

ANNOUNCEMENT
SUMMARY OF MINUTES OF ANNUAL GENERAL MEETING OF SHAREHOLDERS
PT BANK RAKYAT INDONESIA (PERSERO) Tbk.

The Board of Directors of PT Bank Rakyat Indonesia (Persero) Tbk. (the "**Company**") hereby announces to the Shareholders that the Company has conducted the Annual General Meeting of Shareholders (the "**Meeting**") as follows:

A. Date/Date, Venue, Time, and Meeting Agenda

- Day/Date : Monday, March 13, 2023
- Venue : BRI Head Office
Jenderal Sudirman Street Kav. 44-46, Central Jakarta, 10210
- Time : 10.12 to 12.17 WIB
- Agenda : 1. Approval of Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Board of Commissioners' Supervisory Report as well as Ratification of Financial Statements of Micro and Small Enterprise Funding Program for the Financial Year 2022, and Grant of Release and Discharge of Liability (*volledig acquit et de charge*) to the Board of Directors for the management of Company and the Board of Commissioners of the Company for the Supervisory Actions performed during the Financial Year of 2022.
2. Determination of Appropriation of the Company's Net Profit for the Financial Year of 2022.
3. Determination of the Remuneration (Salary/Honorarium, Facilities and Benefits) for the Financial Year of 2023, as well as Tantiem for the Financial Year of 2022, for the Board of Directors and the Board of Commissioners of the Company.
4. Appointment of Public Accountant and/or Public Accountant Firm to Perform Audit on the Company's Consolidated Financial Statements for the Financial Year of 2023 as well as Micro and Small Enterprise Funding Program's Financial Statements and Implementation Report for the Financial Year of 2023.
5. Approval of Resolution Plan of the Company and Update of Recovery Plan of the Company.
6. Report on the Realization of the Utilization of Proceeds from the Public Offering of Sustainable Bonds and the Limited Public Offering in accordance with the Capital Increase by Granting Pre-emptive Rights I Year 2021.
7. Approval of the Repurchase of the Company's Shares (Buyback) and the Transfer of the Repurchased Shares that is recorded as Treasury Stock.
8. Changes in the Composition of the Company's Management

B. All Members of Board of Commissioners and Board of Directors Attended the Meeting**Board of Commissioners**

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

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 and Medium Business	:	Amam Sukriyanto
Director of Finance	:	Viviana Dyah Ayu Retno Kumalasari
Director of Digital and Information Technology	:	Arga Mahanana Nugraha
Director of Network & Services	:	Andrijanto

C. Attendance of Shareholders

The shares who are present and/or represented in the Meeting are amounting to 136.071.001.108 shares or representing 90,171% of the total shares with valid voting rights issued by the Company.

D. Meeting Resolutions Mechanism

The resolution of the Meeting shall be adopted amicably to reach a consensus through voting.

E. Independent Party for Votes Count

The counting of votes as the basis of Meeting resolution is conducted by PT Datindo Entrycom as the Share Registrar. Further, the report is validated by Fathiah Helmi, S.H., Notary in Jakarta.

F. Question and/or Opinions Session, and Result of Voting in the Meeting

The Shareholders or their Proxies have been provided with an opportunity to submit questions and/or opinions in each Meeting Agenda. The number of Shareholders or their Proxies, which attended either physically or electronically, that submitted question and/or opinion in the Meeting, and the result of decision making through voting, which included e-Proxy via eASY.KSEI, are as follows:

Agenda	Affirmative Votes	Non-Affirmative Votes	Abstain	Total of Affirmative Votes*	Questions/ Opinions
First	135.440.592.847 votes or representing 99,537% of total shares with valid voting rights present in the Meeting	13.477.373 votes or representing 0,010% of total shares with valid voting rights present in the Meeting	616.930.888 votes or representing 0,453% of total shares with valid voting rights present in the Meeting	136.057.523.735 votes or representing 99,990% of total shares with valid voting rights present in the Meeting	1 (one)
Second	135.639.487.467 votes or representing 99,683% of total shares with valid voting rights present in the Meeting	3.473 votes or representing 0,000003% of total shares with valid voting rights present in the Meeting	431.510.168 votes or representing 0,371% of total shares with valid voting rights present in the Meeting	136.070.997.635 votes or representing 99,999% of total shares with valid voting rights present in the Meeting	- (none)
Third	126.437.892.593 votes or representing 92,921% of total shares with valid voting rights present in the Meeting	9.323.836.566 votes or representing 6,852% of total shares with valid voting rights present in the Meeting	309.271.949 votes or representing 0,227% of total shares with valid voting rights present in the Meeting	126.747.164.542 votes or representing 93,148% of total shares with valid voting rights present in the Meeting	- (none)
Fourth	133.816.867.555 votes or representing 98,343% of total shares with valid voting rights present in the Meeting	1.862.685.797 votes or representing 1,369% of total shares with valid voting rights present in the Meeting	391.447.756 votes or representing 0,288% of total shares with valid voting rights present in the Meeting	134.208.315.311 votes or representing 98,631% of total shares with valid voting rights present in the Meeting	- (none)
Fifth	135.749.756.080 votes or representing 99,764% of total shares with valid voting rights present in the Meeting	3.473 votes or representing 0,000003% of total shares with valid voting rights present in the Meeting	321.241.555 votes or representing 0,236% of total shares with valid voting rights present in the Meeting	136.070.997.635 votes or representing 99,999% of total shares with valid voting rights present in the Meeting	- (none)

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Sixth	This agenda is for reporting purpose only. Therefore, no voting conducted for this Meeting resolution				- (none)
Seventh	132.136.015.948 votes or representing 97,108% of total shares with valid voting rights present in the Meeting	3.607.432.108 votes or representing 2,651% of total shares with valid voting rights present in the Meeting	327.553.052 votes or representing 0,241% of total shares with valid voting rights present in the Meeting	132.463.569.000 votes or representing 97.349% of total shares with valid voting rights present in the Meeting	1 (one)
Eighth	92.770.309.437 votes or representing 68,178% of total shares with valid voting rights present in the Meeting	42.011.550.436 votes or representing 30,874% of total shares with valid voting rights present in the Meeting	1.289.141.235 votes or representing 0,947% of total shares with valid voting rights present in the Meeting	94.059.450.672 votes or representing 69,125% of total shares with valid voting rights present in the Meeting	- (none)

Remarks:

*) In accordance with the Company's Articles of Association and Financial Services Authority Regulation ('OJK Regulation') Number 15/POJK.04/2020 concerning the Planning and Holding of General Meeting of Shareholders of Public Companies, the votes of Abstain are considered to cast the same vote as the majority vote of the Shareholders who cast the votes.

G. Resolutions of the Meeting

FIRST AGENDA

1. Approving the Company's Annual Report, including ratifying:
 - a. The Company's Consolidated Financial Statements for the financial year ending on December 31, 2022, which has been audited by Purwantono, Sungkoro & Surja (a member of the Firm of Ernst & Young Global Limited) in accordance with Report Number 00060/2.1032/AU.1/07/1681-3/1/II/2023 dated February 6, 2023, with a fair opinion in all material respects.
 - b. The Supervisory Duties Report that has been executed by the Board of Commissioners, for the financial year ending on December 31, 2022.
2. Receiving and ratifying the Financial Report of the Micro and Small Enterprise Funding Program for the financial year ending on December 31, 2022 which was audited by Purwantono, Sungkoro & Surja (a member of the Firm of Ernst & Young Global Limited) in accordance with Report Number 00079/2.1032/AU.2/10/1681-3/1/II/2023 dated February 23, 2023, with a fair opinion in all material respects ('MSE Funding Program').
3. With the approval of the Annual Report, including the ratification of Consolidated Financial Statements, the Supervisory Duties Report, and MSE Funding Program for the financial year ending on December 31, 2022, the Meeting grants full release and discharge of responsibilities (*volledig acquit et de charge*) to all members of the Board of Directors and Board of Commissioners of the Company for the management and supervision actions that have been carried out during the financial year ending on December 31, 2022, to the extent such actions are not criminal acts and reflected in the Reports mentioned above along with the supporting materials.

