treasury stock*
Opsi Saham	313.404	54.769	16.297	*Stock option*
Cadangan kompensasi atas saham bonus	452.031	287.482	210.266	*Provision for bonus shares compensation*
Saldo laba				*Retained earnings*
Telah ditentukan penggunaannya	3.022.685	3.022.685	3.022.685	*Appropriated*
Belum ditentukan penggunaannya	198.927.282	199.859.297	194.264.414	*Unappropriated*
Total Saldo Laba	201.949.967	202.881.982	197.287.099	*Total retained earnings*
TOTAL EKUITAS	**299.372.948**	**298.737.159**	**293.621.954**	***TOTAL EQUITY***
TOTAL LIABILITAS DAN EKUITAS	**1.840.395.061**	**1.835.248.731**	**1.750.994.673**	***TOTAL LIABILITIES AND EQUITY***

*) Setelah Reklasifikasi

**) After Reclassification*

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN - ENTITAS INDUK (lanjutan)

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME - PARENT ENTITY (continued)

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023*)**	
PENDAPATAN DAN BEBAN OPERASIONAL			***INCOME AND EXPENSES FROM OPERATIONS***
Pendapatan bunga	162.229.379	149.136.376	*Interest income*
Beban bunga	(51.180.468)	(38.484.029)	*Interest expense*
Pendapatan bunga - neto	111.048.911	110.652.347	*Total interest income - net*
Pendapatan operasional lainnya			*Other operating income*
Provisi dan komisi lainnya	20.407.827	18.073.650	*Other fees and commissions*
Penerimaan kembali aset yang telah dihapusbukukan dan klaim asuransi	24.172.977	16.275.168	*Recovery of written-off assets and insurance claim*
Keuntungan transaksi mata uang asing - neto	1.114.871	428.531	*Gain on foreign exchange - net*
Keuntungan dari penjualan efek-efek - neto	2.000.524	1.792.940	*Gain on sale of securities - net*
Keuntungan yang belum direalisasi dari perubahan nilai wajar efek-efek	154.220	89.152	*Unrealized gain on changes in fair value on securities*
Lain-lain	5.657.896	3.850.285	*Others*
Total pendapatan operasional lainnya	53.508.315	40.509.726	*Total other operating income*
Beban penyisihan kerugian penurunan nilai atas aset keuangan - neto	(36.733.212)	(26.860.060)	*Provision for allowance for impairment losses on financial assets - net*
Beban penyisihan estimasi kerugian komitmen dan kontinjensi - neto	3.593.889	340.065	*Reversal of allowance for estimated losses on commitments and contingencies - net*
Beban penyisihan kerugian penurunan nilai atas aset non-keuangan	(399)	(177)	*Provision for allowance for impairment losses on non-financial assets*
Beban Operasional lainnya			*Other operating expenses*
Tenaga kerja dan tunjangan	(26.842.452)	(26.519.496)	*Salaries and employee benefits*
Umum dan administrasi	(21.629.061)	(21.019.914)	*General and administrative*
Lain-lain	(12.782.588)	(9.506.374)	*Others*
Total Beban Operasional lainnya	(61.254.101)	(57.045.784)	*Total other operating expenses*
LABA OPERASIONAL	**70.163.403**	**67.596.117**	***OPERATING INCOME***
BEBAN NON- OPERASIONAL - NETO	**(1.053.112)**	**(523.967)**	***NON-OPERATING EXPENSES INCOME - NET***
LABA SEBELUM BEBAN PAJAK	**69.110.291**	**67.072.150**	***INCOME BEFORE TAX EXPENSE***
BEBAN PAJAK	**(14.268.823)**	**(13.918.892)**	***TAX EXPENSE***
LABA BERSIH	**54.841.468**	**53.153.258**	***NET INCOME***

*) Setelah Reklasifikasi

**) After Reclassification*

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN - ENTITAS INDUK (lanjutan)

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME - PARENT ENTITY (continued)

