

125 YEARS BRI HELPS TO LEVERAGE MSMEs

Changing **Adversities to Will-Power**

Theme Continuity



2015

The Biggest National Payment Bank
Harnessing Technology to Reach Across the Archipelago
Making the Vision of a People's Economy a Reality



2016

Contributing to the Nation
Developing Leading MSMEs in the Digital Era



2017

Fostering The Nation
Through Integrated Banking Solution & MSME Transformation



2018

Accelerating MSME Growth through Banking Services Digitalization
To Fostering the Community Economic Empowerment



2019

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

125 YEARS BRI HELPS TO LEVERAGE MSMEs

Changing **Adversities to Will-Power**

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

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

Upholding the vision to become "The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion" in 2025, BRI realized brilliant breakthroughs in overcoming aggravating business conditions, which limit the mobility of all business practitioners in interacting and promoting its products. BRI swiftly realized loan restructuring programs while at the same time optimizing its excellent infrastructure and information technology-based service products. BRI is progressively established a digital technology-based business ecosystem, which allows all business customers to be connected with consumers across the country, even to various foreign countries. BRI has turned difficulties into business development opportunities and is making creativity in optimizing the digital ecosystem a place to deliver resilience in overcoming all business challenges.

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



For Indonesia **BRI**Lian

STAND UP TOGETHER TO ADVANCE MSME INDONESIA

For 125 years standing, BRI is committed to providing the best for Indonesia. This year, in the midst of challenging conditions impacted by the Covid-19 pandemic, BRI strives for excellence in accelerating the national economic recovery. Numbers of achievements were realized as its commitment and consistency in fostering the Upgraded MSMEs growth and empowerment during the pandemic.

BECOMING THE FOREFRONT IN SUPPORTING THE GOVERNMENT IN THE NATIONAL ECONOMIC RECOVERY & COVID-19 HANDLING

1. National Economic Recovery Implementation

- a. Loan Restructuring impacted by Covid-19
- **Rp186.6 trillion**
- **2.8 million** Lending Customers
- b. MSMEs Lending for the acceleration of National Economic Recovery. According to leverage target set by the Government of **Rp45 trillion** (or 3 times) from Placement of Government Funds
- c. Disbursement of Loan Interest Subsidy Stimulus
- **Rp5.46 trillion**
- **8.9 million** Lending Customers
- d. MSMEs Lending with Government Guarantee Scheme
- **Rp8,73 trillion**
- **14.396** Nasabah Kredit
- e. Disbursement of KUR Super Mikro
- **Rp8.66 trillion**
- **985 thousand** Lending Customers
- f. Disbursement of Productive Assistance of Micro Business (BPUM)
- **Rp18.6 trillion**
- **7.7 million** Micro Business
- g. Disbursement of Salary Subsidies
- **Rp6.45 trillion**
- **5.3 million** Accounts

2. MSMEs Empowerment

BRI remains focus in reviving and fostering the Upgraded MSME empowerment through the following programs:

- a. **UMKM EXPO(RT) BRILIANPRENEUR 2020**, aim at elevating MSMEs ability to compete in the global market through export activities.
- b. **BRIncubator**, Program MSMEs Development Program to enhance capacity and capability digitally and export-oriented.
- c. **Desa Brilian**, BRI mentoring villages with 4 ecosystem aspects covering BUMDes, Digital, Innovation, and Sustainability.
- d. **Pemuda BRILian**, Business acceleration program for young MSMEs entrepreneurs aim at improving competitiveness.
- e. **Rumah BUMN**, a forum for MSMEs Development, Basecamp Millennials, PK/BI/KUR Program, Disaster Task Force, and Coworking Space.



3. BRI Peduli Fights Covid-19

- a. Emergency Response Assistance of BRI Peduli to Prevent Covid-19 through **19 Regional Offices** and **467 Branch Offices** across Indonesia.
- b. **8,981** Personal Protection Equipment for Medics Personnel.
- c. **1,385,150** Masks for Community & Traders.
- d. **6,812** Hand Sanitizer.
- e. **6,247** spot washbasin across Indonesia.
- f. BRI Berbagi **259,633** Free Basic Foods.



BRI also carried out other CSR activities focusing on Pro People, Pro Planet and Pro Profit through the following programs:

- a. BRI Cleans the Rivers in **19 locations** across Indonesia.
- b. Infrastructure assistance for **1,000 Markets** across Indonesia.
- c. **130 Ambulance Vehicles** Assistance.
- d. BRI Sees The World, **5,000 Glasses** for students.
- e. Scholarships for **5,000 students** in Indonesia.

The Toughest Year has Passed, BRI is Healthier and Stronger

Assets reached Rp1,500 trillion, Micro Loan grew double digit, and NPL is managed below 3%



BRI has successfully navigated the toughest year by being able to record positive performance due to a strategy that focusing on efforts to **reviving Micro, Small and Medium Enterprise (MSMEs) communities** and becoming the Government main partner in supporting the success of National Economic Recovery Program (NER)



1. Total Assets

reached **Rp1,511.81 trillion** or grew **6.7%** year on year

2. Loans

reached **Rp938.37 trillion** or grew **3.89%** year on year, attributed by MSMEs segment with a composition of **82.13%**

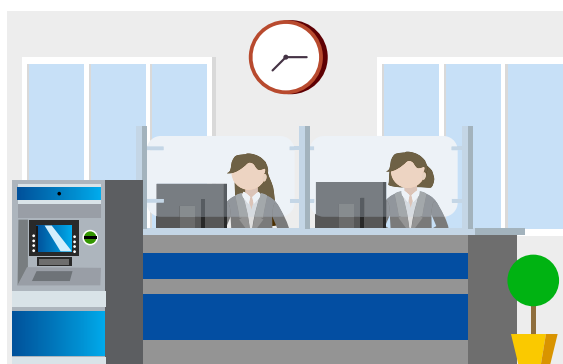


3. Third Party Funds

reached **Rp1,121.10 trillion**, with Low Cost Funds increased by **59.67%**

4. Net Profit

reached **Rp18.66 trillion**



5. Credit Quality

well maintained with adequate allowance. Non Performing Loans (NPL) Ratio was managed at **2.99%** and **NPL Coverage 237.73%**

6. Liquidity Conditions

adequate with Loan to Deposit Ratio (LDR) of **83.70%**

7. Capital Conditions

strong with **Total CAR of 21.17%**



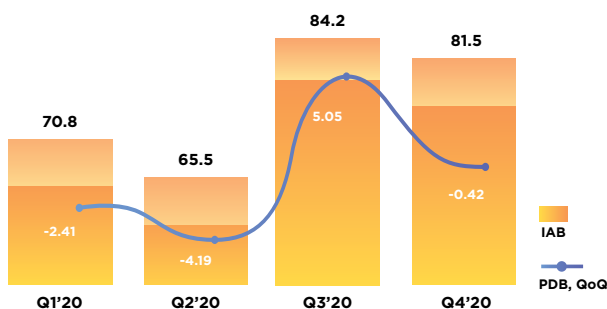
BRI MICRO & SME INDEX (BMSI) Q4-2020:

Optimism of MSMEs in the Midst of Economic Recovery Challenges

BMSI is an index intended for assessment of MSMEs Practitioners activities to update current situations and measure expectations for the next 3 months. The index was launched in November 2020 to measure MSMEs business activities while also as a form BRI engagement to MSMEs in Indonesia. The MSMEs optimism remains high in entering Q1 - 2021, as reflected from expectation index of above 100 levels, even though business activity at Q4-2020 slightly declined in line with the decrease of economic growth in QoQ.

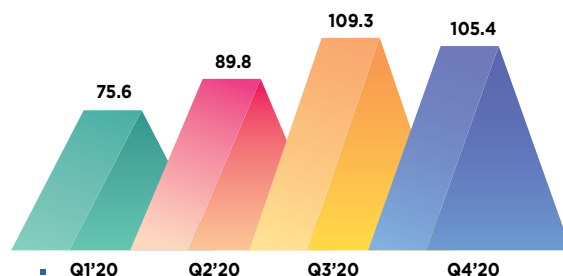
BMSI Moves in Harmony with the Economic Growth Directives

Business Activity Index (IAB)



Business Activity Expectation Index (IEAB)

- While **IEAB** at a level of 105.4. This indicates the optimism of MSME players in entering Q1-2021 with an index of >100

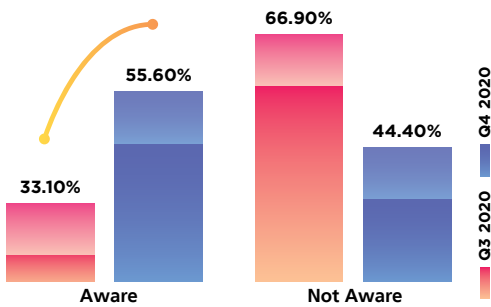


"...MSME remains optimistic even though facing unfavorable conditions in the last couple of months in 2020..."

- MSMEs Activity at Q4-2020 decreased due to the following factors:
 - PSBB Restrictions at the end of Q3-2020
 - Cancellation of long holidays
 - Seasonal factor of business sectors
 However **MSME players remain optimistic** in entering Q1-2021

Awareness and Trust of MSMEs to NER Program Increased

Awareness of MSMEs to NER Program

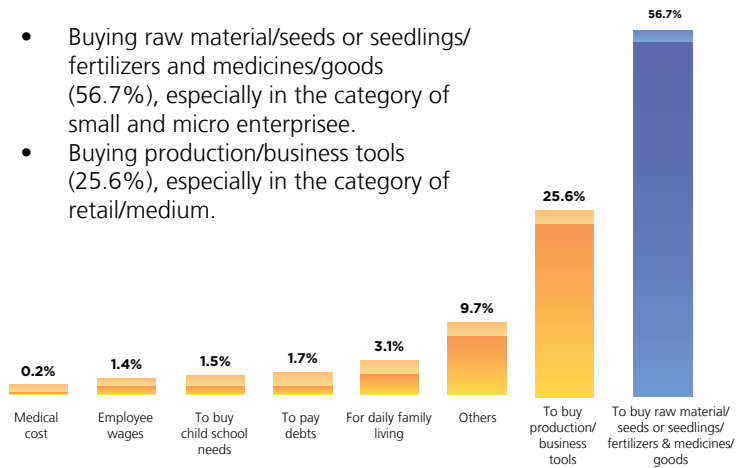


Majority of MSMEs (55.6%) are aware on NER Program, an increase compared to the previous survey period.

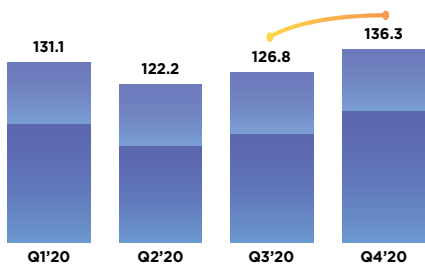
In General, Lending from BRI has been Used According to the Objectives

The majority of new loan is used by customer for business needs, such as:

- Buying raw material/seeds or seedlings/ fertilizers and medicines/goods (56.7%), especially in the category of small and micro enterprised.
- Buying production/business tools (25.6%), especially in the category of retail/medium.



Trust Index of MSMEs to the Government (IKP)



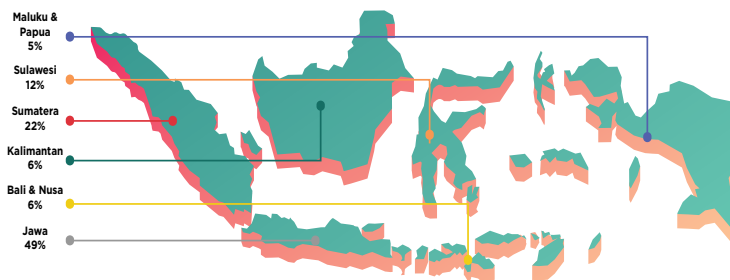
- Majority of MSMEs give good assessment to the government ability in carrying out its duties

MSMEs give highest assessment to the Government ability in creating safe and comfort feeling

BMSI Survey: Respondent Significantly Increased

Total respondent of 5,000 MSMEs customers (increased 67% from the Q3-2020 survey of 3,000 customers) in 33 Provinces, with sampling method: Stratified systematic random sampling

Survey period: 11 January - 4 February 2021



Description:

- Index output of value around 0 to 200.
- 0 to 99 = pessimistic zone (negative perception > positive perception)
- 100 = neutral zone (negative perception = positive perception)
- 101 to 200 = optimist zone (positive perception > negative perception)



Reviving MSMEs, Preserving Indonesian Economy

BRI is committed to continually focus on MSMEs empowerment in Indonesia and maintain MSMEs business sustainability. One of which by fully supporting the National Economic Recovery program, including lending to Microfinancing (KUR) to preserve the economy moving.



Since May 2020, BRI opened the online channel access for KUR application, affirming its commitment to provide vast access of KUR to MSMEs backed by its network supports and resources.

At the Quarter III of 2020, BRI again received a mandate by the Government to be trusted as the largest provider bank for KUR lending with new scheme, namely KUR Super Mikro which is a stimulus for the sustainability of community business development during the pandemic.



As of the end of 2020, BRI successfully disbursed KUR lending amounted to Rp138.5 trillion to more than six million MSMEs or grew by

57.62% compared to Rp87.9 trillion in 2019 disbursement



UMKM EXPORT

BRILIAN PRENEUR 2020

Displaying 573 products of BRI mentoring MSMEs and recorded purchase contract of >USD57.5 million

BRI UMKM EXPO(RT) BRILIAN PRENEUR is an exhibition organized for the opportunity of MSMEs to meet potential buyers from overseas, as well as to increase MSMEs capacity and quality toward export orientation.

The exhibition was organized with hybrid on 1 - 15 December, with a peak of event ceremony on 10 - 13 December 2020 in Jakarta. The exhibition was carried out online through www.brilianpreneur.com and also through offline visit directly at JCC-Jakarta with strict health protocol amid new normal.

The international standard exhibition for MSMEs was successfully facilitated purchase contract of more than USD57.5 million, engaging 99 prospective buyers from the United States, European Union, Middle Eastern, Japan, and Australia. This achievement is increased by 74% compared to previous year.



In the event, as many as 573 products of MSMEs of BRI mentoring were displayed, from accessories and beauty fashion, home decor and craft as well as food and beverages.



MSMEs Empowerment to Go Global through BRIncubator

In 2020, BRIncubator was organized with the theme of BRIncubator Go Global conducted online, and participated by 289 MSMEs. At the completion of BRIncubator, 25 best MSMEs received the reward for business development and mentoring from the Experts and Rumah BUMN to learn to be ready to enter export market. BRIncubator Go Global Program 2020 also received attention and support from the Ministry of Cooperatives & SME, and Ministry of Research and Technology (BRIN).

AgenBRILink

Layanan Transaksi Keuangan Tanpa Kantor

504,233 BRILink Agents operating across Indonesia

BRI continues to foster financial inclusion that enables the public to obtain banking services access through its BRILink Agents, totaling 504,233 Agents operating in more than 54 thousand villages, or more than 70% of total villages in Indonesia. **BRILink transaction volume reached 728 million transactions with Rp843 trillion transaction value in 2020.**



#BRILiaNFightCovid-19

BRI Focus and Strategies

Since the Covid-19 was first declared as a Pandemic by the World Health Organization (WHO), BRI immediately established the Banking Command Center as mitigation and risk management measures in addressing the pandemic and future challenges. BRI has set several measures in handling the impact of Covid-19, one of which by activating the Business Continuity Management (BCM). BRI also implements preventive and anticipative measures to reduce the risk of transmission, specifically protections for customer, employees and their families. One way of preventing the risk of transmission from the Covid-19 is by limiting activities outside of home or social distancing, including to divert work from office to work from home or to several working spaces (flexy work) provided by BRI. The following are preventive measures conducted by BRI:



Health and Safety Protocol

- Banking premises disinfection and sterilization
- Vaccines for employees
- Health care products for employees (masks, hand sanitizers, and vitamins)

Work From Home

- Shorten banking operational hours
- Work From Home
- Flexible office space

Digital Initiatives Optimization

- BRISARS Digital office application
- BRISpot: Digital loan processing
- BRISIM: Daily monitoring Dashboard

1. Travel Restriction Policy
2. Business Trip Policy
3. Health protocol to customers
4. Social Distancing Policy (training, workshop/sosialisasi, FPK, Briefing)
5. Work From Home protocol
6. Shifting, Split Operation for Critical Business Functions
7. Specific Health Protocol Per Position Function
8. Use of online presence to reduce contact with EDC
9. Influenza & Pneumonia Vaccination to 113,456 Employees of BRI
10. Vitamins for employees
11. Shuttle Bus for Employees (BODETABEK & Cibubur)
12. BRIWORK (Alternate Site)
13. Change Agent (CA) Forum and firm assignment of Covid Rangers (functioned to guard health protocol in work units)

Sustainable Business Growth

Loan portfolio

- Rp562 trillion or 63.9% Sustainable business activities loan portfolio
- Selective Growth
- Loan restructuring program
- Loan relaxation program

Liquidity and Market Activities

- Maintain reserve requirement, SR, LDR, RIM
- Maintain long position on Net Foreign Position
- Maintain Cash Ratio



Good Corporate Governance

GCG Implementation

- The principles of Good Corporate Governance remain in place

14. Hand Wash Areas and Hand Sanitizers in the entire work units
15. Thermo scanners at BRI I & II Building and temperature check at point of enter of BRI Offices
16. BRILiaN Fight Covid (Social Movement)
17. GERMAS Campaign (Healthy Life Movement)
18. Health Protocol Campaign (temp check, hand-wash, WFH, suggestion for sun-bath, etc.)
19. Cashless Transaction Campaign by Product owner
20. Daily Self Checking Campaign

BRI has implemented the following preventive and curative measures in handling the Covid-19 outbreak that occurred to BRI employees:

1. Implementing health protocol for employees who got Covid-19 and handling procedures in the work unit
2. Provision of Safe House for employee with covid positive in several big cities, such as Jakarta, Surabaya and Malang that aim to prevent spreading of the virus to members of families and focusing on recovery

Journey of BRI Digital Banking





2019
 BRImo, BRISPOT Consumer, Pinang, Ceria, Digital Ecosystems (BRImola, Junio Smart, BRI Bill, BRI Store, etc).

2020
 Pasar.id
 New BRImo
 BRI Digital Saving
 BRISPOT External



Pasar.id is a web-based apps. This platform is a market place developed by to arrange the interaction between sellers and buyers of traditional markets digitally.

Web Pasar

4.548 Website Pasar	108.644 Registered Traders	936.218 Total Transactions	52 B Transactions Nominal
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Data as of 31 Dec 2020 | Transactions cummulative since July 2020



Medan 232	Pekanbaru 172	Palembang 234	Banjarmasin 212	Makassar 116	Manado 51	Jayapura 44	Semarang 337	Padang 149
B. Lampung 188	Jakarta 1 95	Jakarta 2 194	Jakarta 3 213	Bandung 612	Yogyakarta 605	Malang 542	Denpasar 309	Surabaya 243

BRI DIGITAL INITIATIVES



Digitizing Core

Digitize existing services and transactions (business process engineering)

- Optimize existing Channels
- Integrated Digitized Operation
- Simplified and standardized system

AgenBRILink
Layanan Transaksi Keuangan Tanpa Kantor

Branchless Banking
Initiatives for Micro



Digital Loan Underwriting System



Advanced Mobile Banking

Boost Productivity & Unleash The Potential



Digital Ecosystem

Build digital ecosystem to offer products and services beyond core business:

- Digital Platform for Business transaction
- Build new business model
- Partnership/Collaboration with Fintech/E-Commerce

Tap the Untapped Embedded in Customer Life

Strengthening Digital Capability

New Digital Propositions

Create and launch new digital products and services

- Mobile First Channel
- Fully Digital Products for Untapped Market
- Build New Digital Capability

AI & Big Data Analytics

The First Bank with ISO Certificate in Big Data



ISO 27001:2013

Digital Loan Products

traveloka*
PayLater
BRI x Traveloka
Paylater Card

ceria
Cikil. Cepat. Ceria.
Digital Credit Card

KECE
Digital
Ultra Micro Loan

Pinang
Powered by BRI
Digital Lending Platform

Tap the Untapped Embedded in Customer Life

Digital Ecosystem Platform

pasar.id

Online Wet Market



B2B2C Integrated Billing System



School Management System

BRIMOLA

LPG Gas 3kg
Ordering System

STROBBERI

Micro Transaction
Ecosystem Solutions

BRI api
Digital partnership & Collaboration
The First Bank with ISO Certificate in Open API

ISO 27001:2013

P2P Partnership

investree

amartha

E-Commerce Partnership

Shopee

tokopedia

Ride Hailing Partnership

gojek

Grab

Environment, Social and Governance (ESG)

For BRI Sustainable Business

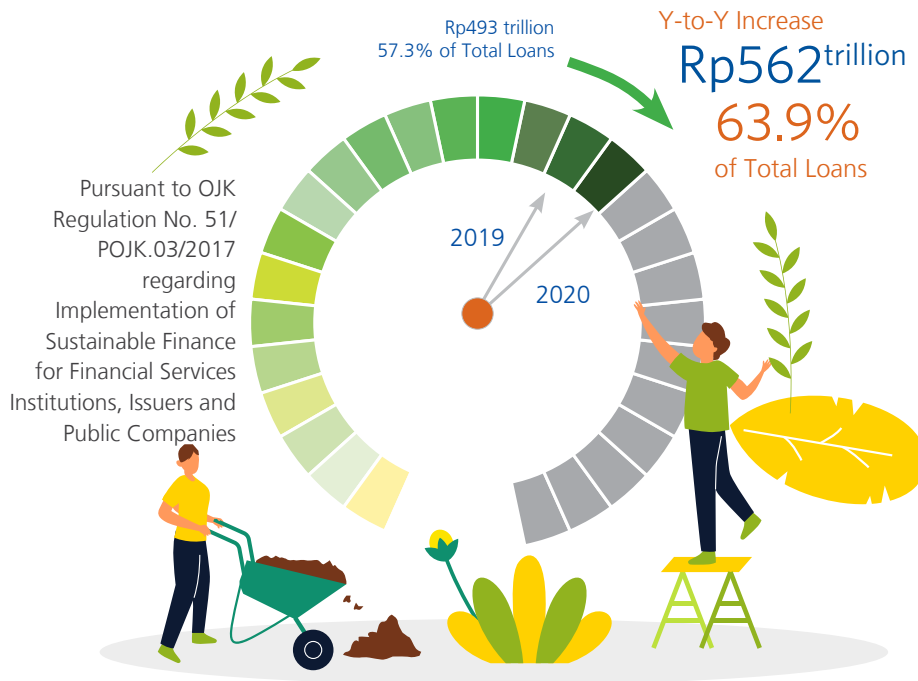
BRI has been proven capable of navigating various economic crisis and has consistently been able to maintain good and sustainable performance. BRI sustainable performance is fostered by the Company's commitment to implementing sustainable finance practices and integrating the ESG (Environment, Social, and Governance) or LST (Environmental, Social and Corporate Governance) aspects into BRI's banking activities.

First Mover on Sustainable Finance Indonesia

Pursuant to the Sustainable Finance Road Map Medium Plan 2015 - 2019 from the Financial Services Authority, BRI and 7 other Banks as part of the 'First Movers on Sustainable Banking' have participated in the establishment of Indonesian Sustainable Finance Initiatives in 2018.