SECOND AGENDA

Approving the utilization of consolidated net profit attributable to owners of the parent entity for the Financial 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. The share of 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 and nine Rupiah – two cents) is determined as Cash Dividend distributed to Shareholders, including the Interim Dividend which was distributed to the Shareholders on January 27, 2023 amounting to IDR 8,602,823,028,828 (eight trillion – six hundred and two billion – eight hundred twenty three million – twenty eight thousand – eight hundred twenty eight Rupiah). The payment is carried out under the following conditions:
 - a. Dividend share of the Republic of Indonesia on ownership of at least 53.19% shares or 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 which was distributed to the Shareholders 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). Therefore, the remaining cash dividend which will be distributed is in the total amount of 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) shall be transferred into the State General Treasury Account.
 - b. Dividends for the Financial Year 2022 are distributed proportionally to each Shareholder whose names are recorded in the Register of Shareholders on the recording date.
 - c. The Board of Directors is given power and authority with substitution rights for:
 - i. Determination of the schedule and procedures for distribution related to the payment of Dividends for the Financial Year 2022 in accordance with applicable regulations.
 - ii. Withhold tax dividend in accordance with applicable tax regulations.
 - iii. Other technical related matters in accordance with applicable regulations.
2. The 15% share or in the amount 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) is used as retained earnings.

THIRD AGENDA

1. Approving the granting of authority and power of attorney to the Series A Dwiwarna Shareholder to determine for Members of the Board of Commissioners:
 - a. Tantiem/Performance Incentives/Special Incentives for the Financial Year 2022; and
 - b. Salary, Benefits and Facilities for the Financial Year 2023.

2. Approving the granting of authority and power to the Board of Commissioners by obtaining 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 Financial Year 2022; and
 - b. Salary, Benefits and Facilities for Financial Year 2023.

FOURTH AGENDA

1. Approving the appointment of Purwantono, Sungkoro & Surja (a member of the Firm of Ernst & Young Global Limited) as a Public Accounting Firm that will audit the Company's Consolidated Financial Statements for the Financial Year 2023, as well as the Financial Statements and Implementation of Micro and Small Enterprise Funding Program for the Financial Year 2023.
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 Financial Year 2023 for the purposes and interests of the Company; and
 - b. Determine fees for audit services and other requirements for such Public Accountant and/or Public Accounting Firm, as well as appointing the substitute Public Accountant and/or Public Accounting Firm in the case of PAF Purwantono, Sungkoro & Surja (a member of the Firm of Ernst & Young Global Limited), for whatever reason, is unable to complete the audit of the Company's Consolidated Financial Statements for the Financial Year 2023, as well as the Financial Statements and Implementation of Micro and Small Enterprise Funding Program for Financial Year 2023, including determining the fees for audit services and other requirements for the substitute Public Accountant and/or Public Accountant Firm.

FIFTH AGENDA

1. Approving the Resolution Plan which was already prepared and delivered to Indonesia Deposit Insurance Corporation (LPS);
2. Approving the update of Recovery Plan was already prepared and delivered by the Company to the Financial Services Authority ('OJK');
3. Approving the granting of authority to the Board of Commissioners and the Board of Directors to execute each and any necessary matters in relation with the Recovery Plan by considering OJK Regulation Number 14/POJK.03/2017 concerning Action Plans (Recovery Plans) for Systemic Banks, Action Plans (Recovery Plans), and other related regulations.

SIXTH AGENDA

This agenda is for reporting purposes only. Therefore, no voting conducted for this Meeting resolution.

SEVENTH AGENDA

1. Approving the buyback of the Company's shares (buyback) that have been issued and listed on the Indonesia Stock Exchange (IDX) with the total nominal value of a maximum of IDR 1,500,000,000,000,000 (one trillion five billion Rupiah).
2. Approving the transfer of shares from the buyback which are recorded as treasury stock for the implementation of the Employee and/or the Board of Directors and Board of Commissioners Share Ownership Program which are qualified to own Company's shares and/or other programs in accordance with OJK's approval as well as applicable regulations and laws.
3. Granting the power and authority for the implementation of the buyback to the Board of Directors of the Company.
4. Granting power and authority to carry out the transfer of buyback shares that are kept as treasury shares to:
 - a. The Board of Directors of the Company for the Employee Share Ownership Program in accordance with OJK's approval;
 - b. The Board of Directors of the Company by considering the approval of the Series A Dwiwarna Shareholder for the Share Ownership Program of the Board of Directors and the Board of Commissioners which are qualified, including the determination of Remuneration (Salary/Honorarium, Facilities and Allowances) and Tantiem/Performance Incentives/Special Incentives for the Board of Directors and Board of Commissioners of the Company.