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023*)**	
Penghasilan komprehensif lainnya:			*Other comprehensive income:*
Akun-akun yang tidak akan direklasifikasi ke laba rugi			*Items not to be reclassified to profit or loss*
Pengukuran kembali atas program imbalan pasti	2.137.733	(1.555.936)	*Remeasurement of liabilities for employee benefits*
Pajak penghasilan terkait akun-akun yang tidak akan direklasifikasi ke laba rugi	(406.169)	295.628	*Income taxes related to items not to be reclassified to profit or loss*
Surplus atas revaluasi aset tetap	(2.458)	-	*Revaluation surplus arising from premises and equipment*
Akun-akun yang akan direklasifikasi ke laba rugi			*Items to be reclassified to profit or loss*
Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing	47.531	(124.974)	*Differences arising from the translation of foreign currency financial statements*
Keuntungan (kerugian) yang belum direalisasi atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain - neto	81.580	2.472.322	*Unrealized gain (loss) on fair value through other comprehensive income securities - net*
Cadangan penurunan nilai atas efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain	(65.549)	(16.566)	*Allowance for impairment losses on fair value through other comprehensive income securities*
Pajak penghasilan terkait akun-akun yang akan direklasifikasi ke laba rugi	59.542	(469.741)	*Income taxes related to items to be reclassified to profit or loss*
Penghasilan Komprehensif Lain Tahun Berjalan - Setelah Pajak	1.852.210	600.733	*Other comprehensive income for the year - after tax*
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	**56.693.678**	**53.753.991**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
LABA TAHUN BERJALAN PER SAHAM			***EARNINGS PER SHARE***
Dasar (dalam Rupiah penuh)	364	352	*Basic (full Rupiah)*
Dilusian (dalam Rupiah penuh)	364	352	*Diluted (full Rupiah)*

*) Setelah Reklasifikasi

**) After Reclassification*

LAPORAN PERUBAHAN EKUITAS - ENTITAS INDUK

STATEMENT OF CHANGES IN EQUITY - PARENT ENTITY

	Modal ditempatkan dan disetor penuh/ *Issued and fully paid capital*	Tambahan modal disetor/ *Additional paid-in capital*	Cadangan penurunan nilai Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain/ *Allowance for impairment losses on fair value through other comprehensive income securities*	Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing/ *Differences arising from the translation of foreign currency financial statements*	Keuntungan (Kerugian) yang belum direalisasi Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain – bersih/ *Unrealized gain (loss) on fair value through other comprehensive income securities - net of deferred tax*	Kerugian pengukuran kembali program imbalan pasti - setelah pajak tangguhan/ *Gain (loss) on remeasurement of defined benefit plan- net of deferred tax*	Saham treasuri/ *Treasury stock*	Cadangan kompensasi saham dan opsi saham kepada pekerja/ *Provision for bonus share compensation*	Surplus revaluasi aset tetap - setelah pajak terkait/ Revalution *surplus arising from premises and equipment- net of tax*	Saldo laba/ *Retained earnings*		Total ekuitas pemilik entitas induk/ *Total equity*	
										Telah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaannya/ *Unappropriated*		
Saldo pada tanggal 31 Desember 2022	**7.577.950**	**76.029.910**	**137.288**	**(128.611)**	**(4.463.331)**	**(691.307)**	**(2.202.178)**	**226.563**	**19.848.571**	**3.022.685**	**194.264.414**	**293.621.954**	***Balance as of December 31, 2022***
Laba tahun berjalan	-	-	-	-	-	-	-	-	-	-	53.153.258	53.153.258	*Income for the year*
Penghasilan komprehensif lainnya	-	-	(16.566)	(124.974)	2.002.581	(1.260.308)	-	-	-	-	-	600.733	*Other comprehensive income*
Total penghasilan komprehensif untuk tahun berjalan	-	-	(16.566)	(124.974)	2.002.581	(1.260.308)	-	-	-	-	53.153.258	53.753.991	*Total other comprehensive income for the year*
Pembagian laba													*Distribution of net income*
- dividen atas laba tahun 2022	-	-	-	-	-	-	-	-	-	-	(34.891.943)	(34.891.943)	*- Dividend on net income for the year 2022*
- dividen interim atas laba tahun 2023	-	-	-	-	-	-	-	-	-	-	(12.666.432)	(12.666.432)	*- Interim dividend on net income for the year 2023*
Opsi saham	-	-	-	-	-	-	-	38.472	-	-	-	38.472	*Stock option*
Saham bonus	-	216.044	-	-	-	-	31.305	77.216	-	-	-	324.565	*Bonus shares*
Saham treasuri	-	-	-	-	-	-	(1.443.448)	-	-	-	-	(1.443.448)	*Treasury stock*
Saldo pada tanggal 31 Desember 2023	**7.577.950**	**76.245.954**	**120.722**	**(253.585)**	**(2.460.750)**	**(1.951.615)**	**(3.614.321)**	**342.251**	**19.848.571**	**3.022.685**	**199.859.297**	**298.737.159**	***Balance as of December 31, 2023***