Lending for Sustainable Business Activities

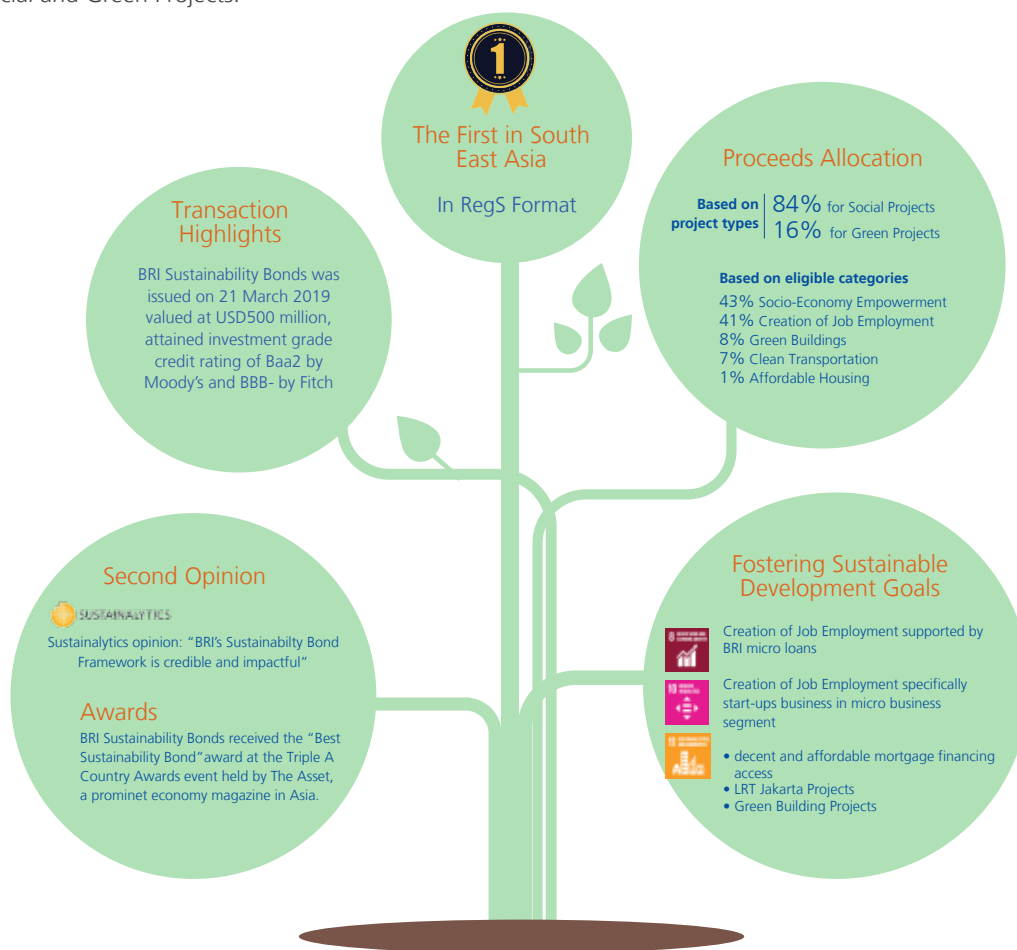
BRI has mapped out loan portfolio for sustainable business activities. The loan portfolio increased by 14.1% YoY from Rp493 trillion (57.3% of total loans composition) in 2019 to 562 trillion (63.9% of total loans composition) at the end of 2020.



“Loan Portfolio to BRI Sustainable Business Activities increased by 14.1% YoY with loan value of Rp562 trillion, the highest amongst other financial services institutions”

BRI Sustainability Bond

In 2019, BRI issued Sustainability Bonds of USD500 million, as one of BRI commitments in integrating ESG into the bank financing activities. All proceeds from Sustainability Bonds issuance were allocated for Social and Green Projects.



Digitizing Business Process

BRI has carried out initiatives of digitizing business processes (business process reengineering) that are eco-friendly. The initiatives are BRILink (branchless financial services), BRISPOT (digital loan underwriting system), BRISStars (digital office), BRISMART (digital apps for education/Trainings).

Internationally Recognized Corporate Governance

In 2020 BRI received the Top 3 Indonesian Public Listed Company (PLC) and ASEAN Asset Class Thresholds by ASEAN Corporate Governance Scorecard (ACGS), as a recognition of the company's implementation of excellent GCG principles and internationally recognized.

Community Empowerment

Community Empowerment activity, which is an education and training activity conducted by 5 Rumah Kreatif BUMN (RKB) with the theme related to green business. A total of 476 RKB trainings were conducted in various cities of Malang, Jakarta, Jogja, Bandung, Solo, etc.

Training & Capacity Building

BRI has provided training and capacity building on Sustainable Finance to all employees and customers, as an effort to increase awareness and implementation of sustainable finance practices in BRI.

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PERFORMANCE HIGHLIGHTS

The Toughest Year Has Passed,
BRI is Healthier and Stronger.

In 2020 BRI consolidated assets was
amounted to

Rp **1,511.81** trillion

positively grew 6.71% compared to Rp1,416.76 trillion in 2019.
This led to the achievement of BRI as the first bank in Indonesia
that recorded assets above Rp1,500 trillion.

Performance Highlights 2020

In the midst of crisis impacted by the Covid-19 pandemic, in 2020 BRI consolidated was able to maintain good performance, indicated by positive growth on Loans and Third Party Funds. BRI was also able to book positive profitability, with good management of financial ratios.



Total Loans was recorded at

Rp**938.37** trillion

grew 3.89% compared to Rp903.20 trillion in the previous year, contributed by MSMEs segment which composition increased by 82.13%.



Positive **Profitability level** with Net Profit of

Rp**18.66** trillion



Total Third Party Funds reached

Rp**1,121.10** trillion

grew 9.78% compared to Rp1,021.20 trillion in the previous year, majority was attributed by Low Cost Funds (CASA) which composition increased by 59.67%.



Adequate liquidity with **Loan to Deposit (LDR) Ratio** maintained at a level of

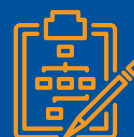
83.70%



Non-Performing Loans (NPL) is managed at

2.99%

with adequate NPL Coverage of 237.73%.



Capital Adequacy Ratio is strongly maintained a.

21,17%

far above the minimum regulatory requirement.

Financial Highlights

In Rp Million

Consolidated Statement of Financial Position	2016	2017*)	2018*)	2019	2020
ASSETS					
Cash	25,212,226	24,798,037	27,421,625	30,219,214	32,161,564
Current Accounts with Bank Indonesia	55,635,946	58,155,479	71,159,442	71,416,449	51,530,969
Current Accounts with Other Banks	11,280,795	6,132,512	12,677,355	10,237,736	9,060,535
Placements with Bank Indonesia and Other Banks	78,248,833	55,156,762	87,018,051	116,854,727	66,521,615
Securities - Net	132,086,000	186,938,838	184,284,052	195,840,173	327,266,714
Export Bills and Notes Receivable - Net	11,580,175	17,144,862	33,309,763	34,185,258	26,246,814
Government Recapitalization Bonds	3,318,434	3,317,840	1,505,273	1,130,306	-
Securities Purchased Under Agreement to Resell	1,557,370	18,011,026	9,396,553	22,582,244	46,818,568
Derivatives Receivable	103,907	162,912	485,810	210,396	1,576,659
Loans - Net	621,286,679	684,046,917	779,626,717	839,067,353	834,293,205
Sharia Receivables and Financing - Net	17,256,787	17,287,612	19,681,260	25,021,168	37,466,184
Finance Lease Receivables - Net	2,070,300	2,385,483	3,321,846	4,104,096	3,406,164
Acceptances Receivable	5,692,583	5,693,425	11,643,003	9,346,063	6,271,176
Investment in Associated Entities - Net	11,718	83,100	460,096	745,304	1,489,800
Fixed Assets - Net	24,524,133	24,752,035	26,914,859	31,432,629	32,185,160
Deferred Tax Assets - Net	2,539,713	3,286,732	5,114,653	4,541,298	8,313,545
Other Assets - net	12,396,074	20,093,917	22,877,934	19,824,426	27,195,956
Total Assets	1,004,801,673	1,127,447,489	1,296,898,292	1,416,758,840	1,511,804,628
LIABILITIES, TEMPORARY SYIRKAH FUNDS, AND EQUITY					
Liabilities					
Liabilities Due Immediately	5,410,313	6,584,201	8,462,958	7,549,312	11,845,910
Deposits From Customers	737,863,408	821,884,395	923,309,860	996,377,825	1,087,555,173
Deposits From Other Banks Financial Institutions	2,229,538	5,593,367	9,131,158	17,969,829	23,785,996
Securities Sold Under Agreement to Repurchase	7,302,398	12,136,684	37,379,394	49,902,938	40,478,672
Derivatives Payable	347,217	200,858	332,343	184,605	407,774
Acceptances Payable	5,692,583	5,693,425	11,643,003	9,346,063	6,817,436
Taxes Payable	956,553	569,016	153,833	185,443	1,400,638
Marketable Securities Issued	24,800,781	30,619,658	31,190,216	38,620,837	34,489,091
Fund Borrowings	35,013,680	29,408,694	40,457,429	30,921,771	35,968,985
Estimated Losses on Commitments and Contingencies	895	2,134	1,222	609,493	3,681,709
Liabilities for Employee Benefits	9,479,930	12,194,261	11,789,366	10,662,581	10,397,201
Other Liabilities	10,498,804	13,794,513	15,339,787	19,359,607	20,052,299
Subordinated Loans and Marketable Securities	1,008,510	986,450	1,473,515	1,465,366	1,465,392
Total Liabilities	840,604,610	939,667,656	1,090,664,084	1,183,155,670	1,278,346,276
Temporary Syirkah Funds					
Mudharabah demand deposits	-	139,535	293,264	4,080,803	1,623,563
Mudharabah saving deposits	983,121	1,270,484	1,659,109	2,025,354	6,147,015
Mudharabah time deposits	15,679,845	18,362,036	19,006,504	18,712,677	25,776,398
Total Temporary Syirkah Funds	16,662,966	19,772,055	20,958,877	24,818,834	33,546,976
Total Equity	147,534,097	168,007,778	185,275,331	208,784,336	199,911,376
Total Liabilities, Temporary Syirkah Funds, and Equity	1,004,801,673	1,127,447,489	1,296,898,292	1,416,758,840	1,511,804,628
*) After account reclassification					

Financial Highlights

In Rp Million

Consolidated Statement of Profit or Loss and Other Comprehensive Income	2016	2017	2018	2019	2020
Total Interest and Sharia Income	94,015,994	102,912,375	111,582,804	121,756,276	116,932,512
Total Interest and Sharia Expense	(28,576,804)	(29,894,281)	(33,917,032)	(40,048,971)	(37,722,595)
Net Interest and Sharia Income	65,439,190	73,018,094	77,665,772	81,707,305	79,209,917
Premium income - Net	278,710	385,414	945,722	1,010,728	881,651
Total Other Operating Income	17,287,857	19,271,287	23,425,430	28,439,130	29,463,839
Provision for allowance for impairment losses on financial assets - net	(13,700,241)	(16,994,115)	(17,792,693)	(21,556,319)	(30,617,491)
Reversal of (provision for) Alliance for estimated losses on commitments and contingencies - net	347	(1,239)	912	(608,271)	(2,157,162)
Provision for allowance for impairment losses on non-financial assets - net	(103,705)	(258,524)	(528,982)	(595,015)	(75,231)
Total Other Operating Expenses	(35,156,837)	(38,614,076)	(41,990,284)	(44,965,625)	(49,931,359)
Operating Income	34,045,321	36,806,841	41,725,877	43,431,933	26,774,164
Non-Operating Expense (Income) - Net	1,714	216,395	27,817	(67,880)	(49,318)
Income Before Tax Expense	34,047,035	37,023,236	41,753,694	43,364,053	26,724,846
Tax Expense	(7,761,784)	(7,978,187)	(9,335,208)	(8,950,228)	(8,064,453)
Income For The Year	26,285,251	29,045,049	32,418,486	34,413,825	18,660,393
Other comprehensive income					
Items not to be reclassified to profit or loss					
Remeasurement of defined benefit plans	159,569	61,655	601,819	(1,291,782)	(2,034,087)
Income tax related to item not to be reclassified to profit or loss	(530,727)	(15,414)	(150,455)	322,945	367,922
Revaluation surplus arising from premises and equipments	14,315,527	-	-	3,316,985	-
Items to be reclassified to profit or loss					
Differences arising from the translation of foreign currency financial statements	(25,579)	30,709	(4,349)	(64,820)	(39,779)
Unrealized (loss) gain on available-for-sale securities and Government Recapitalization Bonds	1,658,696	2,286,250	(5,141,381)	3,696,914	4,633,561
Allowance for impairment losses on securities classified as fair value through other comprehensive income	-	-	-	-	866,461
Income tax related to items to be reclassified to profit or loss	(416,966)	(527,459)	1,216,705	(895,470)	(698,692)
Other Comprehensive Income For the Year - After Tax	15,160,520	1,835,741	(3,477,661)	5,084,772	3,097,386
Total Comprehensive Income For The Year	41,445,771	30,880,790	28,940,825	39,498,597	21,757,779
Income For The Year Attributable To:					
Equity holders of the Parent Entity	26,234,256	28,997,141	32,351,133	34,372,609	18,654,753
Non-controlling interest	50,995	47,908	67,353	41,216	5,640
Total	26,285,251	29,045,049	32,418,486	34,413,825	18,660,393
Total Comprehensive Income For The Year Attributable To					
Equity holders of the Parent Entity	41,384,558	30,808,443	28,910,721	39,403,628	21,727,515
Non-controlling interest	61,213	72,347	30,104	94,969	30,264
Total	41,445,771	30,880,790	28,940,825	39,498,597	21,757,779
Basic Earnings For The Year Per Share Attributable To Equity Holders Of The Parent Entity (Full Rupiah)	214.04	236.93	264.66	281.31	151.28

Financial Highlights

FINANCIAL RATIO (BANK ONLY)	2016	2017*)	2018*)	2019*)	2020
Liquidity					
LDR	87.77%	88.13%	89.57%	88.64%	83.66%
Credit Quality					
NPL Gross	2.03%	2.10%	2.14%	2.62%	2.94%
NPL Nett	1.09%	0.88%	0.92%	1.04%	0.80%
NPL Coverage	170.34%	195.54%	200.61%	166.59%	247.98%
Profitabilitas					
NIM	8.00%	7.93%	7.45%	6.98%	6.00%
BOPO	68.93%	69.14%	68.48%	70.10%	81.22%
CER	41.26%	41.15%	41.02%	40.26%	46.60%
ROA	3.84%	3.69%	3.68%	3.50%	1.98%
ROE	23.08%	20.03%	20.49%	19.41%	11.05%
Capital					
CAR Total	22.91%	22.96%	21.21%	22.55%	20.61%
CAR Tier 1	21.91%	21.95%	20.15%	21.52%	19.59%

*) After account reclassification

COMPLIANCE	2016	2017	2018	2019	2020
Percentage of Legal Lending Limit Violation					
- Related parties	Nil	Nil	Nil	Nil	Nil
- Non-related Parties	Nil	Nil	Nil	Nil	Nil
Percentage of Lending in Excess of Legal Lending Limit					
- Related parties	Nil	Nil	Nil	Nil	Nil
- Non-related Parties	Nil	Nil	Nil	Nil	Nil
Reserve Requirement - Rupiah	6.94%	6.52%	7.16%	6.15%	3.19%
Reserve Requirement - Foreign Currency	8.03%	8.15%	8.01%	8.07%	4.01%
Net Open Position	6.67%	4.22%	3.73%	1.87%	1.07%

The financial figures presented above represent BRI's consolidated financial statements with subsidiaries for 2016: PT Bank BRISyariah, PT Bank Rakyat Indonesia Agroniaga Tbk, BRI Remittance Co. Ltd Hongkong, PT Asuransi BRILife, PT BRI Multifinance Indonesia, PT Danareksa Sekuritas dan PT BRI Ventura Investama; for 2017: PT Bank BRISyariah Tbk, PT Bank Rakyat Indonesia Agroniaga Tbk, BRI Remittance Co. Ltd Hongkong, PT Asuransi BRILife, PT BRI Multifinance Indonesia, PT Danareksa Sekuritas dan PT BRI Ventura Investama; for 2018: PT Bank BRISyariah Tbk, PT Bank Rakyat Indonesia Agroniaga Tbk, BRI Remittance Co. Ltd Hongkong, PT Asuransi BRILife, PT BRI Multifinance Indonesia, PT Danareksa Sekuritas dan PT BRI Ventura Investama; for 2019: PT Bank BRISyariah Tbk, PT Bank Rakyat Indonesia Agroniaga Tbk, BRI Remittance Co. Ltd Hongkong, PT Asuransi BRILife, PT BRI Multifinance Indonesia, PT Danareksa Sekuritas, PT BRI Ventura Investama, PT Asuransi Bringin Sejahtera Artamakmur; and for 2020: PT Bank BRISyariah Tbk, PT Bank Rakyat Indonesia Agroniaga Tbk, BRI Remittance Co. Ltd Hongkong, PT Asuransi BRILife, PT BRI Multifinance Indonesia, PT Danareksa Sekuritas, PT BRI Ventura Investama and PT Asuransi Bringin Sejahtera Artamakmur.

Financial ratios use bank only data.

*) In 2016 and 2019 there were increases in assets and equity due to fix assets revaluation of Rp14.3 trillion and Rp3.3 trillion.

Share Highlights

BRI Stock Market Prices, Volume, and Capitalization in 2015 - 2020

Year	Share Prices				Total Shares	Transaction Volume (Share)	Market Capitalization (Rp Trillion)
	Opening	Highest	Lowest	Closing			
2015	2,305	2,690	1,595	2,285		34,957,535,000	
Quarter 1	2,305	2,655	2,265	2,655	24,669,162,000	8,290,667,000	327.48
Quarter 2	2,655	2,690	2,010	2,070		9,697,584,500	255.33
Quarter 3	2,070	2,180	1,595	1,730		9,290,696,500	213.39
Quarter 4	1,745	2,340	1,710	2,285		7,678,587,000	281.85
2016	2,280	2,595	1,905	2,335		32,143,440,000	
Quarter 1	2,280	2,460	2,085	2,285	24,669,162,000	8,417,654,500	281.85
Quarter 2	2,260	2,260	1,905	2,160		8,472,383,500	266.43
Quarter 3	2,180	2,450	2,140	2,440		8,073,172,000	300.96
Quarter 4	2,440	2,595	2,085	2,335		7,180,230,000	288.01
2017	2,350	3,720	2,315	3,640		23,211,823,300	
Quarter 1	2,350	2,650	2,315	2,595	24,669,162,000	5,965,294,500	320.08
Quarter 2	2,595	3,060	2,485	3,050		5,359,020,000	376.20
Quarter 3	3,000	3,150	2,860	3,055		5,878,135,000	376.82
Quarter 4	3,055	3,720	3,025	3,640		123,345,810,000 ^{*)}	6,009,373,800
2018	3,690	3,920	2,720	3,660		28,131,320,100	
Quarter 1	3,690	3,920	3,530	3,600	123,345,810,000	7,159,651,000	444.04
Quarter 2	3,500	3,660	3,720	2,840		8,999,924,100	350.30
Quarter 3	2,890	3,410	2,830	3,150		7,056,550,400	388.53
Quarter 4	3,150	3,710	2,910	3,660		6,966,375,800	451.44
2019	3,610	4,730	3,580	4,400		26,402,140,700	
Quarter 1	3,610	4,140	3,580	4,120	123,345,810,000	6,650,751,600	508.18
Quarter 2	4,140	4,730	3,660	4,360		7,125,444,800	537.79
Quarter 3	4,400	4,560	4,000	4,120		5,934,903,000	508.18
Quarter 4	4,120	4,470	3,810	4,400		6,691,041,300	542.72
*) On 10 November 2017, Bank BRI exercised corporate action by carrying out stock split with a ratio 1:5. All the above share prices have been adjusted with prices after stock split in 2017.							
2020	4,400	4,740	2,170	4,170		48,792,630,368	
Quarter 1	4,400	4,740	2,440	3,020	123,345,810,000	10,241,247,904	372.50
Quarter 2	3,020	3,300	2,170	3,030		17,486,903,160	373.74
Quarter 3	3,030	3,800	2,990	3,040		10,560,676,448	374.97
Quarter 4	3,040	4,400	3,100	4,170		10,503,802,856	514.35

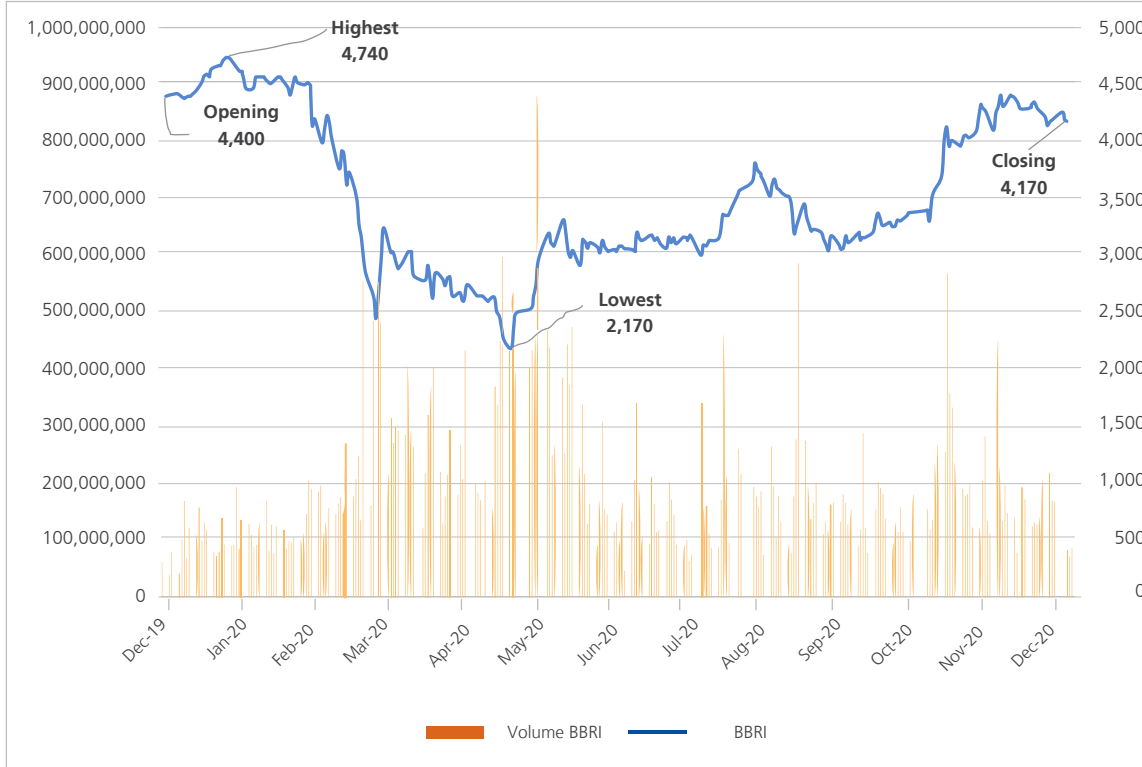
Throughout 2020, the financial market conditions were shocks due to the Covid-19 pandemic. At the same time, BBRI performance was slightly corrected.

At the end of 2020, BBRI were closed at Rp4,170 per share, or decreased by 5.23% YoY compared to 2019 closing prices of Rp4,400 per share.

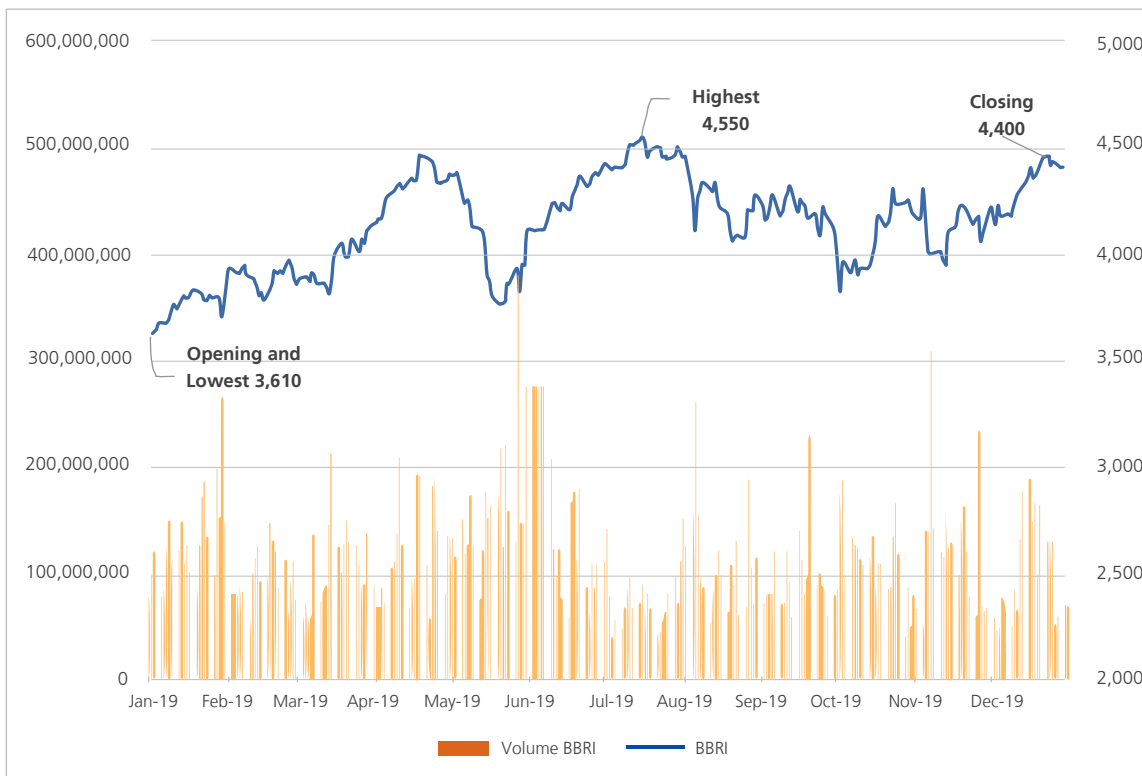
BBRI performance was slightly below the Stock Composite Index (JCI) which fell 5.09% YoY, however remain in better position than its peers.