EIGHTH AGENDA

1. Honorably dismiss the following names as members of the Company's Board of Commissioners and Board of Directors:
 - a. Mr. Hadiyanto as Commissioner
 - b. Mr. Sunarso as President Director
 - c. Mr. Supari as Director of Micro Business
 - d. Mr. Ahmad Solichin Lutfiyanto as Director of Compliance

Each member of the Board of Commissioners and the Board of Directors was appointed based on the Resolution of the Extraordinary General Meeting of Shareholders ('GMS') of 2019 dated January 3, 2019, jo. Extraordinary GMS of 2019 dated September 2, 2019, the Resolution of the Annual GMS for the financial year of 2017 dated March 22, 2018, jo. Extraordinary GMS of 2019 dated September 2, 2019, the Resolution of the Annual GMS for the financial year of 2017 dated March 22, 2018, jo. Extraordinary GMS of 2019 dated September 2, 2019, jo. Extraordinary GMS of 2021 dated January 21, 2021, and the Resolution of the Annual GMS for the financial year of 2018 dated March 22, 2018. The dismissal of Members of the Board of Commissioners and the Board of Directors is effective as of the closing of the Meeting with gratitude for the contribution given during their tenure as Members of the Board of Commissioners and Board of Directors of the Company.

2. Appointing the following names as members of the Company's Board of Commissioners and Directors :
 - 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. Awan Nurmawan Nuh as Commissioner

3. The end of tenure of the members of the Board of Commissioners and the Board of Directors who are appointed in point 2 is 5 (five) years since their appointment by considering the laws and regulations in the Capital Market sector and without prejudice to the right of the GMS to dismiss them at any time.
4. With the dismissal and appointment above, the composition of the Board of Commissioners and Board of Directors of the Company is as follows:

Board of Commissioners

President Commissioner	: Kartika Wirjoatmodjo
Vice President Commissioner/ Independent Commissioner	: Rofikoh Rokhim
Commissioner	
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

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 and Medium Business	: Amam Sukriyanto
Director of Finance	: Viviana Dyah Ayu Retno Kumalasari
Director of Digital and Information Technology	: Arga Mahanana Nugraha
Director of Network & Services	: Andrijanto

Remarks:

- *) The members of the Board of Commissioners may only carry out their duties and functions in their positions if they have obtained the approval of the Fit and Proper Test from the Financial Services Authority.
- 5. The newly appointed members of the Board of Commissioners in point 2 can only perform their duties and functions in their positions after obtaining approval from OJK for the Fit & Proper Test ('Fit & Proper Test') and fulfill the requirements of applicable laws and regulations. In the event that a member of the Board of Commissioners of the Company fails to obtain approval as a member of the Board of Commissioners and Board of Directors in the Fit & Proper Test by OJK, then such member is respectfully dismissed from the date of the decision on the result of the OJK Fit & Proper Test.
- 6. The newly appointed Members of the Board of Commissioners in point 2 who are still serving in other positions prohibited by laws and regulations from concurrently serving as Members of the Board of Commissioners and the Board of Directors of State-Owned Enterprises must resign or be dismissed from his position.
- 7. Granting power and authority to the Board of Directors of the Company with substitution rights to take all necessary actions related to the resolutions of this Meeting Agenda in accordance with the applicable laws and regulations, including to state in a separate Notary Deed and notify the composition of the Company's Management to the Ministry of Law and Human Rights, as well as requesting OJK to conduct a Fit & Proper Test on the members of the Board of Commissioners appointed in point 2 in accordance with applicable laws and regulations.

Granting power and authority to the Board of Directors of the Company with substitution rights to declare all decisions of this Meeting in the form of a Notary Deed, as well as to appear before a Notary or authorized official and make necessary adjustments and improvements if required by the competent authorities, for the purposes of implementing the contents of the Meeting's resolutions.

H. The Distribution Schedule and Procedure for Payment of Cash Dividend for the Financial Year of 2022

In accordance with the resolutions of the Meeting, the Company hereby announces that the Company will distribute cash dividend for the Financial Year of 2022 to the Shareholders in the total amount of IDR 43,494,765,613,509.02 (**85%** of consolidated net profit attributable to the owner of holding entity for the Financial Year of 2022), including Interim Dividend which was distributed to the Shareholders on January 27, 2023 in the total amount of IDR 8,602,823,028,828 or amount of IDR 57.00 per share. Therefore, the remaining cash dividend which will be distributed to the Shareholders is in the total amount of IDR 34,891,942,584,681.02 or amount of **IDR 231.2213859585371** per share.