LAPORAN PERUBAHAN EKUITAS - ENTITAS INDUK (lanjutan)

STATEMENT OF CHANGES IN EQUITY - PARENT ENTITY (continued)

	Modal ditempatkan dan disetor penuh/ *Issued and fully paid capital*	Tambahan modal disetor/ *Additional paid-in capital*	Cadangan penurunan nilai Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain/ *Allowance for impairment losses on fair value through other comprehensive income securities*	Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing/ *Differences arising from the translation of foreign currency financial statements*	Keuntungan (Kerugian) yang belum direalisasi Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain – bersih/ *Unrealized gain (loss) on fair value through other comprehensive income securities - net of deferred tax*	Keuntungan (Kerugian) pengukuran kembali program imbalan pasti - setelah pajak tangguhan/ *Gain (loss) on remeasurement of defined benefit plan- net of deferred tax*	Saham treasuri/ *Treasury stock*	Cadangan kompensasi saham dan opsi saham kepada pekerja/ *Provision for bonus share compensation*	Surplus revaluasi aset tetap - setelah pajak terkait/ Revalution *surplus arising from premises and equipment- net of tax*	Saldo laba/ *Retained earnings*		Total ekuitas pemilik entitas induk/ *Total equity*	
										Telah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaannya/ *Unappropriated*		
Saldo pada tanggal 31 Desember 2023	**7.577.950**	**76.245.954**	**120.722**	**(253.585)**	**(2.460.750)**	**(1.951.615)**	**(3.614.321)**	**342.251**	**19.848.571**	**3.022.685**	**199.859.297**	**298.737.159**	***Balance as of December 31, 2023***
Laba periode berjalan	-	-	-	-	-	-	-	-	-	-	54.841.468	54.841.468	*Income for the year*
Penghasilan komprehensif lainnya	-	-	(65.549)	47.531	141.122	1.731.564	-	-	(2.458)	-	-	1.852.210	*Other comprehensive Income*
Total penghasilan komprehensif untuk year berjalan	-	-	(65.549)	47.531	141.122	1.731.564			(2.458)	-	54.841.468	56.693.678	*Total other comprehensive income for the year*
Pembagian laba													*Distribution of net income*
- dividen atas laba tahun 2023	-	-	-	-	-	-	-	-	-	-	(35.435.851)	(35.435.851)	*- Dividend on net income for the year 2023*
- dividen interim atas laba tahun 2024	-	-	-	-	-	-	-	-	-	-	(20.337.632)	(20.337.632)	*- Interim dividend on net income for the year 2024*
Opsi saham	-	-	-	-	-	-	-	40.677	-	-	-	40.677	*Stock option*
Saham bonus	-	27.096	-	-	-	-	141.072	382.507	-	-	-	550.675	*Bonus shares*
Saham treasuri	-	-	-	-	-	-	(875.758)	-	-	-	-	(875.758)	*Treasury stock*
Saldo pada tanggal 31 Desember 2024	**7.577.950**	**76.273.050**	**55.173**	**(206.054)**	**(2.319.628)**	**(220.051)**	**(4.349.007)**	**765.435**	**19.846.113**	**3.022.685**	**198.927.282**	**299.372.948**	***Balance as of December 31, 2024***