Shares Highlights

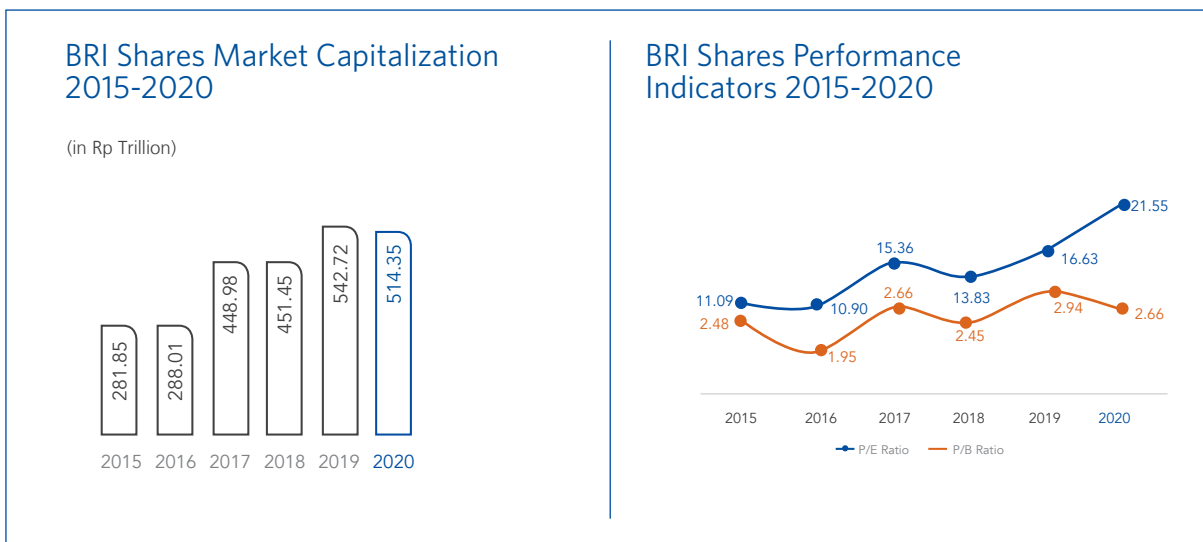
BRI Share Price Transactions and Volume Movements in 2020



BRI Share Price Transactions and Volume Movements in 2019



Shares Highlights



CAPITAL MARKET CONDITION AND BRI SHARES PERFORMANCE IN 2020

2020 was a challenging year for the Capital Market, not only domestic, but for the world.

Covid-19 pandemic caused the decline in several economic sectors, which lead to the decline in economic growth. In line with this, Jakarta Stock Exchange Composite Index (JCI) was corrected to its lowest level at 3,911, before rising again.

Through stimulus support for MSMEs and the National Economic Recovery Program (NER), the Government was able to reduce the impact of Covid-19 and restore economic conditions.

Market optimism increased along with investor confidence in economic conditions recovery which showed in third quarter.

By the end 2020, JCI decreased by 5,09% YoY reaching 5979.07, lower than the index at the end of 2019 which was 6300.

In line with these conditions, BRI stock performance also experienced similar trend. BBRI experienced performance decline until mid-May 2020. Through stimulus to support MSMEs, and the NER Program, BRI actively supports the government policies in restructuring, accelerated lending, interest subsidies, and loan guarantees. Along with this, business performance recovered, and indicate improvement.

At the end of 2020, BBRI performance was slightly corrected, and recorded at Rp4,170, or decreased by 5.23% YoY. BBRI Market Capitalization reached Rp514.35 trillion at the end of 2020. This position marks BRI as the SOE with the largest market capitalization in Indonesia, and Bank with the third largest market capitalization in South East Asia.

Outstanding Bonds, Sukuk or Convertible Bonds

Outstanding Bonds

No	Description	Elektronic Distribution Date	Tenor	Currency	Total Bonds (in million)	Offering Prices	Maturity	Coupon/Discount Rate (%)	Payment Status	Ratings	Trustees
1	Bank BRI Shelf Registration Bonds I Phase II Year 2016 Series C	4-Feb-16	5 years	IDR	Rp2,823,500	100%	4-Feb-21	9.60%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
2	Bank BRI Shelf Registration Bonds I Phase III Year 2016 Series C	25-May-16	5 years	IDR	Rp701,000	100%	25-May-21	8.70%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
3	Bank BRI Shelf Registration Bonds II Phase I Year 2016 Series C	1-Dec-16	5 years	IDR	Rp193,000	100%	1-Dec-21	8.20%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
4	Bank BRI Shelf Registration Bonds II Phase I Year 2016 Series D	1-Dec-16	7 years	IDR	Rp477,000	100%	1-Dec-23	8.65%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
5	Bank BRI Shelf Registration Bonds II Phase I Year 2016 Series E	1-Dec-16	10 years	IDR	Rp2,350,000	100%	1-Dec-26	8.90%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
6	Bank BRI Shelf Registration Bonds II Phase II Year 2017 Series C	11-Apr-17	5 years	IDR	Rp925,000	100%	11-Apr-22	8.30%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
7	Bank BRI Shelf Registration Bonds II Phase II Year 2017 Series D	11-Apr-17	10 years	IDR	Rp1,300,500	100%	11-Apr-27	8.80%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
8	Bank BRI Shelf Registration Bonds II Phase III Year 2017 Series B	24-Aug-17	5 years	IDR	Rp1,652,500	100%	24-Aug-22	8%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
9	Bank BRI Shelf Registration Bonds II Phase III Year 2017 Series C	24-Aug-17	7 years	IDR	Rp2,517,000	100%	24-Aug-24	8.25%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
10	Bank BRI Shelf Registration Bonds II Phase IV Year 2018 Series A	21-Feb-18	5 years	IDR	Rp1,837,000	100%	21-Feb-23	6.65%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
11	Bank BRI Shelf Registration Bonds II Phase IV Year 2018 Series B	21-Feb-18	7 years	IDR	Rp605,000	100%	21-Feb-25	6.90%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
12	Bank BRI Subordinated Bonds III Year 2018	21-Jun-18	5 years	IDR	Rp500,000	100%	26-Jun-23	7.70%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
13	Bank BRI Shelf Registration Bonds III Phase I Year 2019 Series B	7-Nov-19	3 years	IDR	Rp2,089,350	100%	7-Nov-22	7.60%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
14	Bank BRI Shelf Registration Bonds III Phase I Year 2019 Series C	7-Nov-19	5 years	IDR	Rp2,172,800	100%	7-Nov-24	7.85%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
16	Global Bond 2018	20-Jul-18	5 years	USD	USD500	99.696%	20-Jul-23	4.625%	Outstanding	BBB- by Fitch	BNY Mellon
17	Sustainable Bond 2019	28-Mar-19	5 years	USD	USD500	99.713%	28-Mar-24	3.950%	Outstanding	*BBB- by Fitch Rating Baa2 by Moodys"	BNY Mellon

Outstanding Bonds, Sukuk or Convertible Bonds

Bonds Issuance and Due Date

No	Bonds	Currency	Issuance Date	Maturity	Total Bonds (Million)	Tenor	Coupon/Discount Rate (%)	Ratings	Rating Agency	Issuance Main Purpose
1	Subordinate Notes due 2013	USD	25-Sep-03	30-Oct-13	USD150	120 months	7.75	B3	Moody's	Strengthening Capital Structure
2	Bank BRI Subordinated Bonds I Year 2004	IDR	09-Jan-04	09-Jan-14	Rp500,000	120 months	13.5	AA+	Pefindo	Strengthening Capital Structure
3	Bank BRI Subordinated Bonds II Year 2009	IDR	22-Dec-09	22-Dec-14	Rp2,000,000	60 months	10.95	AA+	Pefindo	Strengthening Capital Structure
4	Senior Notes due 2018	USD	28-Mar-13	28-Mar-18	USD500	60 months	2.95	Baa3	Moody's	Lending with prudential banking dan good corporate governance principles
5	Bank BRI Shelf Registration Bonds I Phase I Year 2015 Series A	IDR	25-Jun-15	07-Jul-16	Rp655,000	370 days	8.4	AAA	Pefindo	Lending with prudential banking dan good corporate governance principles
6	Bank BRI Shelf Registration Bonds I Phase I Year 2015 Series B	IDR	25-Jun-15	03-Jul-18	Rp925,000	36 months	9.2	AAA	Pefindo	Lending with prudential banking dan good corporate governance principles
7	Bank BRI Shelf Registration Bonds I Phase II Year 2016 Series A	IDR	19-Jan-16	08-Feb-17	Rp808,000	370 days	8.5	AAA	Pefindo	Lending with prudential banking dan good corporate governance principles
8	Bank BRI Shelf Registration Bonds I Phase II Year 2016 Series B	IDR	19-Jan-16	04-Feb-19	Rp1,018,500	36 months	9.25	AAA	Pefindo	Lending with prudential banking dan good corporate governance principles
9	Bank BRI Shelf Registration Bonds I Phase III Year 2016 Series A	IDR	04-May-16	30-May-17	Rp1,212,000	370 days	7.5	AAA	Pefindo	Lending with prudential banking dan good corporate governance principles
10	Bank BRI Shelf Registration Bonds III Phase I Year 2019 Series A	IDR	7-Nov-19	17-Nov-20	Rp737,850	370 days	6.5	idAAA	Pefindo	Lending with prudential banking dan good corporate governance principles

Outstanding Bonds, Sukuk or Convertible Bonds

No	Bonds	Currency	Issuance Date	Maturity	Total Bonds (Million)	Tenor	Coupon/Discount Rate (%)	Ratings	Rating Agency	Issuance Main Purpose
11	Bank BRI Shelf Registration Bonds I Phase III Year 2016 Series B	IDR	04-May-16	25-May-19	Rp2,437,000	36 months	8.2	AAA	Pefindo	Lending with prudential banking dan good corporate governance principles
12	Bank BRI Shelf Registration Bonds II Phase I Year 2016 Series A	IDR	02-Dec-16	06-Dec-17	Rp616,000	370 days	7.25	AAA	Pefindo	Lending with prudential banking dan good corporate governance principles
13	Bank BRI Shelf Registration Bonds II Phase I Year 2016 Series B	IDR	02-Dec-16	01-Dec-19	Rp964,000	36 months	8	AAA	Pefindo	Lending with prudential banking dan good corporate governance principles
14	Bank BRI Shelf Registration Bonds II Phase II Year 2017 Series A	IDR	12-Apr-17	16-Apr-18	Rp1,131,000	370 days	7.2	AAA	Pefindo	Lending with prudential banking dan good corporate governance principles
15	Bank BRI Shelf Registration Bonds I Phase I Year 2015 Series C	IDR	02-Jul-15	03-Jul-20	Rp1,420,000	60 months	9.5	AAA	Pefindo	Lending with prudential banking dan good corporate governance principles
16	Bank BRI Shelf Registration Bonds II Phase II Year 2017 Series B	IDR	11-Apr-17	11-Apr-20	Rp1,743,500	36 months	8.1	AAA	Pefindo	Lending with prudential banking dan good corporate governance principles
17	Bank BRI Shelf Registration Bonds II Phase III Year 2017 Series A	IDR	24-Aug-17	24-Aug-20	Rp980,500	36 months	7.6	AAA	Pefindo	Lending with prudential banking dan good corporate governance principles

Other Funding Information

Issued and Matured Negotiable Certificate Deposit (NCD)

Description	Issued Date	Tenor (Month)	Currency	Value (Rp Million)	Maturity Date	Interest Rate (%)	Payment Status
Negotiable Certificate of Deposit I Bank BRI Year 2020 Series A	24-Jun-20	3 Months	IDR	630,000	24-Sep-20	5.35% (Discount)	Paid
Negotiable Certificate of Deposit I Bank BRI Year 2020 Series B	24-Jun-20	6 Months	IDR	520,000	23-Dec-20	5.30% (Discount)	Paid
Negotiable Certificate of Deposit I Bank BRI Year 2020 Series C	24-Jun-20	12 Months	IDR	850,000	24-Jun-21	5.75% (Discount)	Outstanding

Issued and Matured Medium Term Notes (MTN)

Description	Issued Date	Tenor (Month)	Currency	Value (Rp Million)	Maturity Date	Interest Rate (%)	Payment Status
MTN BRI Phase I Year 2014 Series A	10-Oct-14	370 Days	IDR	300,000	15-Oct-15	8.75	Paid
MTN BRI Phase I Year 2014 Series B	10-Oct-14	24	IDR	60,000	10-Oct-16	9.25	Paid
MTN BRI Phase I Year 2014 Series C	10-Oct-14	36	IDR	360,000	10-Oct-17	9.50	Paid
MTN BRI Phase II Year 2014	24-Dec-14	12	IDR	520,000	24-Dec-15	8.90	Paid
MTN BRI Phase I Year 2016	16-Sep-16	370 Days	IDR	1,925,000	21-Sep-17	7.40	Paid



Sukuk Information

As of 31 December 2020, BRI did not issue any sukuk.

Conversion Bonds Information

As of 31 December 2020, BRI did not issue any conversion bonds.

Information on Bonds, Sukuk and Convertible Bonds with Early Repayment

As of 31 December 2020, BRI did not exercise any bonds with early repayment.

Corporate Actions

Signing of Conditional Shares Subscription Agreement (CSSA) between BRI, FWD Financial Services Pte.Ltd. (FWD) and BRI Life

On 19 June 2020, the Conditional Shares Subscription Agreement (CSSA) was signed between BRI, FWD Financial Services Pte.Ltd. (FWD) and BRI Life for a long term strategic cooperation. The CSSA FWD will exercise additional capital through new shares issued by BRI Life thereby becoming a minority shareholder, while BRI remains the majority shareholder of BRI Life. The transaction is currently under the approval process from the Financial Services Authority (OJK).

Shares Buyback

In 2020, BRI exercised a share buyback as a response to OJK's policy in reducing market conditions that significantly fluctuate due to the Covid-19 pandemic. The share buyback was carried out in stages over the period of 13 March 2020 to 12 June 2020. As of 12 June 2020, BRI had bought 16,400,000 shares (par value of Rp50 - in full Rupiah - per share) at an acquisition cost of Rp47,254,000,000 with an average buying price of Rp2,881.34. Currently, the remaining treasury stock is 750,463,500 shares.

Buyback Summary in 2020

No.	Date	Lot	Nominal	Average Prices
1	16/03/2020	15,000	5,355,000,000,00	3,570
2	17/03/2020	31,000	10,234,000,000,00	3,301
3	18/03/2020	12,000	3,752,000,000,00	3,127
4	19/03/2020	7,000	2,063,000,000,00	2,947
5	20/03/2020	6,000	1,641,000,000,00	2,735
6	16/04/2020	3,000	777,000,000,00	2,590
7	24/04/2020	1,000	263,000,000,00	2,630
8	28/04/2020	2,000	516,000,000,00	2,580
9	13/05/2020	5,000	1,236,000,000,00	2,472
10	14/05/2020	10,000	2,397,000,000,00	2,397
11	15/05/2020	33,000	7,395,000,000,00	2,241
12	10/06/2020	33,000	9,936,000,000,00	3,011
13	12/06/2020	6,000	1,689,000,000,00	2,815
Total		164,000	47,254,000,000,00	2,881

Merger of PT Bank BRISyariah Tbk, PT Bank Syariah Mandiri and PT Bank BNI Syariah

On 12 October 2020, PT Bank Rakyat Indonesia (Persero) Tbk (BRI), PT Bank Mandiri (Persero) Tbk (Mandiri), PT Bank Negara Indonesia (Persero) Tbk (BNI), PT Bank BRISyariah Tbk (BRIS), PT Bank Syariah Mandiri (BSM) and PT Bank BNI Syariah (BNIS) have signed a Conditional Merger Agreement (CMA) for the merger of BRIS, BSM and BNIS (Merger Participating Banks). Based on the CMA, following the effective date of the merger, BRIS will become the surviving entity and all shareholders of BNIS and BSM will become shareholders of the surviving entity based on the merger ratio. On 21 October 2020, the Merger Participating Banks announced a Merger Plan in which the composition of Shareholders (assuming no MESOP of BRIS is executed) to PT Bank Mandiri (Persero) Tbk at 51.2%, PT Bank Negara Indonesia (Persero) Tbk at 25.0 %, PT Bank Rakyat Indonesia (Persero) Tbk at 17.4%, DPLK BRI - Sharia Shares of 2.1%, PT BNI Life Insurance at 0.0%, PT Mandiri Sekuritas at 0.0% and Public at 4.3%.

Dividend Payout

Target GMS	Payout Date	Year	Dividend Payout Ratio (%)	Dividend (Rp Billion)	Dividend Per Share*
2004	23 July 2004	2003	75	990	8.42
2005	5 July 2005	2004	50	1,816	15.29
2006	10 July 2006	2005	50	1,904	15.62
2007	2 July 2007	2006	50	2,129	17.30
2008	7 July 2008	2007	50	2,419	19.63
2009	3 July 2009	2008	35	2,085	16.92
2010	15 July 2010	2009	30	2,192	13.21
2011	15 June 2011	2010	20	2,294	14.01
2012	15 May 2012	2011	20	3,017	24.46
2013	15 April 2013	2012	30	5,556	45.05
2014	14 May 2014	2013	30	6,348	51.47
2015	22 April 2015	2014	30	7,272	58.96
2016	22 April 2016	2015	40	7,619	62.33
2017	13 April 2017	2016	40	10,478	82.72
2018	4 April 2018	2017	45	13,048	106.75
2019	13 June 2019	2018	50	16,176	132.17
2020	18 March 2020	2019	60	20,623	168.11

*) All dividend figures have been adjusted to Stock Split 1: 2 in January 2011 and 1: 5 in October 2017

The dividend amount is stipulated in the AGMS as the company's main organ. The dividend payout for the financial year 2019 has been stipulated at the AGMS 2020 amounted to Rp20,623 billion or 60% Dividend Payout Ratio (DPO). In determining the ratio, the management has the right to propose the dividend amount by taking into consideration the sustainable business growth projection and taking into account the Capital Adequacy Ratio (CAR). By implementing Basel III since January 2015 which has been fully completed in January 2019, BRI aims to maintain CAR level in compliance with the regulatory requirements (OJK) at 14.50%

Suspension/Delisting

Until the publication of the 2020 Annual Report, BRI has not experienced or received any suspension or delisting on the Company's shares.

Kunjungi AgenBRILink

Transaksi Lebih Dekat dan Aman



TRANSFER
SESAMA BRI



TRANSFER
KE BANK LAIN



SETOR DAN
TARIK TUNAI



BAYAR
LISTRIK



BAYAR
PDAM



BAYAR
BELANJA ONLINE



BELI
PULSA



SETORAN
PINJAMAN



TOP UP
BRIZZI



INFO
SALDO

Sambut semangat baru dengan kemudahan melakukan semua transaksi yang lebih dekat dan aman di AgenBRILink. Ada lebih dari 500 ribu AgenBRILink tersebar di seluruh Indonesia yang siap melayani Anda. Jangan lupa tetap memakai masker dan jaga jarak setiap transaksi di AgenBRILink.



#Yuk
Pakai Masker

#MulaiLagi

Info lebih lanjut kunjungi <https://bit.ly/fiturAgenBRILink>

*Syarat dan Ketentuan Berlaku

PT. Bank Rakyat Indonesia (Persero) Tbk terdaftar dan diawasi oleh Otoritas Jasa Keuangan

CONTACT CENTER AgenBRILink 0800-10-14017 | www.bri.co.id | BANK BRI | @kontakBRI

LAKU PANDAI
Selular Masyarakat



AgenBRILink
Layanan Transaksi Keuangan Tanpa Kantor

Event Highlights

1 January



BRI Builds Command Post and Distributes Assistance for Flood Victims in Jakarta. BRI established emergency posts at several points in Jabodetabek. BRI also distributed flood disaster emergency response assistance such as rubber boats, emergency tents, tarpaulins, ready-to-eat food, mineral water, snacks, medicines, and other necessities.

13 January



BRI launched the BLDP Program (BRILiaN Leadership Development Program). BLDP is an implementation of HC Transformation through an educational program for leadership development for BRI employees.

16 January



BRI has made another achievement by receiving an international scale award from The Asset, the leading economic magazine in Asia. In its annual Triple A Country Awards, BRI received 2 awards simultaneously, which are as "Best Issuer for Sustainable Finance" and "Best Sustainability Bond". The awards were received in Hong Kong.

29 January

BRI and its subsidiaries under the BRI Group, namely Danareksa Investment Management and Danareksa Sekuritas, organized the BRI Group Economic Forum 2020 which is a forum for strategic discussions regarding national and global economic conditions. Present at the event was the Minister of Finance of the Republic of Indonesia Sri Mulyani & President Director of BRI Sunarso.



30 January

To enhance collaboration with media communities and to communicate BRI's future vision, BRI held the Editor in Chief Gathering at the Head Office of BRI in Jakarta.



21 March

BRI establishes several measures in mitigating the impact of Covid-19, one of which is by activating the Business Continuity Management (BCM) protocol. BRI is also activating the command center or the BRI Banking Command Center which has been operating since early March 2020.

23 March



BRI continues to support the Government in suppressing the outbreak of the Corona Virus. The Company handed over CSR assistance such as supporting facilities and infrastructure for the Wisma Atlet Corona Hospital in Kemayoran, Jakarta (23/03).

Event Highlights

10 February

BRIxGoogle Hackaton



BRI cooperates with Google to organize an event titled BRIxGoogle Hackaton which was opened in Jakarta. BRIxGoogle Hackaton with the theme of "Supporting Indonesia Digital Economy based on Small Medium Enterprises (SME) for Indonesia BRllian" was held for 2 days from 10-11 February 2020 in three major cities in Indonesia; Jakarta, Bandung, and Surabaya.

26 February



BRI collaborated with several well-known sneaker merchants to hold the CERIA Sneaker Hype Fest. This activity was used by BRI to promote CERIA as an application-based digital lending platform. The activity, held from 26 - 28 February 2020, was directly opened by Vice President Director of BRI Catur Budi Harto and Consumer Director of BRI Handayani in the Garden Area of BRI Head Office, Jakarta.

26 February



BRI Supports the CNBC Indonesia Economic Outlook 2020 event. On the event, Chairman of CT Corp Chairul Tanjung, Minister of Finance Sri Mulyani Indrawati, as well as the President Director of BRI discussed Indonesia's economic prospects in 2020.

28 February

BRI collaborates with the Indonesian National Police (POLRI) on banking services for online payment of International Driving Licenses (SIM). This service will enable the public to pay bills for international SIMs process. The cooperation agreement was signed by Director of Institutions and SOEs Relations Agus Noorsanto and Head of the Traffic Corps (Kakorlantas) POLRI Inspector General of Police Istiono in Jakarta and witnessed by the President Director of BRI Sunarso.

27 March

To prevent the spread of the Corona Virus (COVID-19), through its Corporate Social Responsibility (CSR) activities, BRI is moving fast by providing direct food assistance (BSL) for underprivileged communities or those economically affected due to the COVID-19 pandemic. The amount of grants distributed was 50 thousand packages with a total value of Rp5 billion.



Event Highlights

15 May



The social movement of BRI Group employees "BRILian Fight Covid-19" has raised voluntary assistance funds of Rp22.16 billion. Around 62,000 BRI Group employees have participated in setting aside their income to help people throughout Indonesia who have been affected by the Covid-19 pandemic. The donations of BRILian employees of BRI Group were also distributed to the SOE Foundation.