DIVIDEND DISTRIBUTION SCHEDULE

No	Description	Date
1	Last date of the Trading Period with Dividend Rights (<i>cum Dividend</i>): - Regular and Negotiated Market - Cash Market	March 21, 2023 March 27, 2023
2	First date of the Trading Period without Dividend Rights (<i>ex Dividend</i>): - Regular and Negotiation Market - Cash Market	March 24, 2023 March 28, 2023
3	Recording Date	March 27, 2023
4	Payment Date	April 12, 2023

DIVIDEND PAYMENT PROCEDURES

1. Cash dividend shall be paid to the Shareholders whose names are registered in the Company's Register of Shareholders and/or Company's Shareholders in the Sub-Securities Account of PT Kustodian Sentral Efek Indonesia ('**KSEI**') by the market closing time on March 27, 2023 (Recording Date).
2. For Shareholders whose shares are deposited in KSEI's collective custody, the cash dividend shall be paid through KSEI and be distributed to the Customer Fund Account (RDN) of Securities Company and/or Custodian Bank on April 12, 2023. The payment receipt of the cash dividend shall be provided by KSEI to the Securities Companies or the Custodian Banks in which the Shareholders have opened their account. For Shareholders whose shares are not deposited in KSEI's Collective Custody, the cash dividend shall be transferred directly to Company's Shareholders accounts.
3. The cash dividend will be subject to tax in accordance with the prevailing tax laws and regulations, with the following explanation:
 - a. The cash dividends will be excluded from the tax object if it is received by the shareholder of the domestic corporate taxpayer ('WP Badan DN') and the Company will not deduct Income Tax on the cash dividend paid to the WP Badan DN.
 - b. The cash dividends received by shareholders of domestic individual taxpayers ('WPOP DN') will be excluded from the tax object to the extent the dividends are invested in the territory of the Republic of Indonesia. For WPOP DN that does not meet the investment provisions as mentioned above, the dividends received by such person will be subject to income tax ('PPh') in accordance with the applicable laws and regulations, and the *PPh* must be paid by such *WPOP DN* in accordance with the provisions of Government Regulation no. 9 of 2021 concerning Tax Treatment to Support the Ease of Doing Business, also its implementing tax regulations.
 - c. For Shareholders who are Foreign Taxpayers whose withholding tax use the rate based on the Double Taxation Avoidance Agreement ('P3B'), must comply with the requirements of the Director General of Taxes Regulation No. PER-25/PJ/2018 concerning Procedures for the Application of Double Taxation Avoidance Agreement, as well as submitting a document of proof of record or receipt of DGT/SKD that has been uploaded to the website of the Directorate General of Taxes to KSEI or BAE in accordance with the provisions and regulations of KSEI regarding the deadline for submitting DGT/SKD. Without this document, the cash dividend payment will be subject to Article 26 of Income Tax which is 20%.

4. The Company's Shareholders may obtain confirmation of dividend payments through a securities company and/or custodian bank where the Company's shareholders open a securities account, then the Company's Shareholders are required to be responsible for reporting the receipt of dividends referred to in tax reporting in the relevant tax year in accordance with applicable tax laws and regulations.
5. In the event there are tax issues or claims later for cash dividends that have been paid to and received by Shareholders whose shares are kept in KSEI's collective custody, they are requested to resolve them with the securities company and/or custodian bank where the Shareholders open securities accounts based on to the applicable tax provisions.