LAPORAN ARUS KAS - ENTITAS INDUK / *STATEMENT OF CASH FLOWS - PARENT ENTITY*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023*)**	
ARUS KAS DARI KEGIATAN OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan bunga	168.088.916	151.665.517	*Interest received*
Pembayaran bunga	(51.166.915)	(38.291.956)	*Interest paid*
Penerimaan kembali aset yang telah dihapusbukukan	24.172.977	16.275.168	*Recovery of written-off assets*
Pendapatan operasional lainnya	26.492.773	23.982.106	*Other operating income*
Beban operasional lainnya	(41.204.974)	(43.435.228)	*Other operating expense*
Beban non-operasional - neto	(1.136.798)	(641.374)	*Non operating (expenses) income - net*
Pembayaran pajak penghasilan badan dan tagihan pajak	(11.331.957)	(13.239.274)	*Payment of corporate income tax*
Arus kas sebelum perubahan dalam aset dan liabilitas operasi	**113.914.022**	**96.314.959**	***Cash flows before changes in operating assets and liabilities***
Perubahan dalam aset dan liabilitas operasi:			*Changes in operating assets and liabilities:*
(Kenaikan) penurunan aset operasi:			*(Increase) decrease in operating assets:*
Penempatan pada Bank Indonesia dan lembaga keuangan lain	1.332.711	(885.657)	*Placement with Bank Indonesia and other Financial Institutions*
Efek-efek yang diukur pada nilai wajar melalui laporan laba rugi	251.890	(24.024)	*Securities at fair value through profit or loss*
Wesel ekspor dan tagihan lainnya	13.473.275	(15.015.682)	*Export bills and other receivables*
Efek-efek yang dibeli dengan janji dijual kembali	16.702.293	17.664.503	*Securities purchased under agreement to resell*
Kredit yang diberikan	(111.711.585)	(149.370.377)	*Loans*
Aset lain-lain	(1.591.190)	(8.851.616)	*Other assets*
Penurunan liabilitas operasi:			*Decrease in operating liabilities:*
Liabilitas segera	(16.300.026)	(7.348.880)	*Liabilities due immediately*
Simpanan:			*Deposits:*
Giro	29.251.876	(2.837.353)	*Demand deposits*
Tabungan	16.152.240	5.474.757	*Saving deposits*
Deposito berjangka	(37.952.725)	49.269.978	*Time deposits*
Simpanan dari bank lain dan lembaga keuangan lainnya	2.367.278	2.586.180	*Deposits from other banks and financial institutions*
Efek-efek yang dijual dengan janji dibeli kembali	5.673.576	9.355.213	*Securities sold under agreement to repurchase*
Liabilitas lain-lain	(1.202.872)	5.076.952	*Other liabilities*
Kas neto yang diperoleh dari kegiatan operasi	**30.360.763**	**1.408.953**	***Net cash provided by operating activities***

*) Setelah Reklasifikasi / *) *After Reclassification*

LAPORAN ARUS KAS - ENTITAS INDUK (lanjutan) / *STATEMENT OF CASH FLOWS - PARENT ENTITY (continued)*