16 April



One Million Free Masks for Market Traders in the Midst of the Corona Pandemic, BRI continues its commitment to providing assistance to Small and Medium Enterprises (MSMEs) in the midst of the COVID-19 pandemic. This active role is shown by the delivery of 1 million free masks for traders who are still carrying out their activities in the market.

15 June



BRI and eight other SOE companies established the MSMEs Digital Market ecosystem called PaDi MSME. BRI supports the measures of the Ministry of State-Owned Enterprises (SOEs) to encourage Micro, Small and Medium Enterprises (MSMEs) to go online hence to be able to survive the Covid-19 pandemic.

6 July



Ministry of Cooperatives, Small and Medium Enterprises and BRI Promote the Recovery of Micro, Small and Medium Enterprises through the Disbursement of KUR Interest Subsidies. Director of Micro Business of BRI Supari said that BRI received funds allocation from the Ministry of Cooperatives and Small and Medium Enterprises to support the additional program for the interest subsidy for Microfinancing (KUR) and disburse the interest subsidy to MSMEs that are included in the criteria as recipients.

7 July

BRI signed a cooperation agreement with PT Askrindo, and PT Jamkrindo. The agreement is a follow-up to Cooperation Agreement 71/2020 regarding loan guarantee for MSMEs affected by the pandemic in the National Economic Recovery (NER) program. The collaboration is a follow-up for BRI to accelerate economic recovery by reviving MSMEs. The signing was carried out by Director of Small, Retail and Medium Business of BRI Priyastomo and witnessed by Deputy Minister of SOEs Kartika Wirjoatmodjo.



9 July



Strengthen the Implementation of Culture Transformation & Kick off the New Way of Working. BRI organizes the online BRILian Culture Agent Forum with the theme of "Let's Give Impact". This serves as a communication in driving culture transformation. The event was attended by around 6,000 employees consisting of Culture Leader & Culture Agents. This activity also serves as a kick-off moment for the BRI New Way of Working.

Event Highlights

17 August

BRI Celebrates the 75th Anniversary of the Independence of Republic of Indonesia



BRI celebrates the 75th Anniversary of the Independence of the Republic of Indonesia with various activities, with the spirit of reviving and sharing in the midst of the pandemic. BRI also defines independence by taking the role of supporting the progress of the Indonesian nation through BRI Peduli Corporate Social Responsibility (CSR) activities, by providing scholarships to 5,000 students throughout Indonesia.

19 August

Online press conference of BRI's financial performance for the second quarter of 2020 in Jakarta. The strategy implemented by the Company to continue growing amid the pandemic has delivered positive results. As of the end of June 2020, the Company was able to record a consolidated profit of Rp10.20 trillion with consolidated assets of Rp1,387.76 trillion or grew 7.73% yoy.



9 July



BRI received 7 Awards simultaneously at the 9th BUMN Award 2020 event. On the event, President Director of BRI, Sunarso, was named the Best Visionary CEO of Public Company and the Best CEO of Talent Development. BRI also received several awards, including SOE with the Best Growth Strategy, SOE with the Best Organizational Transformation, SOE with the Best GCG Implementation, SOE with the Best Excellent HR Development, and the Best Overall SOEs.

17 July

BRI and SOE Banks or the State-Owned Banks Association (Himbara) launched the MSME Digital Loans or DigiKu program, a capital disbursement platform for micro, small and medium enterprises or MSMEs. Through this program, state-owned banks will disburse capital assistance of up to Rp4.2 trillion with a target of one million MSME units as recipients.



30 July



BRI and Telkom signed a memorandum of understanding on the collaboration of satellite-based technology services. The memorandum of understanding of the two SOEs was signed by President Director of BRI, Sunarso and President Director of Telkom, Ririek Adriansyah, and was witnessed by SOEs Minister Erick Thohir and Deputy Minister of SOEs II Kartika Wirjoatmodjo at the BRI Building.

Event Highlights

1 September



BRI launched the Britama Festival program at the Press Conference of Virtual Launching BritAma FSTVL. BRI provides convenience for prospective customers by opening an account through the digital saving platform via the official website or through bukarekening. bri.go.id.

4 September



BRI Commemorates the National Customer Day in 2020 by organizing a virtual event called "BRI Customer Day 2020". The event, which was attended by Vice President Director of BRI Catur Budi Harto, emphasized BRI's commitment to accelerate digital transformation to deliver better, faster and safer customer services.

10 September



BRI and PT PP carried out the topping off ceremony for the construction of the Gatot Subroto BRI Tower project in Jakarta. The BRI Tower construction project is targeted to be completed in June 2021. The Gatot Subroto BRI Tower consists of 5 basement floors, 5 podium floors and 32 (thirty-two) tower floors. The event was attended by President Director of BRI Sunarso, Vice President Director of BRI Catur Budi Harto and President Director of PTPP Novel Arsyad.

BRI Cleans the Rivers

1 October



BRI, through its Corporate Social Responsibility (CSR) program "BRI Peduli Rivers Conservations", preserves the Pagarsih River, located in Cibadak Village, Astana Anyar District, Bandung City. This program started in November 2019 and was completed in August 2020. The river, which was previously full of garbage, is now clean and neatly arranged and used by the surrounding community. BRI River Cleanup Program implemented in 19 BRI Regional Offices across Indonesia.

26 October



"BRI Cleans the Rivers" in Kalisari River, Pelangi Village, Semarang. The cleaning activities on the Kalisari River were attended by the President Director of BRI Sunarso and the Governor of Central Java, Ganjar Pranowo. This CSR program is carried out with several activities including cleaning and structuring the river, educating the healthy environment, empowering and managing waste, building riverbank facilities and infrastructure and empowering the community's economy through the role of BRILink Agents. BRI River Cleanup Program implemented in 19 BRI Regional Offices across Indonesia.

Event Highlights

11 November

In a virtual presentation of BRI's third quarter 2020 performance in Jakarta (11/11), President Director of BRI Sunarso delivered BRI's performance until the end of September 2020, the Company was able to record a consolidated profit of Rp14.15 trillion with consolidated assets of Rp1,447.85 trillion or grew 10.89% yoy. BRI believes that MSMEs will soon revive in the next period, this optimism is based on the results of the MSMEs-BRI Business Activity Survey in the third quarter of 2020 which indicated MSMEs business activities began to evolve and had optimism for improvement in the fourth quarter of 2020. The survey results indicate the BRI Micro & SME Index (BMSI) increased from 65.5 to 84.2 in the third quarter of 2020 and is projected to increase to 109.3 in the fourth quarter of 2020.

Launching of BRI Micro & SME Index: BRI Optimists for MSMEs to Revive



18 November

President Director of BRI Sunarso, again received the Best CEO of The Year award for the Sustainable Development Goals Contribution category at the evening ceremony of the 2020 People of the Year award held by television station, Metro TV.



BRI Received 14 awards at ESG Awards 2020 event

BRI was named as the Company with the best ESG disclosure in the Banking Sector at the 2020 ESG Awards. BRI also received 14 awards at the event.

The fourteen awards include ESG Transparency for Best Banking Sector Issuers, Environmental Disclosure for Best Banking Sector Issuers, Social Disclosure for Best Banking Sector Issuers, Transparency in Best Banking Sector Issuer Governance, Transparency in ESG Bank for Best BUKU IV Category, Environmental Bank Disclosure for Best BUKU IV Category, Social Bank Disclosure

for the Best BUKU IV Category and the Best BUKU IV Transparency on Bank Governance.



Event Highlights

10 December

Welcoming the 125th anniversary celebration and as a consistency in empowering MSMEs in Indonesia, BRI has again organized the BRI UMKM EXPO(RT) BRILIANPRENEUR held for 15 days from 1 - 15 December 2020. The peak event which was opened by the President of the Republic of Indonesia Joko Widodo was also attended by the Minister of Cooperatives and SMEs Teten Masduki, the Minister of Trade Agus Suparmanto, the Minister of SOE RI Erick Thohir (online), and President Director of BRI Sunarso. BRI UMKM EXPO(RT) BRILIANPRENEUR 2020 has successfully recorded a purchase contract for MSME goods of more than US\$59 million and involved 99 buyers from 24 countries.

BRI UMKM EXPO(RT) BRILIANPRENEUR 2020



16 December

125 Thousand of Employees from 5 Countries Celebrate BRI's 125th Anniversary

BRI commemorates its 125th anniversary. Unlike in the previous years, the Anniversary commemoration with the theme "For Indonesia BRILiaN" was organized virtually because it was held during the Covid-19 pandemic. The Anniversary celebration was attended by all Directors, Commissioners, and 125 thousand BRI employees from 5 countries.



Event Highlights

17 December

Positive Performance during 2020 BRI Received Prestigious Awards



Recorded Positive Performance during 2020, BRI was named the Best SOEs and Sunarso as the Top National Banker. BRI again received several prestigious awards, this time BRI was awarded the Best BUMN 2020 in the “financial” sector for the “banking” category, and President Director of BRI Sunarso was named the “Indonesian Financial Figure 2020” in the Banking category or as the “Top National Banker 2020” by Investor Magazine in Jakarta.

21-22 December

BRI organized Senior Leaders Forum & National Work Panel

To close 2020 and to welcome 2021, BRI held the Senior Leaders Forum & National Work Panel. This activity is a communication forum for BRI management to align the vision and strategy of the Board of Management with all managers of BRI Work Units.



MANAGEMENT REPORTS

Amid the global economic uncertainty due to the pandemic, BRI has successfully concluded 2020 with positive achievements that have made the Company's fundamentals healthier and stronger.

The crisis that we are currently experiencing is the heaviest compared to the previous crises. However, the BRI Group has gone through its toughest year with positive growth as a result of a strategy that focuses on the recovery effort of Micro, Small, and Medium Enterprises (MSMEs), as well as being the government's main partner in fostering the success of the National Economic Recovery Program (NER).

In 2021, with sound and strong fundamentals, the BRI Group is increasingly optimistic to be able to provide and deliver value to all stakeholders while remaining the government's main partner in the effort to revive the national economy.



Kartika
Wirjoatmodjo
President Commissioner

The Company successfully increased its assets to Rp1,511.8 trillion or an increase of 6.7% (yoy) and successfully posted a consolidated net profit of Rp18.66 trillion. This achievement exceeded the targets set amidst dynamic economic changes, particularly the impact of the Covid-19 pandemic in 2020. This success is inseparable from the role and support of all stakeholders in responding to the challenges by continuing to adapt and grow sustainably to realize the Company's vision to become "The Most Valuable Banking Group in South East Asia and Champion of Financial Inclusion" by 2025.

Assalamu'alaikum Wr Wb,

Dear Esteemed Shareholders and Stakeholders,

First of all, please let us express praise and gratitude to the presence of the Almighty God for His grace during the challenges of the Covid-19 pandemic in 2020. PT Bank Rakyat Indonesia (Persero) Tbk - hereinafter referred to as "the Company or BRI" - was able to address the challenges by continuing to adapt and grow sustainably, resulting in a consolidated net profit of Rp18.66 trillion, exceeding the target set by the Company and increasing assets by 6.7% (yoy) to Rp1,511.8 trillion.

The achievement of the Company's performance is inseparable from

the support and trust of all stakeholders. To that end, the Company strives in improving service quality and providing the best solutions to meet customer needs. The Company continues to carry out its role as an agent of development by becoming a strategic partner of the Government in disbursing various stimuli and reviving Micro, Small and Medium Enterprises (MSMEs). As such, the Company has been able to provide optimum added value for all stakeholders.

Subsequently, please let us submit the Board of Commissioners oversight report on the policies and business management of the Company carried out by the Board of Directors during the 2020 financial year.

MANAGEMENT PERFORMANCE ASSESSMENT

The Board of Commissioners' assessment on the Company's Management performance in 2020 consists of both quantitative and qualitative aspects of the realization of the Annual Work Plan and Bank Business Plan which was previously submitted by the Board of Directors and approved by the Board of Commissioners. Our assessment reached the conclusion that the Company was still able to deliver good performance, seen from the fact of profits attainment and realization of initiative strategy to support the achievement of the 2020 Bank Business Plan target, even though the economic dynamics were quite challenging due to the Covid-19 pandemic.

Board of Commissioners' Report

2020 is a different year compared to previous periods. Global economic conditions were quite challenging with the ongoing US-China Trade War, followed by the outbreak of the Covid-19 in various parts of the world. This had led to a decline in the projections for the global economy. Based on the data released by the Central Statistics Agency (BPS), the Indonesian economy also experienced a contraction in 2020, with the worst conditions recorded in the second quarter of 2020 where economic growth was -5.32% (negative) and then gradually moved up to close at -2.07% by the end of 2020. Improved economic conditions were driven by domestic demand and the distribution and acceleration of vaccination by the government.

In carrying out business activities in 2020 that focusing on MSMEs segment portfolio, the Company achieved a micro loan composition of 40% from the total loans share. The Company remains committed to preserving the MSMEs segment, as the backbone of the Indonesian economy, which was impacted by the Covid-19 through a loan restructuring program, responding to the Financial Services Authority Regulation (POJK) No. 11 of 2020. The highest amount of loan restructuring was Rp193.7 trillion in September 2020 and increased to Rp186.6 trillion by the end of 2020. The Company conducted selective restructuring with strict supervision and adjustment to the conditions of the debtors. There was an increase of loan at risk (LAR) hence the Company strived to prudently mitigate risks. Moreover, the Company had also made adequate allowance with a non-performing loan (NPL) coverage of 248% to anticipate a decline in credit quality as well as to implement prudential principles and sound risk management.

Overall banking loan growth declined by -2.41%. However, the Company's loan growth has remained above the average loan growth of the banking industry. In general, the weakening loan demand was influenced by the decline in household consumption and purchasing power in 2020.

Meanwhile, on Third-Party Funds (TPF), the Company successfully achieved the target of up to 102.89%. The position of Deposits in 2020 (bank only) increased by 8.55% (yoy) with the composition of Current Accounts-Saving Accounts (CASA) of 61.00% or reached 102.6% of the Company's Budget Plan. The Company focused on reducing the cost of funds (COF), which in 2020 the COF ratio was 3.22%, decreased from 3.58% in 2019.

The Company's capital also stronger, as reflected in the Capital Adequacy Ratio (CAR) of 20.61%, which was far above the minimum regulatory requirements and the Company's Risk Appetite Statement was 17%, and have exceeded the targeted CAR. On the other hand, the current position of Return on Assets (ROA) ratio of 1.98% also indicated an improvement of the Company's business productivity level compared to the banking industry.

The government provided various stimuli and policies under the National Economic Recovery (NER) which had a positive impact on the national economy. The Company is the government's main partner in implementing the National Economic Recovery Program and carries out its duties as Agent of Development. The Company continues to improve services and people's economy by providing full support to MSMEs. In 2020, the Company disbursed Microfinancing (KUR) to more than 7.5 million debtors with a total loan disbursement of Rp351.3 trillion for the micro segment (Kupedes, Kupedes Rakyat and KUR Mikro). The Company also focused on Microfinancing expansion with the KUR Super Micro scheme by disbursing it to 985 thousand customers and collaborating with several E-Commerce platforms and Ride Hailing Applications.

As one of the branchless banking initiatives, the Company continued to carry out financial inclusion and financial literacy programs by expanding BRILink agents totaling to 504,233 agents located across the archipelago. BRILink agents strongly contributed to the Company's fee-based income amounted to Rp1.16 trillion in 2020 or an increase of 47% (yoy).

Board of Commissioners' Report

To take advantage of new opportunities and new sources of growth, the Company established a digital ecosystem platform that offers products and services with a new business model such as www.pasar.id for platforms in online markets, BRISmart Billing, Junio Smart for education, BRImola LPG Gas 3 kg Ordering System, Micro Transaction Ecosystem Solutions including Digital Partnership and Collaboration. The Covid-19 pandemic did not discourage the Company from empowering MSMEs to go international. By adhering to the health protocols as regulated by the Government, the Company organized "BRllianpreneur UMKM Export 2020" that provided guidance, support and open access for MSME entrepreneurs to the international market. The event was attended by more than 500 MSMEs during the three-day exhibition with a potential deal of \$59.08 million and total transactions of Rp3.5 billion from the bazaar.

The Company strives to deliver its commitment, enthusiasm, and sustainability mindset in carrying out various activities to empower communities and improve environmental and economic conditions by implementing a Corporate Social Responsibility Program known as BRI Peduli, which consists of seven clusters of environmental development programs based on the assistance sector provided. These included Indonesia Peduli (caring), Indonesia Pintar (smart), Indonesia Sehat (healthy), Indonesia Membangun (building), Indonesia Takwa (piety), Indonesia Lestari (sustainable), and Indonesia Sejahtera (prosperous), which had been implemented throughout 2020. The implementation of these environmental development programs was one form of the Company's contribution and commitment in supporting the achievement of Indonesia's Sustainable Development Goals (SDGs) which is shown by the recognition and awarding of the Company's achievements and accomplishment by various credible institutions, including the Top CSR Award 2020 as Best CSR by Top Business, Best Issuer For Sustainable Finance and Best Sustainability Bond by The Asset, SOE with the best GCG implementation by BUMN Track and various other awards.

In its capacity as the Main Entity of the BRI financial conglomeration, the Company through adequate integrated governance, had succeeded in improving the performance of all its Subsidiaries. Throughout 2020, the Board of Commissioners approved the corporate actions included additional equity investment in Subsidiaries and other strategic plans, hence the total assets of Subsidiaries reached Rp109.1 trillion. The Company will continue to optimize the performance of its Subsidiaries in order to increase their contribution to the Main Entity. The BRI financial conglomeration consists of several companies in the financial sector that provide comprehensive financial services. This will certainly bolster the realization of BRI as "The Most Valuable Banking Group in South East Asia and Champion of Financial Inclusion" which is supported by micro and ultra-micro loans that can meet the various financial service needs of all customers today and in the future.

The Covid-19 pandemic has encouraged the Company to accelerate initiative strategy, specifically in information technology systems that lead to digital banking in all products and activities. This increases the Company's competitiveness in addressing challenges, particularly changes in social conditions and customer behavior, which are increasingly cashless and include social distancing. The Company is a reliable, trustworthy and efficient intermediary institution and a payment system service provider. The Company continues to innovate by delivering various new products and activities, enriching business models and refining business processes, both to maintain existing customers and target new customers in various groups of society including millennials.

Board of Commissioners' Report

Culture transformation has been carried out at all levels of employee and management by implementing AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative) as the core values and work culture references that have been mandated by the Ministry of SOE. The Company has translated AKHLAK into "BRILian Ways" as the internalization of the employees' core values. The Board of Commissioners confident that the Company will always be able to win the competition, address all challenges, and grow sustainably. The Company has also set an Employee Value Proposition, namely "Memberi Makna Indonesia" (Giving Meaning to Indonesia) which is the Company's tagline to continue developing and reviving the micro segment that contributes to and has a macro impact on Indonesia.

OVERSIGHT ON THE COMPANY'S STRATEGIC IMPLEMENTATION

The Board of Commissioners has supervised the implementation of the Bank Business Plan and submits the supervisory report to the Financial Services Authority at every semester. In 2020, the Board of Commissioners submitted a monitoring report on the Bank Business Plan for Semester II of 2019 and Semester I of 2020.

As mandated in the laws and regulations and the Company's Articles of Association, the Board of Commissioners has carried out its duties as a supervisory function to the Company, among others, by providing advisory and recommendations to the Board of Directors in setting the policies and in the management of the Company during 2020. Moreover, the Board of Commissioners has also approved the 2020-2022 Bank Business Plan and the Company's 2021 Budget Plan.

The Board of Commissioners also focused on monitoring the implementation of the Company's strategic policies, particularly on matters of concern to the Board of Commissioners during 2020, including several aspects but not limited to aspects of loans, operations, information technology developments, integrated governance and corporate culture including monitoring the implementation of the National Economic Recovery program.

To enhance the active role of the Board of Commissioners when carrying out its duties and responsibilities, the Board of Commissioners had established four committees, which are:

1. **Audit Committee,**

The Audit Committee acts independently in carrying out its duties and responsibilities to assist the Board of Commissioners in strengthening the oversight function in order to increase public confidence on the Company's management. The Audit Committee has monitored the continuous improvement process on policies, procedures, and practices at all levels within the Company in order to ensure proper internal control at the Company, including the adequacy of the financial reporting process.

2. **Risk Management Oversight Committee,**

The Risk Management Oversight Committee assists the Board of Commissioners in carrying out its duties and responsibilities to evaluate and ensure the Company's risk management meets the adequacy of risk management procedures and methodologies, hence the Company's activities are controlled according to the acceptable limits and beneficial to the Company.

3. **Nomination and Remuneration Committee,**

The Nomination and Remuneration Committee assists the Board of Commissioners in carrying out its supervisory functions, duties and responsibilities to implement nomination and remuneration policies at every level of the organization, starting from the Board of Commissioners, Directors and employees in accordance with the prevailing regulations. In addition, the Nomination and Remuneration Committee also provides constructive suggestions and input on the system and procedures for talents selection on behalf of the Board of Commissioners and provides input on the results of a review of the Company's human capital management policies.

4. **Integrated Governance Committee**

The Integrated Governance Committee has assisted the Board of Commissioners in carrying out its duties and responsibilities to evaluate

Board of Commissioners' Report

and ensure comprehensive and effective governance that is embedded with transparency, accountability, responsibility, independence or professionalism, and fairness in an integrated manner within the Financial Conglomeration.

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS' COMMITTEE

The Board of Commissioners annually evaluates the performance effectiveness. Throughout 2020, the committees established by the Board of Commissioners had carried out their functions, duties and responsibilities properly. This was reflected in the implementation of all work plans of each committee as determined in the beginning of 2020.

The implementation of the committees work plans was carried out through a committee meeting by inviting related Directorates, Divisions and Work Units or by evaluating the reports received for in-depth review by each committee, and the results are further submitted in writing to the Board of Commissioners.

In 2020, the Audit Committee carried out its duties and responsibilities properly and held 25 meetings. The Risk Management Oversight Committee carried out its duties and responsibilities well in 2020, having held 26 meetings.

The Nomination and Remuneration Committee carried out its duties and responsibilities properly in 2020 and had held 23 meetings.

The Integrated Governance Committee carried out its duties and responsibilities well in 2020, having held six meetings in 2020.

In addition, the Board of Commissioners and Committees have compiled various Policies and Charters, which are adjusted to the prevailing regulations and any challenges. The Policies and Charters are used as guidelines in taking every

action and ensuring accountability. The structure and composition of members of the Board of Commissioners and Committees are in accordance with applicable regulations.

The Board of Commissioners appreciates the achievement of programs and work plans. We hope the performance of the committee can be further enhanced thereby able to deliver more contribution in maintaining the Company's resiliency to address challenges and attain excellent performance in the banking and financial industry in Indonesia.

IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE (GCG)

In 2020, the Company made several improvements to the GCG, including updating the Corporate Governance Policy, implementation of ISO 37001:2016 on Anti-Bribery Management System, Whistleblowing System Policy and improving the Whistleblowing System Reporting Application through the BRI website. Moreover, despite the fact that the Covid-19 pandemic restricted employees from attaining face-to-face education, BRI continued to provide education through webinars and e-learning, in order to improve employees' understanding on GCG implementation, reward and bribery control as well as understanding of other banking regulations.

In carrying out GCG evaluation and assessment, the Company applies two approaches, which are a mandatory internal party according to POJK No. 55/POJK.03/2016 and the Financial Services Authority Circular (SEOJK) No. 13/SEOJK.03/2017 on the Implementation of Governance for Commercial Banks, and External Parties. The evaluation and assessment from internal parties are carried out through self-assessment covering governance structure, governance process and governance outcome at every semester. The self-assessment results are part of the Bank rating assessment which is submitted to regulators. The governance implementation by the Company is based on five GCG basic principles which

Board of Commissioners' Report

include transparency, accountability, responsibility, independency, and fairness. In its application, the Company carries out periodic self-assessment on the 11 GCG factors as stipulated by the regulator. In 2020, the Company's GCG assessment was also carried out by external parties as follows:

- Corporate Governance Perception Index**
 CGPI organized by The Indonesian Institute for Corporate Governance (IICG) is a research and rating program for GCG implementation in companies in Indonesia aim at improving continuous GCG implementation. Based on the 2020 CGPI assessment results, BRI received a score of 93.25 points with the Most Trusted rating. The results of BRI's Corporate Governance Perception Index (CGPI) for the past four years have shown a significant increase.
- ASEAN Corporate Governance Scorecard (ACGS)**
 The ASEAN Corporate Governance Scorecard (ACGS) is an initiative of the ASEAN Capital Market Forum (ACMF) supported by the Asian Development Bank (ADB) to improve corporate governance practices listed in ASEAN based on the principles of The Organization for Economic Cooperation and Development (OECD). Based on the assessment results of the level of GCG practice according to the ACGS criteria, the Company received a score of 110.20 and received three awards at the ACGS Award.