Jakarta, March 14, 2023
PT Bank Rakyat Indonesia (Persero) Tbk

BOARD OF DIRECTORS

Attachment

Agenda	Shareholder	Question / Opinion
1	The Series A Dwiwarna Shareholders Number of shares: 80.610.976.876	<p>Question/Opinion:</p> <p>To improve the performance of the Company and the effectiveness of the development of PT Bank Rakyat Indonesia (Persero) Tbk/“BRI”, we hereby state the following:</p> <ol style="list-style-type: none"> 1. For the performance achievement in Financial Year 2022, we express our gratitude and appreciation to the Board of Commissioners, Board of Directors, and all Employees of BRI for: <ol style="list-style-type: none"> a. The Company's achievement in improving performance, which is reflected on: <ol style="list-style-type: none"> 1) Consolidated Nett Profit increased 67.1% YoY to IDR 51.41 trillion. 2) CASA Ratio grew from 63.08% to 66.70%. 3) Cost of Fund declined from 2.36% to 2.06%. 4) Revenue realization of Fee & Other Operating Income increased 14.8% YoY to IDR 47.30 trillion. 5) Operational Expenses to Operational Income (<i>BOPO</i>) Ratio decreased from 78.54% to 69.10% and the Cost to Income Ratio (CIR) dropped from 48.56% to 47.38%. 6) NPL Ratio decreased from 3.00% to 2.67%. b. The Company's commitment to support national economic recovery through a business focus that contributes in strengthening business capital for the MSME segment, such as through Kupedes Products, distribution of KUR Programs and other retail credit products which are involved in the BRI Group ecosystem. <p>This achievement should continue to be improved in the next period so that it could be able to contribute more optimally for shareholder return.</p> 2. The following are the things that need to be the attention of BRI's Board of Commissioners and Board of Directors to improve performance in the future: <ol style="list-style-type: none"> a. Anticipating the uncertain conditions of the global economy in 2023 which may lead to a potential decrease in credit demand, the trend of interest rates increase and inflation pressures, the Company should establish a more selective credit channeling strategy, apply sustainable credit risk management, and optimal liquidity management. b. Anticipating a decline in credit quality due to the end of the relaxation period, the Company should maintain an adequate coverage ratio through the establishment of a more efficient impairment losses (<i>CKPM</i>) by considering valid and relevant internal and external conditions. Through the experience +/- 3 (three) years during the pandemic, it is expected to be a lesson learned for BRI in setting strategies and managing business risks in the future.

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		<ul style="list-style-type: none"> c. BRI's good CASA structure needs to be continuously maintained and improved to form a more efficient cost of fund. For this reason, the Company should focus on customers or institutions with more sustainable funds, present comprehensive products and also improved service quality, so that it is expected to be able to maintain customer financial transactions for each segment in the BRI financial ecosystem. d. Encouraging an increase in revenue contribution from sustainable fee-based income (FBI) as reflected in the FBI Ratio, by leveraging BRI's customer value chains and supply chains, optimizing service diversification both at branches and e-channels, also opening a potential for developing new business models. e. Optimizing synergies with subsidiaries through cross selling corporate financial products, utilizing synergies from the platform & technology side, as well as implementing integrated risk management principles to support the growth of the performance of subsidiaries and encourage increased contribution to consolidated company performance. f. Ultra Micro Holding is part of BRI's new core business growth engine. For this reason, the presence of the <i>Senyum</i> Outlet, <i>Senyum</i> Mobile and various product/service innovations that have been produced as part of the strategic holding initiatives is expected to be a catalyst for business growth and begin to make a significant contribution for BRI's profitability both in credit and fund side. g. Ensuring the achievement of the target indicators set out in KPI of Ultra Micro Holding, which are financial target, increasing service accessibility, reducing the cost of funds, and lending rates, increasing state revenues in the form of taxes and dividends, creating synergies and business innovation, creating jobs, improving a sound industry climate as well as increasing financial literacy and inclusion. h. Maintaining commitment in developing ESG initiatives, through the Company's working programs, lending and issuance of debt securities based on green financing principles. In addition, the implementation of ESG initiatives should be aligned with the focus of government programs in the framework of national economic recovery and development. i. To minimize operational risks in digital/e-channel services and IT operations, the Company should ensure personnel fulfillment and maintain competitiveness, improve security and reliability of the digital banking service system, and conduct regular education and outreach to the public to increase awareness of various modes of fraud (social engineering). j. Following up on the findings of internal and external audits/ examiners, optimizing risk management and implementing the three lines of defense, and always prioritizing the good corporate governance principles and considering the Anti-Money Laundering and Prevention of the Financing of Terrorism (<i>APU-PPT</i>) regulations. <p>Thus we have delivered, thank you for your attention and cooperation.</p>
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2	Almuharam Anwar Nahdi Number of shares: 10.000	Question/Opinion: What is the purpose of buyback of the Company, is it only dedicated for Company's Employees and Management? Answer: The implementation of buyback has been in line with the strategy and commitment of the Company to improve engagement, productivity, and create sense of belonging of Employees to the Company. The share ownership program is executed based on the performance of Employees and Management.
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