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023*)**	
ARUS KAS DARI KEGIATAN INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penerimaan dividen	2.706.448	160.637	*Proceeds from dividend*
Perolehan aset tetap	(6.346.941)	(6.767.307)	*Acquisition of premises and equipment*
Hasil penjualan aset tetap	83.686	117.407	*Proceeds from sale of premises and equipment*
Penambahan penyertaan saham	(20.000)	(500.000)	*Investment in shares*
Kenaikan efek-efek yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan diamortisasi	13.162.178	5.749.949	*Increase in fair value through other comprehensive income and amortized cost securities*
Kas neto yang diperoleh dari (digunakan untuk) kegiatan investasi	**9.585.371**	**(1.239.314)**	***Net cash provided by(used in) investing activities***
ARUS KAS DARI KEGIATAN PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan pinjaman yang diterima	13.643.801	7.929.634	*Proceed from fund borrowing*
Pembayaran pinjaman yang diterima	(5.623.398)	(5.168.396)	*Payment of fund borrowing*
Saham yang dibeli kembali	(875.758)	(1.443.448)	*Treasury stock*
Penambahan Modal	-	-	*Additional paid-in-capital*
Pembagian laba untuk dividen	(48.102.283)	(43.494.766)	*Distribution of income for dividend*
Penerimaan atas surat berharga yang diterbitkan	2.550.862	6.059.485	*Proceeds of marketable securities issued*
Pembayaran atas surat berharga yang jatuh tempo	(15.974.542)	(12.307.750)	*Payments of matured marketable securities issued*
Penerimaan pinjaman subordinasi	-	494.142	*Proceeds of subordinated loans*
Pembayaran pinjaman subordinasi	-	(500.000)	*Payment of subordinated loans*
Kas neto yang digunakan untuk kegiatan pendanaan	**(54.381.318)**	**(48.431.099)**	***Net cash used in financing activities***
PENURUNAN NETO KAS DAN SETARA KAS	**(14.435.184)**	**(48.261.460)**	***DECREASE IN CASH AND CASH EQUIVALENTS***
PENGARUH PERUBAHAN KURS MATA UANG ASING	**18.103**	**(2.663)**	***EFFECT OF EXCHANGE RATE CHANGES ON FOREIGN CURRENCIES***
KAS DAN SETARA KAS AWAL TAHUN	**215.700.014**	**263.964.137**	***CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR***
KAS DAN SETARA KAS AKHIR TAHUN	**201.282.933**	**215.700.014**	***CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR***

*) Setelah Reklasifikasi / *) After Reclassification

LAPORAN ARUS KAS - ENTITAS INDUK (lanjutan)

STATEMENT OF CASH FLOWS - PARENT ENTITY (continued)

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	**2023*)**	
Kas dan Setara Kas akhir tahun terdiri dari:			*Cash and cash equivalents at the end of the year consist of:*
Kas	29.709.278	31.515.572	*Cash*
Giro pada Bank Indonesia	88.387.143	101.388.737	*Current accounts with Bank Indonesia*
Giro pada bank lain	24.731.569	21.669.212	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain - jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan	54.431.193	60.972.523	*Placement with Bank Indonesia and other financial institutions - maturing within three months or less since the acquisition date*
Sertifikat Bank Indonesia jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan	4.023.750	153.970	*Bank Indonesia Certificates maturing within three months or less since the acquisition date*
Total Kas dan Setara Kas	**201.282.933**	**215.700.014**	***Total Cash and Cash Equivalent***

*) Setelah Reklasifikasi

*After Reclassification *)*

PENYERTAAN SAHAM PADA ENTITAS ANAK

Informasi mengenai entitas anak yang dimiliki BRI diungkapkan pada Catatan 1f atas laporan keuangan konsolidasian.

Pada tanggal-tanggal 31 Desember 2024 dan 2023, entitas induk memiliki penyertaan saham pada entitas anak yang disajikan dengan metode biaya sebagai berikut:

INVESTMENTS IN SUBSIDIARIES

Information related to subsidiaries owned by BRI is disclosed in Note 1f to the consolidated financial statements.

As of December 31, 2024 and 2023, the parent entity has investment in subsidiaries as follows:

	31 Desember 2024/ *December 31, 2024*		31 Desember 2023/ *December 31, 2023*		
	Harga Perolehan/ *Acquisition cost*	**Persentase Kepemilikan/ *Percentage of ownership***	**Harga Perolehan/ *Acquisition cost***	**Persentase Kepemilikan/ *Percentage of ownership***	
PT Bank Raya Indonesia Tbk	5.448.979	86,85%	5.448.979	86,85%	*PT Bank Raya Indonesia Tbk*
BRI Global Financial Services Co. Ltd.	2.289	100,00	2.289	100,00	*BRI Global Financial Services Co. Ltd.*
PT Asuransi BRI Life	1.626.643	51,00	1.626.643	54,77	*PT Asuransi BRI Life*
PT BRI Multifinance Indonesia	1.055.003	99,88	1.055.003	99,88	*PT BRI Multifinance Indonesia*
PT BRI Danareksa Sekuritas	513.888	67,00	513.888	67,00	*PT BRI Danareksa Sekuritas*
PT BRI Ventura Investama	2.148.090	99,97	2.148.090	99,97	*PT BRI Ventura Investama*
PT BRI Asuransi Indonesia	1.041.000	90,00	1.041.000	90,00	*PT BRI Asuransi Indonesia*
PT Pegadaian	25.326.438	99,99	25.326.438	99,99	*PT Pegadaian*
PT Permodalan Nasional Madani	6.073.819	99,99	6.073.819	99,99	*PT Permodalan Nasional Madani*
PT BRI Manajemen Investasi (BRI-MI)	458.433	65,00	458.433	65,00	*PT BRI Manajemen Investasi (BRI-MI)*

REKLASIFIKASI

Beberapa akun dalam informasi keuangan tersendiri Entitas Induk per tanggal 31 Desember 2023 dan 2022 dan untuk tahun yang berakhir pada tanggal-tanggal tersebut telah direklasifikasi sehingga sesuai dengan penyajian informasi keuangan tersendiri Entitas Induk pada tanggal 31 Desember 2024 dan untuk tahun yang berakhir pada tanggal tersebut. Ringkasan dari akun-akun tersebut adalah sebagai berikut:

RECLASSIFICATION

Several accounts in the The Parent Entity's separate financial information as of December 31, 2023 and 2022 and for the year then ended, respectively have been reclassified so that they are in accordance with the presentation of The Parent Entity's separate financial information as of December 31, 2024 and for the year then ended. A summary of these accounts are as follows:

	31 Desember/ *December 31, 2023*			
	Sebelum Reklasifikasi/ *Before Reclassification*	**Reklasifikasi/ *Reclassification***	**Setelah Reklasifikasi/ *After Reclassification***	
Laporan Posisi Keuangan				***Statement of Financial Position***
Wesel ekspor dan tagihan lainnya	53.895.404	234.693	54.130.097	*Export bills and other receivables*
Aset Lain-lain - neto	42.094.716	(234.693)	41.860.023	*Other Assets - net*

	Untuk tahun yang berakhir pada tanggal 31 Desember/ *For the year ended December 31, 2023*			
	Sebelum Reklasifikasi/ *Before Reclassification*	**Reklasifikasi/ *Reclassification***	**Setelah Reklasifikasi/ *After Reclassification***	
Laporan Laba Rugi dan Penghasilan Komprehensif Lain				**Statement of Profit or Loss and Other Comprehensive Income**
Pendapatan bunga	146.917.842	2.218.534	149.136.376	*Interest Income*
Provisi dan komisi lainnya	20.292.184	(2.218.534)	18.073.650	*Other fees and commissions*
Laporan Arus Kas				***Statement of Cash Flow***
Arus Kas dari Kegiatan Operasi				*Cash Flow from Operating Activities*
Penerimaan bunga dan investasi	149.446.983	2.218.534	151.665.617	*Interest and investment income*
Pendapatan operasional lainnya	26.200.640	(2.218.534)	23.982.106	*Other Operating Income*
Perubahan dalam aset dan liabilitas Operasi				*Change in operating assets and liabiities*
Wesel ekspor dan tagihan lainnya	(14.828.029)	(187.653)	(15.015.682)	*Export bills and other receivables*
Aset lain-lain	(9.039.269)	187.653	(8.851.616)	*Other Assests*

	31 Desember/ *December 31, 2022*			
	Sebelum Reklasifikasi/ *Before Reclassification*	**Reklasifikasi/ *Reclassification***	**Setelah Reklasifikasi/ *After Reclassification***	
Laporan Posisi Keuangan				***Statement of Financial Position***
Wesel ekspor dan tagihan lainnya	39.067.375	47.040	39.114.415	*Export bills and other receivables*
Aset lain-lain - neto	31.620.288	(47.040)	31.573.248	*Other Assets - net*

Annual Report
2024

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