Our assessment concluded that the Company applied and implemented GCG principles in every operational activity during 2020. This is reflected in the attainment of GCG self-assessment score of 2 (Good). This suggests that BRI Management had implemented GCG in the aspects of governance structure, governance process, and governance outcomes that are generally categorized as Good. This fulfills the GCG principles.

The Board of Commissioners continues to review improvements made by the Company in order to improve the Risk Management General Policy and ensure the implementation of GCG is in line with the changes and challenges. Collaboration with various parties had been continuously carried out to obtain assessments and input in recent years. Discussions on the quality of risk management and GCG implementation were conducted regularly and were not limited to the holding company, but included joint discussions with subsidiaries in the context of BRI's financial conglomerations.

In implementing risk management either consolidated or integrated, the Company has Integrated Governance Charter for the BRI Financial Conglomeration which contains guidelines on the implementation of the Integrated Compliance Function, the Integrated Internal Audit Function and the Integrated Risk Management. This serves as the Company's compliance with prevailing regulations in Indonesia. Moreover, the Company has also established an Integrated Risk Management Unit, an Integrated Compliance Unit and an Integrated Internal Audit Unit which are directly responsible to each Director or SEVP in charge.

As one of the risk mitigation strategies conducted through active supervision of the integrated governance implementation, the Board of Commissioners is assisted by the Integrated Governance Committee. Risk determination is discussed and stipulated in the Risk Management Committee forum, which is held quarterly and presented in the Risk Management Oversight Committee meeting with the associated Directors.

IMPLEMENTATION OF COMPLIANCE FUNCTION

In its active supervision, the Board Commissioners ensure the Company is continually committed in implementing compliance function within the Company management. This is carried out by ensuring the Company's compliance to the commitment

Board of Commissioners' Report

made for the Financial Services Authority and/or other regulators, ensuring the conformity of internal and external stipulations on the policies, guidelines, systems and procedures, including to implement compliance culture in every level of organization, managing compliance risk profile at low level, and implementation of Anti Money Laundering and Counter Terrorism Financing.

The Board of Commissioners and Directors encourage an improved compliance function in all levels of organization and functions. The Board of Commissioners provide directives to improve effective, consistent, full commitment of compliance culture, and ensure that this is embedded in every level of organization. The Company has also developed and updated the systems/tools to assist the compliance function implementation, review the policy and dissemination of policies periodically.

Evaluation of the compliance function is carried out by the Risk Management Oversight Committee and submitted to the Board of Commissioners every semester. The Company's compliance risk profile is in composite rating of 2 (Low to Moderate).

RISK CONTROL

The Covid-19 pandemic impacted changes in environmental conditions both externally and internally in various sectors. This was followed by an increase in risk complexity, particularly in banking business activities. The Board of Commissioners realized that increasingly complex risks shall be balanced with improvements in good governance practices as well as the identification, measurement, monitoring and control of the Bank risks. The implementation of adequate and effective risk management was one of the concerns of the Board of Commissioners in the current pandemic. The Company continued to carry out risk control efforts aimed at ensuring that its business activities did not account to any losses exceeding the Company's capabilities or disrupt its business sustainability. The Covid-19 pandemic had

made the Company very selective in lending and focused on reviving debtors, particularly the MSMEs sector. This was one of the Company's risk control measures as well as part of the long-term strategy to maintain the Company's sustainability. The Board of Commissioners was of the opinion that the risk management system had been well-implemented and proactively carried out by the Company by maintaining the risk profile level in 2020. This was reflected in the self-assessment results of the Bank risks in carrying out business activities. In the Quarter IV/2020, the Company maintained its Risk Profile Composite Rating at the level of "low to moderate". This was resulted from a combination of the inherent risk factors at low to moderate ratings and the quality factors of risk management implementation at a satisfactory rating. The Company's Risk Profile level was no different from the results of the risk profile assessment in previous periods, which indicated the Company's continued adaptation to changes by implementing proper risk control.

In carrying out risk control, the Company refers to the Risk Management General Policy which is used as a strategic and comprehensive guideline in implementing the Company's Risk Management. The Company is also supported by an adequate Risk Management Information System hence the accuracy of assessment parameter for each risk can be trusted, both the assessment of the inherent risk factors and the Quality of Risk Management practices. The parameters and threshold set for each type of risk in 2020 adequately reflected the application of the principle of prudence, with measurable risk appetite and risk tolerance as well as improvements in several aspects of risk management.

Risk determination is discussed and stipulated in the Risk Management Committee forum, which is held quarterly and presented in the Risk Management Oversight Committee meeting with the associated Directors.

Board of Commissioners' Report

INTERNAL CONTROL

In carrying out good corporate governance, it is necessary to implement an effective internal control function. In practice, the Company implemented three-line supervision in business activities, risk management and operations, which are by separating the functions of the first line of defense, the second line of defense and the third line of defense. The first line of defense is attached to the risk owner which is the business or operating unit that is directly responsible for identifying, assessing and managing the risks. The second line of defense includes the Independent Risk Management and Compliance functions which ensure the risks in business unit have been carried out with adequate risk identification, measurement, monitoring and control. The third line of defense is a function of the Company's internal control which ensures risk management remains within its risk appetite, and that governance processes and systems have been implemented effectively and adequately to achieve the Company's objectives. In its implementation, the Company has an internationally standardized internal control system, namely the Internal Control System developed by the Committee of Sponsoring Organizations of The Treadway Commission (COSO) which includes the control environment, risk assessment, control activities, information and communication as well as monitoring activities.

The audit findings, whether carried out by regulators, Public Accountants or the Internal Audit Unit have been followed up and reported to the Board of Commissioners periodically. Audit findings that have not been followed up are continuously monitored by the Board of Commissioners through the Audit Committee hence to be properly resolved according to the auditor's recommendation. The audit findings are also used as an evaluation material for the suitability and effectiveness of the audit implementation and are used as the basis for determining the Public Accounting Firm assigned to audit the Company as stipulated in the Company's Articles of Association.

The Board of Commissioners is of the opinion that generally, the Company has performed proper internal control, with effective function and provided adequate confidence. The Board of Commissioners recommends that the internal control system shall be continually improved in line with the increasing challenges and business complexity.

ANTI-FRAUD STRATEGIES

To improve the Corporate Governance aspects through stakeholders' participation, the Company has in place the Anti-Fraud Strategy policy. The policy serves as the Management commitment in controlling fraud implemented in the fraud controlling system and reflect a serious attention from the Board of Commissioners and Directors that considered a zero tolerant to any form of fraud, both internally or externally. The policy regulates the Anti Fraud Strategy organization and practice in BRI that founded upon four pillars as in compliance with the regulatory stipulations, namely:

1. Pillar 1: Prevention,
2. Pillar 2: Detection,
3. Pillar 3: Investigation, Reporting and Sanctions, and
4. Pillar 4: Supervision, Evaluation and Follow-up

In 2020, the fraudulent activities by the Company's internal level, external, and combination of both has varying modus in conventional terms or assisted by information technology and digital platforms. The frequency of the activities and the damages caused became a major concern for the Company's Board of Commissioners and Directors, as it related to the Company operational and reputational risks. The Company shall continually maintain the public's trust, considering the disadvantage parties are the Company and its customers.

As a serious commitment of the Company's Board of Commissioners and Directors to fraud prevention and fraud control, measures are taken through improving and implementing Anti-Fraud Strategies at every pillar. The Company strengthens its prevention pillar by raising awareness at every organizational level by means of Vulnerability Identification, Risk Awareness

Board of Commissioners' Report

Education through the Top Fraud Risk book, education, E-Learning on business processes, promotion of Risk-Aware Culture, and informing all units on Anti-Fraud Strategies and developing Know Your Customer application. The Company also developed an early detection system using various approaches such as through information technology that presented comprehensive and accurate information on the Company's employee profiles and customer profiles that embedded in the Know Your Employee and Know Your Customer principle. Low enforcement and severe punishment for those convicted of fraud have been consistently practiced at the Company until today. Supervision and evaluation of fraudulent activities are also part of the discussion agenda between the Board of Commissioners and the Risk Management Supervising Committee with relevant Directors. All of the above is expected to result in zero fraud.

The Company regularly submits its Anti-Fraud Strategies Implementation Report and incidental report on fraudulent activities that may have disturbed the Bank's operations to the regulator every semester in compliance with the applicable regulations.

In 2020, the Board of Commissioners had supervised and evaluated reports on fraud during the second semester of 2019, the first semester of 2020, and report on a fraud that might have had significant impact. The Board of Commissioners provided advice to the Directors on strengthening the Anti-Fraud Strategies for each pillar, supervision of improvement measures and recovery from fraud.

GRATIFICATION CONTROL

The Company forbids giving and receiving rewards of any form and from anyone, under the prevailing laws. The Company's commitment to prohibition of receiving and giving rewards still resonates through policies on Anti-Bribery Provisions and Gratification Control that are used by all BRI personnel as a guideline to prevent acts of gratification and bribery that may harm BRI and violate the GCG principles. This commitment aims at creating situations conducive to control, as stipulated in the BRI Board of Directors' Circular No. SE.63-DIR/

KEP/12/2020 dated 8 December 2020 and the Board of Directors' Circular No. S.18-DIR/MOP/03/2020 on BRI's Anti-Fraud Strategies. Moreover, the Company had also issued a letter on prohibition of giving and receiving rewards to and from all personnel of the Company before a religious Holiday. To support this, the Company established BRI Gratification Control Unit that aims to create programs, provide information and process reports of gratification and develop anti-fraud detection based on Big Data.

Throughout 2020, the Company had performed the following gratification control programs:

1. **Integrity Pact**
All Company personnel, the Board of Commissioners, Directors, or employees, had to sign a commitment to anti-gratification and anti-bribery outlined in the GCG Statement. The signing of the Integrity Pact was also carried out during products and services procurement with the Company's partners.
2. **Education and Dissemination**
The Gratification Control Unit cooperated with BRI Corporate University and had conducted e-learning sessions on gratification policies for all employees.
3. **Reporting of Incidence of Gratification**
In 2020, the Gratification Control Unit received 287 reports of gratification incidence.

WHISTLEBLOWING SYSTEM MANAGEMENT

Whistleblowing System (WBS) is a reporting tool for BRI personnel and the public to report any behavior or actions that are indicated to violate the code of conduct, GCG principles and internal and external applicable regulations done by BRI personnel. WBS is also the management's commitment to realize honest work environment and personnel through active participation of BRI personnel in reporting violation at BRI.

Board of Commissioners' Report

The Board of Commissioners believes that the WBS plays an important role in promoting good corporate governance. The WBS implementation is part of an effort to prevent violations and bad publicity for the Company that may damage the Company's reputation. This is in line with one of the pillars of the Anti-Fraud Strategy, the detection pillar, as regulated by the regulator. In its execution, the Company has an independent and confidential violation reporting system that protects whistleblowers. The WBS tool has several reporting methods, i.e. via SMS, WhatsApp, Written Letter, Webmail, and Website. The report is independently managed and acted on by the WBS Management Unit.

In 2020, the Board of Commissioners provided a direction in preparing and monitoring the WBS system. The Internal Audit Unit is tasked to ensure the efficiency of the WBS system. With the WBS development, the Bank able to receive and handled the complaints and cases. The Board of Commissioners periodically monitored and ensured the effective performance of the WBS, i.e., by leveraging the reports and follow-up actions from the Internal Audit Unit and ensuring the proper handling of the WBS cases according to applicable rules. The Board of Commissioners believes that the WBS is part of an effort to maintain culture and attention to the surrounding work environment.

The Board of Commissioners is of the opinion that in general, the Company's WBS system has been properly implemented. The Board of Commissioners suggests that the WBS be continuously socialized and implemented to achieve honest, professional, and virtuous work environment.

WORK PLAN FOR 2021

The Board of Commissioners approved the Bank's 2021 Work Plan that realistically formulated by the Board of Directors by considering the Covid-19 pandemic and based on relevant macroeconomic assumptions including forecasts by the Government, Bank Indonesia, and the Financial Services Authority. The Board of Commissioners considers the Bank's 2021 Work Plan is appropriate, as it includes selective growth projections,

new source of growth improvement, and stimuli given by the Government that are in line with BRI's role as an agent of development and value creation focusing on people-oriented economy and business and non-business synergies between the Parent Entity and its Subsidiaries.

The Board of Commissioners is optimistic that the financial and non-financial targets will be achieved considering that historically, the Company had carried out strategic initiatives to achieve targets. These strategic initiatives are formulated according to each phase that has been determined every year which is part of the Company's plan to be "The Most Valuable Banking Group in South East Asia and Champion of Financial Inclusion" by 2025. For the short term, the Company develops the following survival strategies:

1. The Company's Performance Efficiency. To maintain the Company's performance efficiency through business process re-engineering with a digital approach and enhancement of Current Account-Savings Account (CASA) composition.
2. Selective Loan Growth. Loan expansion is to continue with caution and selectiveness for low-risk products especially those relevant to government programs such as NER. Expansion must also reach sectors unaffected by the Covid-19 pandemic and explore new source of growth, such as the Ultra Micro segment.
3. Asset Quality Improvement. To focus on improving credit quality, monitoring of non-performing loan restructuring to reduce allowance for impairment losses and optimize recovery rate.
4. Strengthening Synergy in the BRI Group. To focus on strengthening business and non-business synergies between the Parent Entity and subsidiaries or between subsidiaries through various programs. To improve service capacity that offers transactions convenience which is expected to boost low-cost funds acquisition. To update products by tailoring to customer needs, especially those of millennials who are tech-savvy and unbanked population. As such, the CASA can be attained at a range between 61%-63%.

Board of Commissioners' Report

5. Enhancing Transactions. To drive more massive transactions to increase fee-based income and CASA potential. To implement value chain management and banking transactions at all business segments, implement BRI digital banking, and optimize fee-based income that will be one of the main sources of revenue in 2021.

To enhance the quality of the GCG implementation by 2021, the Company had prepared a work plan that generally outlines the following:

1. Development of BRI Corporate Governance Guideline.
2. Update of policy governance architecture.
3. Update and review of policies and procedures.
4. Reinforcement of BRI Governance data.
5. Reinforcement of Information Technology and Information Technology Security.
6. Reinforcement of Corporate Value and SOE Value.

BOARD OF COMMISSIONERS' RECOMMENDATIONS

Based on the performance and evaluation of the Bank's performance in 2020 as well as the targets outlined in the Bank's 2021 Work Plan and considering global and national economic outlook, the Covid-19 impact in several industries, rapid environmental changes and more complex expectations from the stakeholders, the Board of Commissioners thereby recommends that there is still room for improvement to the Company, which are:

1. Continuous innovation and transformation of the business model, business process, and business culture to prepare for challenges and adapt to any changes occurring during the Covid-19 pandemic.
2. Focus on core competencies targeting 45% micro segment by 2025.
3. Increased participation in empowerment and development of MSMEs in light of

global awareness of the importance of the implementation of Environmental, Social, and Governance (ESG) by the Company with the aim of shaping targeted customers into a new source of growth.

4. Focus on the development and transformation of strong and integrated IT in Parent Entity and its Subsidiaries to yield safer, more efficient, more user-friendly, and more competitive financial products and services, reflecting the road map outlined in the Corporate Plan.
5. Consistent implementation of prudential banking and control system at every business line, one of which is through imposing compliance culture and risk-aware culture on all employees to create a risk-aware work environment.
6. Focus on the development and transformation of human capital to attract top talents to join the Company, provision of performance-based remuneration and creation of opportunities for Top Flyers for certain positions to drive accomplishments and employee productivity in line with the SOE Ministry's priority.
7. Enhancement of synergies between BRI as the Parent Entity and its Subsidiaries to create Integrated Financial Solutions for customers and drive contribution from the subsidiaries to exceed 10% of BRI's total consolidated revenue.
8. Continuous improvement to the quality of governance between the Parent Entity and its Subsidiaries within the Integrated Governance and risk management for measurable risks.
9. Continuous growth, achieved through selective growth by focusing on the distribution of government stimuli to boost people-oriented economy and distribution of Microfinancing programs that exceed the set targets.
10. Continuous enhancement of digital and transactional banking activities for corporate customers to increase fee-based income and expand CASA market share.

Board of Commissioners' Report

11. Selective loan restructuring by implementing prudential banking to reduce Low Quality Loan and speed up the recovery of loan that has been written off.
12. Effective and optimal use of the Partnership and Community Development Program mainly in the Education sector in compliance with the Government's policies on creating Excellent Human Resources.

CHANGES IN THE BOARD OF COMMISSIONERS COMPOSITION

During 2020, there was a change in the composition of the Company's Board of Commissioners. Pursuant to the decision of the Annual General Meeting of Shareholders (AGMS) on 18 February 2020, Mr. Wahyu Kuncoro, who was appointed as the Vice President Commissioner during AGMS fiscal year 2018 on 15 May 2019, was honorably dismissed effective as of 18 November 2019 since he had been appointed as the Vice President Director at PT Pegadaian (Persero). In addition, the Meeting also honorably dismissed the following members of the Board of Commissioners:

- a. Mr. Andrinof A. Chaniago as the President Commissioner/Independent Commissioner,
- b. Mr. A. Fuad Rahmany as an Independent Commissioner,
- c. Mr. A. Sonny Keraf as an Independent Commissioner,
- d. Ms. Loeke Larasati A. as a Commissioner.

The Board of Commissioner would like to express our appreciation to Mr. Wahyu Kuncoro, Mr. Andrinof A. Chaniago, Mr. A. Fuad Rahmany, Mr. A. Sonny Keraf, and Ms. Loeke Larasati A. for their dedication and contribution during their tenure as members of the Board of Commissioners at BRI. Their vast experience and deep knowledge in the financial and banking industry were apparent from the insights and ideas in their capacities as members of the Board of Commissioners or as members of the Committee.

As such, as of 31 December 2020, the composition of the Board of Commissioners consisted of a President Commissioner, a Vice President Commissioner/Independent Commissioner, five Independent Commissioners, and three Commissioners in compliance with the prevailing stipulations.

Board of Commissioners:

President Commissioner	: Kartika Wirjoatmodjo
Vice President Commissioner/Independent Commissioner	: Ari Kuncoro
Independent Commissioner	: Rofikoh Rokhim
Independent Commissioner	: Hendrikus Ivo
Independent Commissioner	: Zulnihar Usman
Independent Commissioner	: R. Widyo Pramono
Independent Commissioner	: Dwi Ria Latifa
Commissioner	: Nicolaus Teguh Budi Harjanto
Commissioner	: Hadiyanto
Commissioner	: Rabin Indrajad Hattari

Board of Commissioners' Report

CLOSING

On behalf of the Board of Commissioners, we extend our appreciation to the Board of Directors that are able to perform their duties well and mitigate the challenges amidst the Covid-19 pandemic, by consistently implementing corporate governance principles to achieve sustainable operations of the Company and optimum efforts in reviving MSMEs. Our appreciation also goes to all stakeholders for their trust and support for the Company.

To all the employees of BRI and its Subsidiaries across the nation, we appreciate and thank you for your dedication and hard work throughout 2020 despite the difficulty. All of you gave your all and became stronger to make the Company grow sustainably and maintain the trust of the public.

Yours sincerely,

Jakarta, 3 March 2021

On behalf of the Board of Commissioners



Kartika Wirjoatmodjo

President Commissioner

Board of Commissioners



1 Kartika Wirjoatmodjo
President Commissioner

2 Nicolaus Teguh Budi Harjanto
Commissioner

3 Hadiyanto
Commissioner

4 Dwi Ria Latifa
Independent Commissioner

5 Rabin Indrajad Hattari
Commissioner



6 Ari Kuncoro
Vice President Commissioner/Independent

9 Rofikoh Rokhim
Independent Commissioner

7 Hendrikus Ivo
Independent Commissioner

10 R. Widyo Pramono
Independent Commissioner

8 Zulnahr Usman
Independent Commissioner

Board of Directors' Report

Preserving MSMEs became the focus of BRI's mission during the Covid-19 pandemic. Through restructuring and distribution of various programs from the Government, BRI became the Government's leading partner in implementing the National Economic Recovery (NER) program. We believe that rescuing the MSMEs is critical to the Indonesian economy, and is equivalent to preserving BRI. The hard work and efforts carried out by BRI to convert adversity into will-power for sustainable growth bore fruit, as BRI managed to end 2020 with a solid performance and healthy and "robust" than strong.

Assalamu'alaikum Wr Wb,

Dear Our Valued Stakeholders,

To begin this report, please let us praise the Almighty God, for His grace and guidance helped BRI get through 2020 with a solid and sustainable performance amidst the challenges and uncertainties due to the Covid-19 pandemic. This achievement was possible thanks to BRI's proactive efforts to elevate MSMEs through credit restructuring, digital initiative acceleration, and accommodative policies from the Government and the Regulators to accelerate economic recovery. BRI's commitment, still resonating through its 125-year of standing, is to grow together with Micro, Small, and Medium Enterprises (MSMEs), so we believe in the ability to convert Adversity to Strength.

As such, please allow us to present BRI's Annual Report for the Fiscal Year ended 31 December 2020.

MACROECONOMIC CONDITIONS

The financial crisis due to the Covid-19 pandemic we are facing today is different from previous financial crises. Today's crisis directly impacted not only on the economy but also on health and social aspects of the public. Social restrictions (lockdowns) that were imposed in almost all countries to suppress the transmission of Covid-19 had changed the social order in communities and given insurmountable pressure to the global and Indonesian economy.

The Covid-19 pandemic has caused a slowdown in the global economic growth. The International Monetary Fund (IMF) projected the world economic growth in 2020 would contract by 3.5% as economic activities in developed nations such as the United States and China declined.

As with the global economy, the Indonesian economy was not spared the effects of the Covid-19 pandemic. The impact of the Covid-19 pandemic started to show in the 2nd quarter of 2020 where the economic growth contracted by 5.32%. Volatility and uncertainty due to the pandemic also led to capital outflow from the stock market and bond market, which then put Rupiah at a disadvantage to the US Dollar (US\$). By the end of 2020, the Jakarta Stock Exchange Composite Index (JCI) contracted by 5.09%.



Sunarso
President Director

Board of Directors' Report

However, signs of economic recovery began to show during the 3rd and 4th quarters of 2020. Although still contracted, economic growth started to improve to reach -3.49% (YoY) in the Q3-2020 and -2.19% (YoY) in Q4-2020. Rupiah to Dollar exchange rate improved to a level before the pandemic, which was Rp14.050/US\$ by the end of 2020. Indonesia's foreign exchange reserves also remained well, as in December 2020 it reached US\$135.9 billion or equivalent to 10.2 months of import financing and the Government's foreign debt repayment. The position was above the international standard of 3-month import.

Amidst today's crisis, the national banking industry still performed well. In November 2020, Capital Adequacy Ratio (CAR) remained at 24.25% with generally sufficient liquidity level with Loan Deposit Ratio (LDR) of 82.33%. Credit quality in the Non-Performing Loan (NPL) also remained steady at 3.18%, below the cap determined by the Regulator of 5%.

The recovery was attributable to the Government and Regulators who proactively made efforts and issued several countercyclical policies to mitigate the impact of the Covid-19 pandemic, such as:

- The Government increased budget deficit to 6.34% so there was an allocation for the Covid-19 of Rp695.2 trillion used for Health, Social Safety Net, National Economic Recovery (NER), and Government Support programs.
- The Government also issued National Economic Recovery policies that prompted the acceleration of economic recoveries, such as Government Fund Placement, Interest Cut for MSMEs, Credit Assurance for MSMEs, Productive Aid for Micro Businesses (BPUM), and Wage Subsidy.
- Bank Indonesia issued accommodative monetary policies, one of which being lowering BI 7DRR (Seven-Day Reverse Repo Rate) by 125 bps throughout 2020.
- The Financial Services Authority imposed several guidelines to maintain stability in the financial sector. The policies were Credit Restructuring Relaxation policy for the Covid-19-afflicted which helped affected debtors and banks manage credit quality, Credit Quality Assessment Relaxation, Bank Health Assessment Relaxation, and Capital Adequacy Ratio (CAR) Relaxation.

The economic recovery trend was also reflected in BRI Micro & SME Index (BMSI) be it from the BRI MSME Business Activity Index, BRI MSME Business Sentiment Index, or MSME to Government Trust Index, which indicated the optimism of MSMEs about economic recovery.

THE BANK'S STRATEGIES TO MITIGATE THE COVID-19 PANDEMIC

To respond to the challenges and uncertainties due to the Covid-19 pandemic, BRI focused on three aspects, namely People First, Sustainable Business Growth, and Digital and Cultural Transformation initiated by the Company in 2016 through BRIVolution.

People First

Since the beginning of the spread of Covid-19 in Indonesia, BRI's focus was on the safety and health of its employees and customers. BRI had issued several policies and provided health facilities to ensure its employees and customers' safety and health. The policies included health protocols, flexible work hours, and provision of healthcare facilities such as a safe house and vitamins for employees and customers.

Focus on Sustainable Business Growth

The MSME segment was our focus during the pandemic and we strived to preserve the MSMEs affected by the pandemic and provided working capital with prudential banking in mind.

During the pandemic, BRI focused on rescuing MSMEs that had been growing with the Bank during its 125-year standing. By the end of 2020, BRI had performed credit restructuring for 2.9 million MSMEs affected by the Covid-19 pandemic with an outstanding of Rp186.6 trillion. The effort to rescue MSMEs was a realization of BRI's commitment to supporting the MSME segment including in under challenging times.

Board of Directors' Report

We also remained focused on fostering the growth of the MSME segment by selectively disbursing credit with prudential banking in mind. BRI focused on credit disbursement with Government guarantee schemes such as Microfinancing. The Loan was disbursed to sectors not heavily affected by the Covid-19 pandemic, such as agribusiness, food and beverages, and healthcare.

Moreover, one of the Bank's strategic responses in overcoming the pandemic was the "Business Follows Stimulus" principle, which meant that to grow business and loan demand, BRI also participates in the implementation of the Government's National Economic Recovery. This gave off positive impacts not only on customers but also on BRI:

1. Stimulus in the form of Government Deposits of Rp30 trillion and which was disbursed as loan to MSMEs amounted to Rp45 trillion or which had been leveraged three times.
2. Stimulus in the form of Government Spending
 - Disbursement of Interest Subsidy of Rp5.47 trillion to over 8.9 million MSMEs.
 - Disbursement of *KUR Super Mikro* of Rp8.66 trillion to over 985 thousand customers.
 - Disbursement of BPUM of Rp18.64 trillion to over 7.7 million micro-businesses.
 - Disbursement of Wage Subsidy of Rp6.45 trillion to over 5 million beneficiaries.
3. Stimulus in the form of MSME Credit Assurance
 - Disbursement of secured loan for small segments of Rp8.73 trillion to over 14 thousand customers;

During the pandemic we also ensured that market risk and managed liquidity risk well by maintaining liquidity at a sufficient level and above the regulator's standard, maintaining cash ratio and long position of net foreign exchange.

BRIVolution 1.0

BRI's milestones in 2020 were attributable to the digital and cultural transformation that we initiated in 2016 with the name BRIVolution.

Digital Transformation was directed to the digitalization of business processes to make them more efficient and to identify a new business model to create a new value. In implementing the Digital Transformation, BRI followed the strategy of a hybrid company model, through which digitalization improved efficiency and operational excellence and create new products focusing on the customer, innovation, and customer experience. This hybrid company model strategy was translated into three frameworks that BRI used to make Digital Transformation, namely:

1. Digitizing Core, which aimed to improve productivity and efficiency and create reliable customer service through business process reengineering. This strategy resulted in products and services such as BRISPOT, BRILink Agent, and BRIMO.
2. Digital Ecosystem, which aimed to create a digital platform (Bank As A Platform) that provided new products and services outside the Bank's core business, such as Digital Ecosystem Platform (Pasar.id, BRISMART, BRIMOLA, etc.), Partnership with P2P, E-Commerce and Ride Hailing, and BRI API (Application Programming Interface).
3. New Digital Proposition, which aimed at creating a new business model, such as Digital Lending (Pinang, Ceria, Traveloka Paylater) and Big Data Analytics (BRIBRAIN).

In addition to digital transformation, BRIVolution 1.0 also regarded corporate culture as the key factor in the realization of the Bank's Vision and Mission. The internalization and externalization of the corporate culture in the BRI Group relied on the Core Value established by the BUMN Ministry, the AKHLAK, which is an acronym for *Amanah* (Trustworthy), *Kompeten* (Competent), *Harmonis* (Harmonious), *Loyal* (Loyal), *Adaptif* (Adaptive), and *Kolaboratif* (Collaborative). In the spirit of collaboration within the BRI Group, in 2020 an integrated management of corporate culture took place uniting BRI Head Office, Subsidiaries, and Affiliated Companies which was called BRI One Culture.

Board of Directors' Report

Culture transformation also hinted at transforming the mindset and behavior of Human Capital at work to align with the needs in a digital era and the needs of customers. In culture transformation, the Company would improve the Organization System and the Human Capital beginning from the recruitment, development, grooming of talent, to performance assessment to improve performance and productivity. The culture shaped would be that of a performance-driven culture where every individual would be able to design and plan their own success and where the company would be responsible for preparing the system and policies.

Digital and culture transformation has helped the Bank get through the challenges and changes caused by the Covid-19 pandemic. Through BRIVolution 1.0 we also identified seeds of growth that could support sustainable business growth, which are:

1. BRISPOT, which significantly shortened the loan process from 2 weeks to 2 days.
2. BRILink Agent, a sharing economy agent that helped BRI serve the unbanked population in Indonesia.
3. BRIMo, which provided mobile banking services in a platform tailored to customer needs.
4. BRI API, an open banking platform that enabled BRI to cooperate with fintech & e-commerce in a more convenient and faster way.
5. Digital Ecosystem Platform, which aimed to improve CASA and fee-based income.
6. Digital Lending & Partnership, which served segments not previously served by banks.

ANALYSIS OF THE COMPANY'S PERFORMANCE

BRI's strategic response to the Covid-19 pandemic helped BRI achieve a good performance in 2020.

On 31 December 2020, BRI's consolidated asset was Rp1,511.81 trillion, an increase of 6.7% compared to Rp1,416.76 trillion in 2019. Asset growth laid on the back of Loan which grew to reach Rp938.37 trillion or increased by 3.89% compared to Rp903.19 trillion in

2019. The most significant contributor to Loan growth was the MSME segment which had been the core business of the Bank for 125 years. The MSME loan to Total Loan continued to grow to reach 82.13% by the end of 2020.

MSME segment growth was influenced by Loans for Microbusiness Segment reaching Rp351.34 trillion or growing by a double digit 14.17% compared to Rp307.72 trillion in 2019. Micro Loan Composition (bank only) increased by 40% at the end of 2020, faster than BRI's target to reach the same percentage by 2022. BRI's micro loan growth was also backed by BRI's success in disbursing Microfinancing (KUR) in 2020 at Rp138.54 trillion to over 5.39 million Microfinancing customers. This achievement placed BRI as the largest Microfinancing provider in Indonesia with a share of 70.5% of the total target of 2020 National Microfinancing amounting to Rp140.2 trillion.

Consumer Loan in 2020 reached Rp143.68 trillion, grew by 2.26% (YoY) compared to Rp140.49 trillion in 2019. Consumer loan disbursement that remained optimistic amidst the pandemic was also influenced by corporate digital transformation, realized as BRISPOT Eksternal and Digital Lending (Traveloka Paylater & Ceria).

Meanwhile, in the Retail Business Segment, Small and Medium Loan in 2020 reached Rp275.63 trillion despite the pandemic, grew by 3.88% compared to Rp265.34 trillion in 2019. This was in line with the Bank's strategy to focus on low-risk loans such as Microfinancing and KMK Tangguh (Secured Loan). In 2020 we had disbursed Microfinancing of Rp12.9 trillion and KMK Tangguh at Rp8.7 trillion.

In the Corporate Business Segment, total loan reached Rp167.73 trillion in 2020, decreased by 11.56% from Rp189.64 trillion in 2019. The decline in corporate loans were due to the Bank's strategy to focus on the MSME segment and the profitability of the Corporate segment by strengthening wholesale funding and transaction banking such as trade finance, cash management, and forex transaction.

Board of Directors' Report

Loan growth was also attributable to Subsidiary Business Segment which in 2020, its loans reached Rp61.32 trillion, grew by 28.2% compared to Rp47.83 trillion in 2019. An increase in subsidiary loan was attributable to market share expansion especially in the Sharia segment (BRIS), an increase in the agribusiness segment, and the beginning of partnership with Fintech companies involved in the agribusiness (BRIAgro) in 2020. This reflected BRI's attempt to grow together at a group level by diversifying its income sources.

The positive Loan Growth during the pandemic was accompanied by good credit quality, as indicated in the Gross Non-Performing Loan (NPL) of the BRI Group at 2.99% with sufficient reserves where NPL Coverage reached 237.73%. The number of reserves reflected the Bank's strategy to maintain its sustainable growth through prudential banking and good risk management.

On funding, in 2020 BRI managed to collect Third-Party Funds (TPF) of Rp1,121.10 trillion, grew by 9.78% compared to Rp1,021.20 trillion in 2019. The TPF growth was attributable to low cost funds, current account savings account (CASA) so its composition grew by 59.67% in 2020.

Strong fundamentals led the Bank to record a net profit of Rp18.66 trillion despite the pandemic, with a positive profitability ratio where the Return on Asset (ROA) was 1.87% and the Return on Equity (ROE) at 10,48%.

The net profit was achievable owing to cost of funds efficiency initiatives and income diversification through optimization of fee-based income and treasury income. On Year-on-Year terms, the Bank's cost of funds ratio decreased by 37 bps as the CASA rose. Meanwhile, fee-based income (bank only), grew by 6.2% Year-on-Year to reach Rp15.18 trillion, hence the fee-based income to operating income ratio became 11% by the end of 2020.

The growth of fee-based income was backed by an increase in digital payment (BRIMO & BRILink Agent), reflecting a behavioral change of the public due to the pandemic. In 2020, BRIMO transactions reached 765.8 million transactions or grew 6 times compared to 100.7 million transactions in 2019. Transactions through BRILink Agents reached 728 million transactions with a volume of Rp843 trillion. BRILink Agents also contributed to the increase in fee-based income to reach Rp1.16 trillion or grew by 47.0% Year-on-Year.

For capital, BRI managed to retain its capital at a solid level with a total consolidated CAR of 21.17%, above the minimum standard of 14.5% determined by the Regulator (considering Basel 3 implementation) and the Bank's risk appetite was at 17%. With a high capital adequacy ratio, BRI could anticipate all the major risks in its operations, such as market risk, credit risk, or operational risk, and therefore foster future growth. For this reason, we think that the Bank's risk management was executed well according to the standards and principles of good corporate governance.

In 2020 the Bank had taken the following corporate actions:

- Signing of a Conditional Shares Subscription Agreement (CSSA) between BRI, FWD Financial Services Pte. Ltd. (FWD), and BRI Life on long-term strategic cooperation,
- Buyback of shares in response to the policy from the Financial Service Authority that attempted to control significant market fluctuations due to the Covid-19 pandemic, and
- Signing of a Merger Plan to integrate PT Bank BRISyariah Tbk (BRIS), PT Bank Syariah Mandiri (BMS) and PT Bank BNI Syariah (BNIS).

Board of Directors' Report

Owing to its positive performance, BRI managed to maintain market capitalization above Rp500 trillion or, more precisely, Rp514.35 trillion by the end of 2020. That position placed BRI as a State-Owned Enterprise (SOE) with the biggest market capitalization in Indonesia and was the Bank with the third largest market capitalization in Southeast Asia.

Recognition for BRI's performance throughout 2020 came not only from the national level but also from regional and international levels. BRI received over 70 prestigious awards throughout 2020. Some of them included Top 1000 World Banks: BRI ranked 1st in Indonesia according to The Banker, Best of The Best Companies 2020, 1st Indonesia's Largest Public Companies from Forbes Indonesia, The Best Retail Banking in Indonesia from The Asian Banker, and Best MSME Supporting Bank (BUKU 3 and 4 categories) from Bank Indonesia.

With healthy and strong fundamentals, BRI is confident that it could give and deliver sustainable value to all stakeholders.

ACHIEVEMENT OF THE COMPANY'S TARGETS

In general, in 2020 BRI managed to achieve even surpassed its set performance targets for 2020, regarding indicators such as Assets, Third-Party Funds, Net Profit, and Financial Ratios: NPL (Gross), NPL (Net), NIM, BOPO, and CAR.

For some indicators such as Credit and Financial Ratios (LDR and CIR), BRI slightly underperformed. Loan target was achieved 97.56% due to slowdown in loan demand amidst the pandemic, which slowing down loan growth. Nevertheless, BRI's loan growth was still far above the banking industry's growth rate of -1,4% (November 2020).

The low loan demand caused the underperforming of LDR and Cost to income ratio, as both were below target.

Achievement of the Bank's Targets in 2020 (bank only)

(in billion Rp, unless otherwise specified)

Performance Indicators	Target	Realization	Achievement (%)
Assets	1,413,304.49	1,421,785.02	100.60%
Loans	902,688.99	880,674.76	97.56%
Third-Party Funds	1,023,113.32	1,052,663.88	102.89%
Net Profit	13,377.26	18,353.30	137.20%
LDR	88.23%	83.66%	94.82%
NPL (Gross)	3.30%	2.94%	112.27%
NPL (Net)	1.53%	0.80%	189.69%
NIM	5.56%	6.00%	107.87%
Cost to Income Ratio (CIR)	50.03%	45.40%	90.74%
BOPO	86.16%	81.22%	106.08%
CAR	18.37%	20.61%	112.20%

Board of Directors' Report

SOCIAL VALUE CREATION

BRI's commitment to "Continuously Nurture and Empower the Small to Become the Nation's Pride" is seen in various "advancing" MSME programs and in BRI's support for various Government programs. This is an example of Social Value Creation by the Bank to support the empowerment of MSMEs and drive people-oriented economy.

Support from the Bank was apparent in the distribution of Microfinancing (KUR). Since 2015, the Bank had disbursed Microfinancing with a total value of Rp461.9 trillion to over 22 million MSMEs. Moreover, BRI also improved the economic capacity of the Microfinancing customers.

BRI is always committed to realizing financial inclusion in Indonesia. This is realized through 9,030 BRI operating networks supported by 4 (four) vessel-based service networks of BRI called Teras Kapal that serve customers in remote places, such as Thousand Islands, Labuan Bajo, South Halmahera, and Tanjung Pinang, all of which located in the most disadvantaged, frontier, and outermost regions (3T) in Indonesia.

BRI's consistency in providing the Indonesian citizens with access to financial services wherever they are is also seen in the number of BRILink Agents that continues to grow and becomes more optimal. In 2020, BRILink Agents numbered 504,233 with a sales volume of Rp843.2 trillion. The high transaction value indicated that BRILink Agents were able to increase the velocity of money and play the role of economic sharing for the Indonesian people.

CHALLENGES AND RESOLUTION

In 2020 the Bank had to overcome a variety of challenges to maintain sustainable growth. The Covid-19 pandemic restrained public mobility and this, of course, directly impacted the MSME segment that was the focus of BRI's business. Economic slowdown led to diminishing loan demand from the public. Low loan demand certainly contributed to slow credit growth.

Based on BRI's internal review, the most critical factors in loan growth are household consumption and people's buying power. To improve the two factors, there are two ways, first is to open job vacancies and second is to provide (financial) stimuli. As such, BRI actively disburses stimuli concerning to NER to drive consumption and increase buying power. The key success factors in disbursing such stimuli were:

1. Valid data on stimulus beneficiaries.
2. A credible and reliable system to disburse stimuli.
3. People, or personnel responsible for communicating Government stimuli.

In besides, we still think that the banking industry will be facing other risks such as margin decline, an increase in credit reserves fee due to the Covid-19 pandemic, intensifying competition especially from fintech companies, and Environmental, Social, and Governance business management.

To anticipate margin decline, BRI will make CoF (Cost of Funds) more efficient by focusing on micropayment and retail payment, CASA improvement, optimization of FBI income and contribution of subsidiaries, and Opex efficiency through digital initiatives that we have.

Board of Directors' Report

In response to a potential downgrade in asset quality due to the Covid-19 pandemic, BRI had allocated impaired loan as shown in NPL Coverage of 24.98% (bank only) and we will pursue growth selectively and optimize our focus on secured lending.

Regarding Fintech, BRI, leveraging the acceleration of digital initiatives, entered into partnership and collaboration with some fintech companies and was accompanied by acquisitions by BRI Ventures to foster further collaboration with fintech companies.

In the future, BRI through its business strategies and implementation will fortify the bases for sustainable growth.

BUSINESS OUTLOOK

We think that the global and domestic economy would recover in 2021 although it might not return to pre-pandemic conditions. The International Monetary Fund (IMF) during the World Economic Outlook (WEO) in January 2021 had revised its prediction on the global economic contraction of 2020 to -3.50%, or 90 basis points higher than what was predicted during the WEO held in October 2020, which was -4.40%.

Likewise, in 2021, the Indonesian economy is projected to be in a recovery state and the national banking performance is believed to grow. Economic recovery expectation is supported by Government Policies that are accommodative to boost demand and people's buying power, which will lead to increasing credit demand. Moreover, the Covid-19 vaccination program initiated by the Government is expected to act as a positive catalyst for the acceleration of economic recovery.

The improving economic and banking conditions in Indonesia show that BRI's business outlook would improve. This is in line with signs of recovery of the During the fourth quarter of 2020, Bank disbursement started to increase and profitability

started to improve. Despite that, BRI remains alert to future credit quality and monitors it tightly and makes sufficient reserves to anticipate worsening loan quality. We are optimistic about our growth as we have the strength and transformation strategy through our BRIVolution 2.0.

LONG-TERM STRATEGIES (BRIVOLUTION 2.0)

Considering the challenges that the Bank was still going to face and the hope that the business outlook was going to improve, in 2020 we also had reviewed our BRIVolution 1.0 transformation program and updated it to BRIVolution 2.0.

BRIVolution 2.0 was designed to strengthen the core of the BRI Group and accelerate a new growth engine that would take us to our strategic vision, which was to become "The Most Valuable Banking Group in Southeast Asia & Champion of Financial Inclusion" and which corresponded to the strategy "Go Smaller, Go Shorter and Go Faster".

The Most Valuable Banking Group In SEA

BRI will grow together as a group by spreading risk & making income diversification.

Champion of Financial Inclusion

BRI will enhance its "go smaller, go shorter, go faster, and go cheaper" strategy to open new growth opportunities. The Bank will target smaller customers with shorter tenor, faster process and cheaper fees. The ultimate goal is to serve as many as possible, those who have not been served, with more affordable schemes.

Board of Directors' Report

COMMITMENT TO THE IMPLEMENTATION OF SUSTAINABLE FINANCE (ECONOMIC, SOCIAL & GOVERNANCE/ESG)

As one of the largest Indonesian banks, BRI continues to commit itself to support sustainable finance through the implementation of Environmental, Social, and Governance or ESG.

BRI has become the First Mover on Sustainable Finance in Indonesia and has in place the Sustainability Financial Action Plan to implement Sustainable Finance in every operation, including Assets and Liabilities, and Human Capital and Operations.

For assets, the Bank's loan composition in sustainable business operations reached Rp562 trillion or 63.9% of the total loan. For funding, in 2018 BRI became the first bank in ASEAN that issued Sustainability Bond in 2019 during which all the acquired funds had been used for social and environmental programs.

From an operational perspective, BRI launched digital initiatives in the form of business process reengineering through BRISPOT (Digital Loan App), BRIMO (Mobile Internet Banking), BRISTARS (Digital Office), and BRISMART (Digital E-learning System) that promoted environmental conservation by reducing paper use and carbon emissions (mobility or business trip restrictions). We also held several programs to raise our employees' and customers' awareness of sustainable finance.

Several corporate strategies for sustainable finance implementation had been praised internationally and nationally, for instance through ESG Score from an International ESG Rating Organization, and through several awards such as Best Issuer for Sustainable Finance and Best Sustainability Bond from The Asset and ESG Award 2020.

CORPORATE SOCIAL RESPONSIBILITY

BRI is committed to contribute to improving consistently the welfare of communities through Environmental and Social Responsibility Programs under the name BRI Peduli. The BRI Peduli program is an implementation of the SOE Ministry Regulation on Partnership Program and Community Development No. Per-09/MBU/07/2015 dated 03 July 2015 and its amendment, the SOE Ministry Regulation No. Per-02/MBU/04/2020 dated 02 April 2020. Internally, BRI also stipulated in more detail the implementation guidelines for BRI Peduli through Circular NOSE. S. 36 – DIR/SKP/07/2020, dated 24 July 2020, on the Implementation of BRI Peduli for Community Development Program of PT Bank Rakyat Indonesia (Persero) Tbk.

BRI has been active and has conducted many activities related to corporate social responsibility (CSR) under BRI Peduli. BRI Peduli aims to realize Community Development and BRI's commitment to prioritizing service for customers and not only business interest and contributing to social and community development. Throughout 2020, BRI had disbursed aid through BRI Peduli totaling Rp264.14 billion or equivalent to a growth of 16.57% compared to Rp226.58 billion in 2019.

In 2020 BRI received some awards and recognition for its corporate social and environmental responsibility programs, such as:

1. Asiamoney 2020 – Indonesia's best bank for CSR 2020 (this award had been given to BRI for 3 years straight, namely in 2018, 2019 and 2020)
2. Top CSR Award 2020 # Star 5
3. Top CSR Award 2020 – Top Leader on CSR Commitment 2020

Board of Directors' Report

In 2020, BRI Peduli focused on activities that alleviate the impact of Covid-19 with hotline available in 10 Regional Offices and 467 Branch Offices across Indonesia. BRI provided 8,981 Personal Protective Equipment (PPE) to healthcare workers, distributed 1,385,150 masks to communities and merchants, gave 6,812 hand sanitizers, provided 6,247 sinks across Indonesia, and distributed 259,633 packages of free food staples.

BRI also conducted other BRI Peduli CSR programs focusing on Pro Planet, Pro People, and Pro Profit. The activities included BRI River Cleanup in 19 locations in Indonesia, infrastructure aid for 1,000 traditional markets in Indonesia, 107 units of ambulance, 5,000 glasses for students under the BRI Melihat Dunia CSR, and 5,000 scholarships for Indonesian students.

CORPORATE GOVERNANCE IMPLEMENTATION

We believe in the importance of Good Corporate Governance (GCG) as an underlying of BRI's business performance and added value creation for all stakeholders. The Directors, the Board of Commissioners, and all employees are highly committed to realizing the Company's potential as a State-Owned Enterprise and as a public company that is transparent, accountable, responsible, independent, and fair (TARIF).

In 2020, BRI's Good Corporate Governance was done according to the relevant and recent standards, regulations, and best practices that were recognized at national and international levels. To improve the quality of GCG in 2020, we did the following:

- Approve the revision to BRI Corporate Governance Stipulations.
- Approve the revision to the Whistleblowing System Stipulations.
- Launch the Whistleblowing System application

through BRI website.

- Implement ISO 37001:2016 on Anti-Bribery Management System.
- Conduct BRI E-college webinar for all BRI employees in Indonesia with the theme Compliance Culture, GCG Implementation, and Anti-Money Laundering and Terrorism Financing Prevention (APU PPT).
- Hold Governance Risk and Compliance (GRC) Culture Carnival program.

BRI consistently harmonizes three aspects of Governance System (Governance Structure, Governance Process, and Governance Outcome) regularly to ensure effective implementation of GCG through comprehensive and structured Self-Assessment. This Self-Assessment refers to Financial Services Authority Regulation (POJK) No. 55/POJK.03/2016 and Financial Services Authority Circular (SEOJK) No. 13/SEOJK.03/2017 on the Governance Practices for Commercial Banks.

The composite score of BRI GCG Self-Assessment in 2020 was 2 (GOOD). This result indicated that BRI management had properly applied all three aspects of GCG, namely Governance Structure, Governance Process, and Governance Outcome. All GCG principles were satisfied. Had there been any weakness in applying GCG principles, then such weakness might not have been significant and could be resolved through normal means by BRI management.

In 2020, BRI had received various awards in relation to GCG implementation, some of which included Top 3 PLCs Indonesia according to ASEAN Corporate Governance Scorecard (ACGS) by ASEAN Capital Market Forum (ACMF), the "Most Trusted Company" according to Corporate Governance Perception Index held by The Indonesia Institute for Corporate Governance (IICG), and others. This showed the determination of BRI management in enhancing GCG practices in a sustainable manner to support the Bank's vision and mission.

Board of Directors' Report

PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS' COMMITTEES

Throughout 2020, we saw that all committees under the Board of Directors had properly performed their duties. This assessment was made based on the performance result criteria in relation to contributions made by each committee to the Bank, including reports and recommendations given to the Board of Directors.

To promote effectiveness and efficiency in banking management duties and responsibilities, the Board of Directors of BRI is assisted by nine committees directly responsible to the Board of Directors, they are Assets and Liabilities Committee (ALCO), Risk Management Committee (RMC), Credit Committee, Capital & Investment Committee, Credit Policy Committee, Information Technology & Data Governance Committee, Procurement Committee, Human Capital Committee, and Product Committee.

CHANGES IN THE BOARD OF DIRECTORS' COMPOSITION

The composition of BRI Board of Directors in 2020 underwent several changes before the Annual General Meeting of Shareholders (AGMS) that took place on 18 February 2020:

The composition of BRI Board of Directors before the Annual General Meeting of Shareholders on 18 February 2020

The composition of the Bank's Board of Directors before the Annual General Meeting of Shareholders on 18 February 2020 consisted of 12 (twelve) Directors with 1 (one) President Director, 1 (one) Vice President Director, and 10 (ten) Directors.

Board of Directors Composition of the Company for 01 January 2020 until 17 February 2020

No	Name	Position	Date of Appointment
1	Sunarso	President Director	3 January 2019
2	Catur Budi Harto	Vice President Director	2 September 2019
3	Handayani	Consumer Director	18 October 2017
4	Supari	Micro Businesses Director	22 March 2018
5	Indra Utoyo	Digital, Information Technology, and Operations Director	15 March 2017
6	Ahmad Solichin Lutfiyanto	Network and Services Director	22 March 2018
7	Agus Noorsanto	Institutional and SOE Relations Director	2 September 2019
8	Haru Koesmahargyo	Finance Director	19 March 2015
9	Herdy Rosadi Harman	Human Capital Director	2 September 2019
10	Agus Sudiarto	Risk Management Director	2 September 2019
11	Priyastomo	Small, Retail, and Medium Business Director	23 March 2016
12	Azizatun Azhimah*	Compliance Director	2 September 2019

*) Honorably dismissed during the AGMS on 18 February 2020

Board of Directors' Report

The composition of BRI Board of Directors after the Annual General Meeting of Shareholders on 18 February 2020 until 31 December 2020

The composition of BRI's Directors in 2020 underwent changes due to a decision reached during the Annual General Meeting of Shareholders on 18 February 2020. The decision was to honorably dismiss Azizatul Azhimah as the Compliance Director and Haru Koesmahargyo as the Finance Director.

Further, the General Meeting of Shareholders re-appointed Haru Koesmahargyo as the Finance Director, and appointed Wisto Prihadi as the Compliance Director. On behalf of the Board of Directors, I would like to thank Azizatul Azhimah for her contribution to the Company during her tenure.

As such, the Board of Directors of the Company from 18 February until 31 December 2020 consisted of the following:

No	Name	Position	Date of Appointment
1	Sunarso	President Director	3 January 2019
2	Catur Budi Harto	Vice President Director	2 September 2019
3	Handayani	Consumer Director	18 October 2017
4	Supari	Micro Businesses Director	22 March 2018
5	Indra Utoyo	Digital, Information Technology, and Operations Director	15 March 2017
6	Ahmad Solichin Lutfiyanto	Network and Services Director	22 March 2018
7	Agus Noorsanto	Institutional and SOE Relations Director	2 September 2019
8	Haru Koesmahargyo*	Finance Director	19 March 2015
9	Herdy Rosadi Harman*	Human Capital Director	2 September 2019
10	Agus Sudiarto	Risk Management Director	2 September 2019
11	Priyastomo*	Small, Retail, and Medium Businesses Director	23 March 2016
12	Wisto Prihadi**	Compliance Director	18 February 2020

*) Honorably dismissed during the Extraordinary General Meeting of Shareholders on 21 January 2021

***) Firmly dismissed effective as of 11 November 2020 during the Extraordinary General Meeting of Shareholders on 21 January 2021

Board of Directors' Report

CLOSING


To conclude, we highly appreciate all the support from our stakeholders that we could address all the challenges in 2020 and leave 2020 with sustainable performance.

To all our customers, the Board of Directors would like to express our gratitude for your trust in choosing to grow with BRI in all situations and it was a privilege to serve you all with our dedication. To all shareholders, we thank you for your support and trust. We would also like to convey our appreciation to the Board of Commissioners for the supervision and advice hence BRI successfully achieved its business performance with due observance to the Good Corporate Governance.

The Board of Directors would also express our pride and gratitude to all management personnel and employees for their strong dedication to move forward together to perform well in 2020. I hope that the Bank's performance in 2021 is solid and improves in the coming year. BRI is always committed to pursuing sustainable growth to provide value to all Stakeholders.

Yours sincerely

Jakarta, 3 March 2021
On behalf of the Board of Directors



Sunarso
President Director

Board of Directors



1 Sunarso
President Director

2 Agus Noorsanto
Director of Institution
and SOE

3 Indra Utoyo
Director of Digital and
Information Technology

4 Supari
Director of Micro Business

5 Viviana Dyah Ayu Retno K.*
Director of Finance

6 Ahmad Solichin Lutfiyanto*
Director of Compliance



7

7 Catur Budi Harto
Vice President Director

8

8 Amam Sukriyanto*
Director of Small and Medium Business

9

9 Arga M. Nugraha*
Director of Network & Services

10

10 Agus Winardono*
Director of Human Capital

11 Handayani
Director of Consumer

11

12 Agus Sudiarto
Director of Risk Management

12

*) Subject to fit and proper test from OJK

STATEMENTS OF ACCOUNTABILITY FOR 2020 ANNUAL REPORT BY THE BOARD OF COMMISSIONERS OF PT BANK RAKYAT INDONESIA (PERSERO) TBK

We, the signatories, hereby stated that all information contained in the 2020 Annual Report of PT Bank Rakyat Indonesia (Persero) Tbk has been comprehensively presented and fully accountable for the accuracy of the contents of the company's Annual Report.

This statement is made truthfully.
Jakarta, 03 March 2021

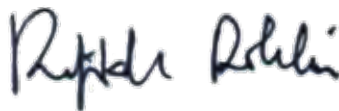
BOARD OF COMMISSIONERS



Kartika Wirjoatmodjo
President Commissioner/Commissioner




Ari Kuncoro
Vice President Commissioner/Independent



Rofikoh Rokhim
Independent Commissioner



Hendrikus Ivo
Independent Commissioner



R. Widyo Pramono
Independent Commissioner



Dwi Ria Latifa
Independent Commissioner



Zulnihar Usman
Independent Commissioner



Nicolaus Teguh Budi Harjanto
Commissioner



Hadiyanto
Commissioner




Rabin Indrajad Hattari
Commissioner

STATEMENTS OF ACCOUNTABILITY FOR 2020 ANNUAL REPORT BY THE BOARD OF DIRECTORS OF PT BANK RAKYAT INDONESIA (PERSERO) TBK

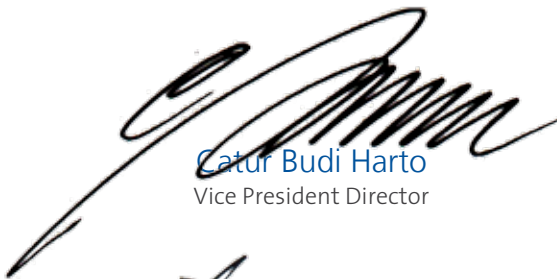
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Jakarta, 03 March 2021

BOARD OF DIRECTORS



Sunarso
President Director



Catur Budi Harto
Vice President Director




Supari
Director of Micro Business




Agus Noorsanto
Director of Institution and SOE



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Director of Consumer



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Director of Small and Medium Business



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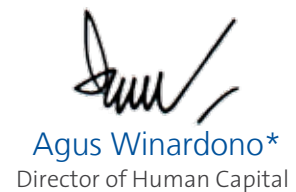
Viviana Dyah Ayu Retno K.*
Director of Finance



Ahmad Solichin Lutfiyanto*
Director of Compliance



Arga M. Nugraha*
Director of Network & Services



Agus Winardono*
Director of Human Capital

*) May only commence his/her duties after obtaining OJK's approval on the Fit and Proper Test

COMPANY PROFILE

Despite the challenges and unprecedented time due to the Covid-19 Pandemic, BRI consistently delivers good performance. This is fostered by the Company's commitment to continue growing and progressing with Micro, Small and Medium Enterprises (MSMEs) in the difficult times. BRI extended its effort to Revive MSMEs Loan impacted by the pandemic, and actively serves as the Government Main Partner in fostering the achievement of the National Economic Recovery (NER) that deliver positive impact not only for the customers but also to the Indonesian economy.

Corporate Identity



Name of Company
PT Bank Rakyat Indonesia
(Persero) Tbk



Line of Business
Banking



Business Segment
Micro Business
Retail Business
Corporate Business
Subsidiary Business



Basic Law establishment
Law No. 21 Year
1968



Fully Paid-In Capital
Rp6,167,290,500,000



Networks

- 1 Head Office
- 19 Regional Office
- 462 Branch Office
(Include Special Branch
Office and Overseas
Branch Office)
- 611 Sub-Branch Office
- 5,382 BRI Unit
- 547 Cash Office
- 1,867 Teras BRI
- 132 Mobile Teras BRI
- 4 BRI Teras Kapal



Date of Establishment
16 December
1895



Number of Employee
88,184 (excluding
outsourcing employees)



Shareholders
Composition
Government of RI
56.75%
Public 43.25%



Authorized Capital
Rp15,000,000,000,000



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



Stock Code
BBRI



Head Office

PT Bank Rakyat Indonesia (Persero) Tbk
Jl Jend Sudirman Kav 44-46
Jakarta 10210

No. Tel.: (62-21) 251-0244, 251-0254,
251-0264, 251-0269, 251-0279
No. Fax: (62-21) 250-0077
Website: www.bri.co.id



Corporate Secretary

Corporate Secretary Division
BRI 1 Building, 15th Floor
Jl. Jend. Sudirman Kav. 44-46
Jakarta 10210
Email: humas@bri.co.id
Call center
Tel. (021) 5751966
Fax.: (021) 5700916

The Meaning of Logo

Derived from visualization of the Company's corporate plan as BRI Group mission towards an integrated financial solution, the Company's logo was being revamped. The Board of Directors has decreed the Logo and it has been approved by the Board of Commissioners in December 2020. The logo has been registered with the Ministry of Justice and Human Rights on 14 December 2020.

Herewith the new logo:



The meaning of logo:

THE LEADER OF CHANGE

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

Logo adjustment for BRI as the Holding Company is also necessary in relation to the Bank BRI relevancy as it governed various subsidiaries engaged in non banking.

The change in Logotype of "Bank BRI" into "BRI" serves as a statement that BRI as the Holding Company does not managing only subsidiaries engaged in banking, however is much more extensive.

The Meaning of Logo



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 denotes firmness of BRI in sustainably be present and serve all Indonesians. The rounded lines reflecting BRI services represent flexibility, as BRI always upholds safety and comfort for its customers (Consumer-Centric).

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

The firm and measured lines and coloring are to convey an image of a modern and professional institution, reflecting the characteristics of the banking industry which emphasizes on 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:

“Extending Sincere Services”

This sentence describes the spirit and vision and mission of BRI, 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.

BRI at a Glance

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

Throughout the history, various names have been attached to BRI, beginning with “Hulp en Spaarbank der Inlandsche Bestuurs Ambtenaren”, Hulp en Spaarbank der Indlandsche Bestuurs Ambtenareen, Syomin Ginko, and finally, officially established as Bank Rakyat Indonesia on 18 December 1968 by virtue of Law No. 21 Year 1968.

In 1992, BRI changed its legal status to PT Bank Rakyat Indonesia (Persero) by virtue of the Banking Law No. 7 Year 1992 and listed its stocks on Jakarta Stock Exchange, now the Indonesia Stock Exchange, on 10 November 2003, with the stock code BBRI. In 2007, BRI undertook a strategic step by acquiring Bank Jasa Artha (BJA), which was then converted into PT Bank BRISyariah.

BRI Syariah Business Unit then was spun-off from BRI and merged into PT Bank BRISyariah (BRI Syariah) on January 1, 2009, and then on March 3rd, 2011 BRI acquired

the shares of PT Agro Niaga Tbk from Dana Pensiun Perkebunan (Dapenbun).

Since its establishment, BRI consistently focuses on Micro, Small and Medium Enterprises (MSME), and became the pioneer of microfinance in Indonesia. The Bank maintains its commitment until today, and with the support of its experience in delivering banking services, especially in the MSME segment, BRI has recorded the achievement as the most profitable bank in 15 consecutive years. Such an achievement is the result of all BRI employees’ hard work who have ceaselessly innovate and develop the banking products and services for all business segments.

By conducting innovations, BRI is able to respond to any developments in society and the business world. One of them is the technology development. BRI is the first to provide self-service banking in Indonesia through BRI Hybrid Banking in 2013.

BRI also brought its technology-based banking services to every corner of the country, including to the small islands of the archipelago. In 2015, BRI launched Teras BRI Kapal, the world’s first ever sea-floating banking service. Then, in 2016, a new history was made. On June 18, 2016 18:38 pm Kourou time, French Guiana, BRI launched BRIsat, making it the first bank in the world that owns and operates its own satellite. The procurement of this satellite was part of BRI’s strategic plan to strengthen the supporting infrastructure for digital services of the future, which could offer quality banking technology from the center of the city to the remote areas of the nation.

In order to provide the best service for its customers, BRI increased the number of ATM machines up to 19,184 units, with the number of EDC of 204,386 units, and the number of CRM of 3,809 units, including 422,160 BRILink agents. These E-channel networks that are spread across Indonesia are the proof of BRI’s consistency in reaching the unreachable. Network expansion also continues. To strengthen its business existence in the global arena, BRI has opened its overseas units. In 2015, BRI opened an overseas branch office in Singapore, adding to the existing overseas unit, such as BRI New York Agency, BRI Cayman Island Branch, Hong Kong Representative Office, and BRI Remittance Hong Kong. In 2017, BRI opened a branch office in Timor Leste.

BRI at a Glance

To address the market developments and the variety of people's needs for financial products and services, BRI aimed to become an integrated financial service group, namely a group of companies that provide various financial services to its customers, in banking, insurance, remittance and other financial services.

BRI's elaboration on the insurance and financing segments became more evident in 2015, as BRI added new members engaging in insurance business by acquiring PT Asuransi Jiwa Bringin Jiwa Sejahtera (Bringin Life) and then in 2016 increasing its capital participation in PT BTMU-BRI Finance from 45% to 99%, making BRI the controlling shareholder. Upon completion of this process, PT BTMU BRI Finance later renamed as PT BRI Multifinance Indonesia.

Every corporate action and work plan is a part of BRI's effort in providing complete banking services to its customers, especially the MSME sector. With BRIsat, BRI now can maximize its digital banking services. A number of digital initiatives for MSME have been in operation since 2016, from the development of Teras BRI Digital, e-Pasar, and the launch of co-working space. This was continued in 2017 by launching the Indonesia Mall and organizing the Cowork Festival. All initiatives for MSME are carried out to create superior MSME in the era of digital economy.

BRI also begins operating the Overseas Unit at Timor Leste in 2017, and officially launched the Teras BRI Kapal Bahtera Seva II and Teras BRI Kapal Bahtera Seva III to reach the communities in the coastal areas of Labuan Bajo and Halmahera.

In 2017, BRI held the Extraordinary General Meeting of Shareholders on 18 October 2017 that approved the stock split from previously Rp250 per share to Rp50 per share (Ratio 1:5). The share was initially traded on 10 November 2017, at the 14th Anniversary of BRI's listing at the stock exchange.

To develop the MSME sector, BRI is continually committed to provide convenience in banking services, in particular through digital banking innovation. To that end, since 2017 BRI has launched BRISPOT and continuing its development in 2018. BRISPOT is a mobile-based application with a one-stop service concept for Account Officer for the end-to-end lending process.

In 2018, to enhance its services to the customers, BRI launched an Artificial Intelligence called Sabrina as BRI New Assistance to facilitate the customers in obtaining information on Bank BRI.

In addition, BRI encouraged the MSME to go digital by launching the Indonesia Mall, cooperated with the market place startups thereby providing the MSME communities the opportunities to sell their products in wider market. BRI also launched the BRI Institute as real engagement of Bank BRI in the National Capacity Building for MSME segment.

As an entity, the BRI Group is a financial group providing comprehensive financial services, from conventional to sharia banking services, to insurance, and multifinance. This is in line with the BRI corporate plan 2018-2022 to achieve aspirations as an integrated financial services provider.

To accomplish this aspiration, on December 2018, BRI exercised three new equity investments, which are 2 (two) new subsidiaries – PT BRI Ventura Investama (BRI Ventures) and PT Danareksa Sekuritas (DS), as well as in PT Danareksa Investment Management (DIM).

BRI Ventures will be developed as the Corporate Venture Capital (CVC) for strategic investment

BRI at a Glance

especially toward growth-stage startup companies that have synergy potential with BRI Group and/or capital gain potentials.

In 2019, BRI continues to innovate its financial products and services to establish itself as the leading financial institution in digital banking in Indonesia. Some digital banking products launched through BRI Agro or PINANG are the First Digital Banking Lending in Indonesia. Next came BRIImo which is the latest data-driven BRI Mobile application with UI/UX (User Interface/User Experience) and the latest features. Most recently, BRI launched online loan facility called CERIA.

To realize an integrated financial solution, Bank BRI undertook a strategic move to complement its financial services, by acquiring companies that are engaged in General Insurance such as PT Bringin Sejahtera Artha Makmur or BRINS.

On these equity investments, total Subsidiaries of BRI become 8 (eight) Subsidiaries, namely Sharia (BRI Syariah), Conventional Bank (BRI Agro), Remittance (BRI Remittance), Insurance (BRI Life), Multifinance (BRI Finance), Venture Capital (BRI Ventures), Securities (Danareksa Sekuritas), and PT. Bringin Sejahtera Artha Makmur (BRINS).

In 2020, BRI actively serves as the Government main partner in implementing the National Economic Recovery (NER) program which has delivered positive impact, not only for the Debtors of mostly are MSMEs, but also for BRI. Moreover, in the recovery effort for

debtors impacted by the Covid-19, as of December 2020 the Company has carried out restructuring amounted to Rp186.6 trillion to 2.8 million debtors, whereby 95% are Micro, Consumer, Small and Medium segments.

To be able to adapt to new normal and to accelerate digital services, BRI has launched digital banking innovations. This is carried out to provide customer transactions convenience during the pandemic. Such digital innovations are among others:

- Launching of BRIImo New Look
- Launching of Pasar.id
- Launching of banking profession certification institutions in Indonesia (BRISLP)
- Launching of BRI Micro & SME Index
- Launching Digital Saving. BRI launch digitally account opening through Digital Saving Platform that is accessible through BRI channels or cooperating third parties, using 2 technology namely face recognition and digital signature. The Customer no longer required to visit the Bank's offices. The Platform also facilitate customer transactions, as they are directly connected with BRIImo.

New BRIImo is developed by updating the looks and BRI mobile banking services for a more user friendly by combining several banking services functions into one feature. New BRIImo is now easy to use and hi-tech with internet banking, mobile banking, and

e-money functions – all in one. BRIImo is forecasted to become future world that provides customer convenience in banking transactions, secure and in real-time online.

In 2020, BRI continues to innovate specifically in the digital era by using artificial intelligence in its banking technology. Backed with big data and artificial intelligence, BRI introduces BRIBrain, an artificial intelligence developed to record, process, and consolidate all information from various sources. BRIBrain is the 'brain' for BRI in taking accurate and precise business decision to enhance the quality of products and services offered through its applications development.

Temukan **BEYONDmo** Pake **BRImo**



BRImo WORLD



BRImo sekarang makin seru dengan fitur-fitur baru siap bantu kamu masuk ke keseruan setiap urusan perbankanmu.

Download BRImo sekarang!

BUKA REKENING
DIGITAL SAVING

REGISTRASI
INTERNET
BANKING

FAST MENU

TRANSAKSI
VERIFIKASI PIN

PERSONAL
FINANCIAL
MANAGEMENT

PAYMENT BY:
QR CODE

Scan QR
untuk
Download



#MulaiLagi #CovidSafeBUMN #BEYONDmo #SemuaPakaiBRImo

PT. Bank Rakyat Indonesia (Persero) Tbk terdaftar dan diawasi oleh Otoritas Jasa Keuangan

CONTACT BRI 14017 / 1500017 | www.bri.co.id | BANK BRI | @promo_BRI

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Change of Name of Bank Rakyat Indonesia



1895
 De Poerwokertosche Hulp en Spaarbank der Inlandsche Hoofden
 Hulp en Spaarbank der Inlandshe Bestuurs Ambtenareen
 De Poerwokertosche Hulp Spaaren Landbouw Credietbank atau Volksbank

1912
 Centrale Kas Voor Volkscredietwezen Algemene

1934
 Algemene Volkscredietbank (AVB)

1942
 Syomin Ginko

No	Subjects	Deeds/Related Regulations	Date	Notary
1	BRI Establishment	Government Regulation No. 1 of 1946 regarding Bank Rakyat Indonesia	22 February 1946	
2	BRI Establishment	Law No. 21 of 1968 regarding Bank Rakyat Indonesia	18 December 1968	
3	Adjustment of the Company legal formation	Government Regulation No.21 of 1992 on the Adjustment of Legal Formation of Bank Rakyat Indonesia into the Company	29 April 1992	
4	Establishment of Limited Liabilities Company	Deed No. 133 regarding the Company (Persero) of PT Bank Rakyat Indonesia (Persero)	31 July 1992	Muhani Salim, S.H.
5	Initial Public Offering	Deed No. 7 regarding the Company Status & Adjustment with Capital Market Law	3 October 2003	Imas Fatimah, S.H

Change of Company Name



1992

PT Bank Rakyat Indonesia (Persero)

2003

PT Bank Rakyat Indonesia (Persero) Tbk
10 November 2003

1968

Bank Rakyat Indonesia (Bank Umum)

1960

Bank Koperasi Tani Nelayan (BKTN)

1946

Bank Rakyat Indonesia (BRI)

Line of Business

BRI business activity based on the latest Amendment Deed No. 5 dated 3 December 2018 made before the Notary Fathiah Helmi, SH, Notary in Jakarta, has received the Approval of Amendments and Receipts of Notification of Amendments to the Articles of Association from the Minister of Justice and Human Rights dated 06 December 108 each was stated under No. AHU-0028948.AH.01.02 of 2018 and No. AHU-AH.01.03-0272183 BRI, as follows:

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

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

Line of Business in Accordance with the Articles of Association	2020	
	Realized	Not Yet Realized
a. To collect funds from the public in the form of deposits comprising of clearing account (<i>giro</i>), time deposit, deposit certificate (<i>sertifikat deposito</i>), savings account and/or any other form equivalent to the foregoing	Done	
b. To provide credits	Done	
c. To issue debt acknowledgement letters	Done	
d. To purchase, sell or put encumbrance over, whether at its own risk or for the benefit of and under the instructions of its customers, for the following; <ol style="list-style-type: none"> 1) Money order, including bank certified money order, with a validity period not exceeding the normal practice for trading of such money order; 2) Debt acknowledgement letters and other commercial papers, with a validity period not the exceeding normal practice for trading of such papers; 3) State treasury notes and government guarantees; 4) Bank Indonesia Certificates (SBI); 5) Bonds; 6) Commercial Papers with a validity period in accordance with the laws and regulations; 7) Other commercial papers instrument with a validity period in accordance with laws and regulations 	Done	
e. To transfer funds, whether for its own benefit as well as for the benefit of its customers	Done	
f. To place funds at, to borrow funds from, or to lend funds to other banks, whether by letters, telecommunication facilities, or registered money order, check or other media	Done	
g. To receive payment of receivable from commercial papers and undertake settlement with or among third parties	Done	

Line of Business

Line of Business in Accordance with the Articles of Association	2020	
	Realized	Not Yet Realized
h. To provide safekeeping for goods or commercial papers	Done	
i. To engage in a custody activity for the benefit of other party based on a contract	Done	
j. To conduct a placement of fund from one customer to another customer in the form of commercial papers that are not registered at the stock exchange	Done	
k. To purchase through an auction or other in the event, collateral whether in whole or in part a debtor fails to meet its obligations to the Company as the Bank, provided that the collateral being purchased shall be liquidated immediately	Done	
l. To conduct a factoring, credit card and trusteeship services	Done	
m. To provide funding and/or any other activities that are based on the Sharia Principles, in accordance with the rules and regulations that are imposed by the competent authority	Done	
n. To conduct activities in foreign currencies pursuant to the rules and regulations that are imposed by the competent authority	Done	
o. To conduct capital participation in banks or other financial companies, such as leasing companies, venture capital, securities companies, insurance companies, and a clearance, settlement and depository institutions, subject to rules and regulations that are imposed by the competent authorities	Done	
p. To conduct temporary capital participation for the purpose of overcoming credit failure or financing failure pursuant to the Sharia principles, provided that such participation shall be eventually withdrawn, subject to rules and regulations that are imposed by the competent authority	Done	
q. To act as a founder or manager of pension funds in accordance with the Provisions of laws and regulations	Done	
r. To conduct other activities normally conducted by banks, provided that the activities shall not contravene with the laws and regulations	Done	

Apart from the main business activities stated above, the Company 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.

Products and Services



Savings Products

BRI BritAma 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.

FURTHER INFORMATION ON BRITAMA SAVINGS PRODUCTS

BRI BritAma Umum Savings

A savings product that provides a variety of conveniences in conducting banking transactions supported by a real time online e-banking system fund facility that enable customers to make transactions anytime and anywhere. In addition, BritAma savings have free accident insurance coverage, E-banking features and competitive interest rates.

BRI BritAma Bisnis Savings

A savings product that provides various conveniences in conducting banking transactions that support business, supported by a real time online e-banking fund system facility that enable customers transaction anytime and anywhere. Moreover, BritAma savings has free accident insurance cover, E-banking feature and competitive interest rates and more detailed transaction records in the Savings book and bank statements request via email.

BRI BritAma Muda Savings

A savings product with an elegant special debit card design for young people and provides a variety of conveniences in conducting banking transactions supported by a real time online e-banking system fund facility that enable customers to make transactions anytime and anywhere.

BRI Junio & Junio Savings Plan



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.

Products and Services

BRI Simpedes Savings



Simpedes Savings is a savings product from BRI, intended for rural people but comes complete with modern features such as an ATM card that provide access through other bank's domestic ATM networks, supported by 24-hour Internet Banking and Mobile Banking services. Variants of Simpedes Savings include the Simpedes Umum, Simpedes TKI, Simpedes Impian and Simpedes Usaha.

BRI also offers other savings products such as:

1. Tabunganku and Tabunganku BSA
2. Tabungan BRI Simpel
3. Tabungan BRI SiMuda
4. Time Deposits (Rupiah and Foreign Exchange)
5. Demand Deposits (Rupiah and Foreign Exchange)

Demand Deposits product variants as follows:

1. Giro BRI Rupiah
2. Giro BRI Valas

Time Deposits product variants as follows:

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

Products and Services



Loans Products

Micro Loans

Kupedes

Kupedes is a loan facility that are provided for public aim at facilitating all economic sectors of micro segment for working capital and/or investment for eligible individual debtors.

Kupedes product variants are:

1. Kupedes Working Capital
2. Kupedes Investment
3. KECE
4. Kupedes Cash Collateral

Kupedes Rakyat:

1. Kupedes Rakyat Working Capital Loan
2. Kupedes Rakyat Investment Loan
3. Kupedes Rakyat Indonesian Workers Loan (TKI)

KUR Mikro

KUR Mikro is a loan facility for startup micro entrepreneurs.

KUR Mikro product variants:

1. KUR Mikro KMK BRI
2. KUR Mikro TKI BRI
3. KUR Mikro KI BRI

Program Loans Partnership Program

Non KUR Program Loans

1. S-SRG (Warehousing Subsidy Scheme)
2. KKP-E (Food and Energy Security Loan)
3. KPEN-RP (Bio Energy and Plantation Revitalization Loan)
4. KMKP

KUR Small

1. KI KUR Special
2. KMK KUR Special
3. KUR Linkage
4. KUR Small KI
5. KUR Small KMK

Kredit Pangan (Food Loans)

1. KI Food Loan
2. KMK Food Loan

Products and Services

BRI Cash Collateral Loans Commercial Retail Loans

Commercial Working Capital Loans

1. KMK Commercial Retail Loan
2. KMK Dinamis Commercial Retail Loan
3. KMK Partner Commercial Retail Loan
4. KMK Construction Commercial Retail Loan
5. KMK Petrol Station Bridging Commercial Retail Loan
6. KMK Developer
7. KMK Fixed Installment
8. KMK Franchise Commercial Retail Loan
9. KMK Foreign Currency Commercial Retail Loan
10. KMK Executing Commercial Retail Loan

KI Retail Investment Loans

1. KI Commercial Retail Loan
2. KI Partner Commercial Retail Loan
3. KI Petrol Station Bridging Commercial Retail Loan
4. KI Franchise Commercial Retail Loan
5. KI Fixed Installment

Medium Loans

KMK Medium Working Capital Loans

1. KMK Medium Loan
2. KMK Dinamis Medium Loan
3. KMK Partner Medium Loan
4. KMK Export Medium Loan
5. KMK Executing Medium Loan
6. KMK Import Medium Loan
7. KMK Petrol Station Bridging Medium Loan
8. KMK Construction Medium Loan
9. KMK Foreign Currency Medium Loan

KI Medium Investment Loans

1. KI Medium Loan
2. KI Partner Medium Loan
3. KI Petrol Station Bridging Medium Loan
4. KI Foreign Currency Medium Loan
5. KI Franchise Medium Loan

KMK Corporate Working Capital Loans

1. KMK Corporate Loan
2. KMK Import Corporate Loan
3. KMK Export Corporate Loan
4. KMK Foreign Currency Corporate Loan
5. KMK WA Construction Corporate Loan

KI Corporate Investment Loans

1. KI Corporate Loan
2. KI Foreign Currency Corporate Loan
3. KI Franchise Corporate Loan

Consumer Loans

Briguna Karya

1. Briguna Karya
2. Briguna Talangan
3. Briguna Profesi
4. Briguna Pendidikan
5. Briguna Smart

Briguna Pra Purna

1. Briguna Pra Purna
2. Briguna Smart

Briguna Purna

1. Briguna Purna
2. Briguna Profesi

Mortgage Loans (KPR)

1. KPR Mortgage Loan
2. KPR Subsidy

Motor Vehicle Loans (KKB)

1. KKB Cooperation Loan

Ceria Loans

Credit Cards

1. BRI Touch
2. BRI Infinite
3. BRI Easy Card
4. BRI Mastercard Platinum
5. BRI World Access
6. BRI Business Card
7. BRI Corporate Card
8. Kartu Kredit Pemerintah

BRI JCB Platinum

1. Cobranding Wonderful Indonesia
 - Borobudur Edition
 - Mount Bromo Edition
 - Mandalika Edition
 - Danau Lake Toba Edition
 - Labuan Bajo Edition
2. Cobranding BRI Agro
3. Cobranding Traveloka Paylater Card

Product and Services



Banking Services

Cash Management System

BRI's Cash Management services enable corporate customers to directly monitor their financial transactions via online facilities. The Cash Management service also includes a notional pooling facility as an added value service from GiroBRI for the corporate group

customers, enabling consolidated balances and borrowing among group members based on the agreed consolidated balance, a corporate virtual account facility as an added value service to facilitate identification of incoming and outgoing funds transactions by the

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

Institutional Services

1. Driver's License Online Payment System
2. MPN GII (State Revenue Module Gen II)
3. E-Tax (Electronic Tax)
4. Hospital Online
5. Online Tuition Fee Payment System
6. Visa on Arrival (VoA)
7. Services related to Customer Cooperation Agency (NIK)
8. Services related to Otoritas Jasa Keuangan (OJK)
9. Services related to State Budget Treasury System (SPAN)
10. Multifunction Identity Card (KIM)
11. Electronic Unsecured Loans
12. E-Samsat
13. E-Tilang (Online Traffic Tickets)
14. PDAM Online
15. BPJS-TK Service Point Office

Business & Financial Services

1. Clearing
2. Bill Payment
3. Deposit Receipt
4. Online Transactions
 - a. Automatic Fund Transfer (AFT)
 - b. Automatic Grab Fund (AGF)
 - c. Account Sweep
 - d. New Account Sweep (NAS)
 - e. Salary Crediting
 - f. Mass Debet
 - g. Auto Payment
 - h. Auto debet
5. LLG Transfer
6. RTGS (Real-Time Gross Settlement)

BRILink Agents

E-Banking

- | | | |
|----------------------------------|----------------------------------|---|
| 1. ATM BRI | 9. Debit Card BRI | 16. BRIMola |
| 2. Mobile Banking (SMS Base) | 10. BRIVA | 17. BRI Smart Billing |
| 3. Internet Banking BRI | 11. e-Pay BRI | 18. BRI Smart Junio |
| 4. CRM BRI | 12. Corporate Billing Management | 19. Stroberi <ol style="list-style-type: none"> a. Stroberi Cashier b. Stroberi Billings c. Stroberi Order |
| 5. EDC BRI | 13. BRICams | |
| 6. BRIZZI (Electronic Money BRI) | 14. BRISore | |
| 7. BRImo | 15. E-Tax | |
| 8. iBBIZ BRI | | |

Product and Services

International Business Services

Bank Guarantees

1. Tender/Bid Bond
2. Advance Payment Bond
3. Performance Bond
4. Maintenance Bond
5. Financial Bond
6. Bond Payment
7. Custom
8. BG Year End

Collection

1. Document Against Payment
2. Document Against Acceptance

Domestic Documented Credit Letters (SKBDN)

Letter of Credit (LC)

1. Sight
2. UPAS
3. Usance

Back to Back LC Standby LC (SBLC)

1. Bid Bond Standby
2. Advance Payment Standby
3. Commercial Standby
4. Performance Bond Standby
5. Direct Pay Standby
6. Counter Standby
7. Financial Standby

Negotiation of LC / SKBDN / Non LC / Non SKBDN

- SCF
 Forfaiting Non Bank
 Shipping Guarantee
 Receivable Financing
 Demand Guarantee
 Payment of PIB Import Tax
 Counter Guarantee Bank
 Risk Participation (Bank Risk)

LCS (Local Currency Settlement)

- UCL and Bank Line Management

Refinancing LC (BRI as Borrower / Lender)

1. Pre Import Financing
2. Post Import Financing

Bilateral Loan (Bank Risk)

- Confirming Bank Business
 SWIFT
 Pengelolaan Nostro & Vostro
 Forfaiting (Bank Risk)
 Relationship Manager Application (RMA)-SWIFT
 BRI Money Changer

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 BRILink agent in Indonesia in real time online.

Treasury Services

BRIfex (Foreign Exchange Product)

1. Today
2. FX Tomorrow
3. FX Spot

Foreign Exchange Derivative Product

1. FX Forward
2. FX Par Forward
3. FX Domestic Non Deliverable Forward (DNDF)
4. FX Swap
5. FX Option
6. Cross Currency Swap (CCS)
7. Interest Only Swap (IOS)
8. Principal Only Swap (POS)

Interest Rate Derivative Product

1. Forward Rate Agreement (FRA)
2. Interest Rate Swap (IRS)

Structured Product

1. Call Spread Option (CSO)
2. BRI Swap Deposit
3. Bond Option
4. Overnight Index Swap (OIS)

Interest Rate Product

1. Selling/Buying Securities in Primary Market
2. Selling/Buying Securities in Secondary Market
3. Repo/Reverse Repo Securities
4. Placement/Borrowing
5. Term deposit
6. Deposit / lending Facility

Products and Services

Investment Services

BRI Custodian

1. Mutual funds Custodian
2. Asset Backed Securities Custodian
3. General Safekeeping Custodian
4. Global Securities Custodian
5. Tapera Custodian
6. Discretionary Fund Custodian

BRI Trust

1. Payment Agent
2. Escrow Agent
3. Investment Agent
4. Security Agent

BRI Trustee

1. Trustee
2. Monitoring Agents
3. Payout Agents
4. Guarantee Agents

BRI Future Investment (BRIFine)

1. PPIP (Defined Contribution Pension Program)
2. Other Benefit Programs

Payment Bank of KSEI
Bank Administrator RDN

BRI Priority Banking

BRI's Wealth Management services to cater to the wealth management and financial planning needs of BRI's priority and select customers. Offering a one-stop financial solution concept in the management of customers' financials by professional and certified marketers, BRI Wealth Management services provide mutual funds products, retail government bonds, retail sukuk, retail savings bonds, sukuk savings, DPLK, and bancassurance products.

Other products:

Dana Sejahtera

1. Dana Investasi Sejahtera (Davestara)
2. Dana Sehat Sejahtera (Dasetera)
3. Dana Investasi Sejahtera Proteksi
4. Dana Investasi Sejahtera Optima

Provest Saving Plan

Provestara

1. Provestara Ultima Link
2. Provestara Assurance Link
3. Provestara Smart Health

Telepro

1. Telepro Sehat Optima
2. Telepro Beasiswa Berjangka
3. Telepro Tanggap Prima
4. Telepro Jiwa

Asuransi Mikro (AM)

1. Micro Insurance – Accident, Health and Death (AM-KKM)
2. Micro Insurance – Fast, Easy, Affordable (AM-CAMAR)

Life Insurance Mortgage Loan

Lengkap Ekonomis Nyaman Sejahtera (Lentera) Insurance
Motor Vehicle Loan Loss Insurance
Loan Insurance

Mutualfunds Agents

1. Sucorinvest Money Market Fund
2. Ashmore Dana Progresif Nusantara (All)
3. BNP Paribas Pesona Syariah (All)
4. Manulife Dana Saham (All)
5. Reksa Dana BNP Paribas Ekuitas (All)
6. Reksa Dana Dana Ekuitas Prima (All)
7. Reksa Dana Danareksa Indeks Syariah (All)

Product and Services

8. Reksa Dana Danareksa Mawar Konsumer 10 (All)
 9. Reksa Dana HPAM Ultima Ekuitas (All)
 10. Reksa Dana Kresna Indeks 45 (All)
 11. Reksa Dana MNC Dana Ekuitas (All)
 12. Reksa Dana Schroder 90 Plus Equity Fund (All)
 13. Reksa Dana Schroder Dana Prestasi (All)
 14. Reksa Dana Sucorinvest Equity Fund (All)
 15. Syailendra Equity Opportunity Fund (All)
 16. Trim Kapital (All)
 17. Manulife Obligasi Negara Indonesia II (All)
 18. Manulife Pendapatan Bulanan II (All)
 19. Reksa Dana Bahana Makara Prima (All)
 20. Reksa Dana BNP Paribas Prima Utama USD (All)
 21. Reksa Dana Danareksa Melati Pendapatan Utama (All)
 22. Reksa Dana MRS Bond Kresna (All)
 23. Reksa Dana Schroder USD Bond Fund (All)
 24. Reksa Dana Bahana Dana Likuid (All)
 25. Reksa Dana BNP Paribas Rupiah Plus (All)
 26. Reksa Dana BNP Paribas Rupiah Plus (Reguler)
 27. Reksa Dana Danareksa Seruni Pasar Uang II (All)
 28. Reksa Dana Schroder Dana Likuid (Reguler)
 29. Reksa Dana Schroder Dana Likuid (All)
 30. Reksa Dana Sucorinvest Money Market Fund (All)
 31. Reksa Dana Sucorinvest Money Market Fund (Reguler)
 32. Reksa Dana Syailendra Dana Kas (All)
 33. Reksa Dana Syailendra Dana Kas (Reguler)
 34. Reksa Dana Trim Kas 2 (Reguler)
 35. Reksa Dana Trim Kas 2 (All)
 36. BNP Paribas Spektra (All)
 37. BNP Paribas Spektra (Reguler)
 38. Manulife Dana Campuran II (All)
 39. Manulife Dana Campuran II (Reguler)
 40. Reksa Dana Bahana Dana Infrastruktur (Reguler)
 41. Reksa Dana Bahana Dana Infrastruktur (All)
 42. Reksa Dana Danareksa Anggrek Fleksibel (All)
 43. Reksa Dana Danareksa Anggrek Fleksibel (Reguler)
 44. Reksa Dana Danareksa Syariah Berimbang (All)
 45. Reksa Dana Kresna Flexima (All)
 46. Reksa Dana Kresna Flexima (Reguler)
 47. Reksa Dana MNC Dana Kombinasi (Reguler)
 48. Reksa Dana MNC Dana Kombinasi (All)
 49. Reksa Dana Schroder Dana Terpadu II (All)
 50. Reksa Dana Schroder Dana Terpadu II (Reguler)
 51. Reksa Dana Schroder Syariah Balanced Fund (All)
 52. Reksa Dana Schroder Syariah Balanced Fund (Reguler)
 53. Schroder Dana Kombinasi (All)
 54. Schroder Dana Kombinasi (Reguler)
 55. Sucorinvest Flexi Fund (All)
 56. Sucorinvest Flexi Fund (Reguler)
 57. Trim Kombinasi 2 (Reguler)
 58. Trim Kombinasi 2 (All)
 59. Reksa Dana Danareksa Balanced Regular Income Fund
 60. Reksa Dana Danareksa Brawijaya Abadi Pendapatan Tetap
 61. Reksa Dana Hpam Syariah Ekuitas
- Selling Agent of Indonesian Retail Bonds (ORI)
Selling Agent of Sukuk Retail
Selling Agent of Saving Bonds Retail
Selling Agent of Saving Sukuk
- BRI Safe Deposit Box (SDB)
Cash Pick Up Service for Customer
Bank Reference Letter

OPERATIONAL AREAS

Work Units

Outlets	2016	2017	2018	2019	2020
Head Office	1	1	1	1	1
Regional Offices	19	19	19	19	19
Branch Offices	467	468	468	467	467
Sub Branches	609	610	609	611	611
BRI Unit	5,380	5,382	5,381	5,382	5,382
Cash Offices	984	992	964	952	547
Teras BRI	2,545	2,536	2,069	2,049	1,867
Teras Keliling BRI	638	638	133	133	132
Teras Kapal BRI	3	3	3	4	4
Total	10,646	10,649	9,647	9,618	9,030

There was a changed of SSB status for Cash Offices (at OJK was recorded as Cash Office) to Payment Points with the mechanism of Open-Close at 384



E-Channel

E-Channel	2016	2017	2018	2019	2020
ATM	24,292	24,684	24,684	19,184	16,880
EDC	257,712	302,921	284,426	204,386	198,785
CRM	1,392	1,992	2,609	3,809	5,809
E-Buzz	57	57	57	57	57
Total	283,453	329,654	309,776	227,436	221,531

Operation Areas, Branch, and E-Channel Network

Domestic Regional Office Network

Currently, BRI serves its customers through over 9,030 operating units and 221,531 e-channel network and 504,233 BRlink agents across Indonesia



Operational Areas

Office Network Per Region

REGIONAL OFFICES	Outlets							
	REGIONAL OFFICES	BRANCH OFFICES	SUB-BRANCH OFFICES	BRI UNITS	CASH OFFICES	TERAS BRI	TERAS KELILING BRI	TERAS KAPAL
BANDA ACEH	1	11	15	141	5	2	-	-
BANDAR LAMPUNG	1	14	16	188	12	57	-	-
BANDUNG	1	30	45	608	55	216	26	-
BANJARMASIN	1	31	31	290	21	117	7	-
DENPASAR	1	31	27	298	19	150	4	1
JAKARTA 1	1	25	54	96	67	64	-	-
JAKARTA 2	1	31	69	191	67	59	21	-
JAKARTA 3	1	36	55	260	42	101	-	1
JAYAPURA	1	13	13	86	10	27	1	-
MAKASSAR	1	36	28	348	21	127	-	-
MALANG	1	24	36	528	20	205	5	-
MANADO	1	18	17	205	15	51	43	1
MEDAN	1	24	34	270	27	97	15	-
PADANG	1	14	8	157	11	54	-	-
PALEMBANG	1	21	29	234	13	79	-	-
PEKANBARU	1	22	20	171	19	100	1	1
SEMARANG	1	22	38	421	41	97	-	-
SURABAYA	1	25	39	290	22	120	8	-
YOGYAKARTA	1	33	34	600	56	144	1	-
KCK	-	1	-	-	4	-	-	-
TOTAL	19	462	608	5,382	547	1,867	132	4

E-Channel Per Region

REGIONAL OFFICES	E-CHANNEL			
	ATM	EDC	CRM	E-BUZZ
BANDA ACEH	446	5,070	62	1
BANDAR LAMPUNG	459	5,855	186	2
BANDUNG	1.002	9,344	604	4
BANJARMASIN	1.016	5,617	312	3
DENPASAR	893	9,125	332	3
JAKARTA 1	975	3,892	281	3
JAKARTA 2	1.774	4,817	407	4
JAKARTA 3	1.823	6,679	362	4
JAYAPURA	405	2,057	115	1
MAKASSAR	1.088	11,924	325	3
MALANG	953	10,240	445	3
MANADO	532	5,066	181	3
MEDAN	1.085	8,572	286	3
PADANG	416	4,589	133	2
PALEMBANG	676	7,264	230	3

Operational Areas

REGIONAL OFFICES	E-CHANNEL			
	ATM	EDC	CRM	E-BUZZ
PEKANBARU	562	6,836	213	3
SEMARANG	835	10,144	414	3
SURABAYA	781	7,701	370	3
YOGYAKARTA	1,114	11,135	532	4
KCK	45	269	19	2
CHAIN		17,872		
KANINS		12		
KANPUS		4,845		
SENDIK		15		
GOVERNMENT PROGRAMS		39,845		
TOTAL	16,880	198,785	5,809	57

Overseas Office Networks

No	BRI Overseas Representative Office	Type of Representative Office	Address	Contact Information	Core Business	Business Potentials	Status
1	BRI New York Agency	Agency	140 Broadway, 36th Floor, New York, NY, 10005	Telephone +1 (212) 379 3840 Fax +1 (212) 379 3850 Website http://www.brinya.com	Wholesale Banking	Corporate Loan, Foreign Currency TPF, Trade Finance, Depcorr, Remittance, Treasury	Operating
2	BRI Cayman Island Branch	n/a	190 Elgin Avenue Grand Cayman, KY1-9005, Cayman Islands	n/a	Wholesale Banking (lisence B)	Corporate Loan	Operating
3	BRI Singapore Branch	Full Branch Office	50 Collyer Quay *08-06, OUE Bayfront, Singapore 049321	Telepon +65 68050686 Fax +65 65091742 Website http://bankbri.com.sg/	Wholesale Banking	Corporate Loan, Foreign Currency TPF, Trade Finance, Depcorr, Remittance, Treasury	Operating
4	BRI Colmera (Timor-Leste) Branch	Full Branch Office	Grand Diocese Colmera Complex, Rua Nicolau Doc Reis Lobato Colmera Dili, Timor-Leste	Telepon +670 3311372 / 3310198	Full Banking	Retail Loan, Consumer Loan, TPF, Retail, Treasury	Operating
5	BRI Futuhada	Sub Branch Office (supervisi BRI Timor-Leste)	AV. Presidente Nicolau Lobato, Andevil, Bairro Pite, Dom Aleixo, Dili Timor-Leste	Telepon +670 3310436	Full Banking	Retail Loan, Consumer Loan, TPF, Retail	Operating
6	BRI Hudilaran	Sub Branch Office (supervisi BRI Timor-Leste)	Rua De Hudi Laran, Bitu-Ba, Bairro Pite, Dom Aleixo, Dili Timor -Leste	Telepon +670 3311378	Full Banking	Retail Loan, Consumer Loan, TPF, Retail	Operating
7	BRI Audian	Sub Branch Office (supervisi BRI Timor Leste)	Rua 12 De Novembro, Audian, Santa Cruz, Nain Feto, Dili Timor Leste	Telepon +670 3311208	Full Banking	Retail Loan, Consumer Loan, TPF, Retail	Operating
8	BRI Hongkong Rep. Off	Representative Office	Room 1115, 11/F. Lippo Centre Tower II 88 Queensway, Hong Kong	Telepon +852 2527 0905 Fax +852 2861 3071	Potential Relationship & Business Insight	Corporate Loan for bookkeeping at other Overseas Units	Operating

Milestones

1960

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

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.

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).

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

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 blue-chip 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

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.

2014

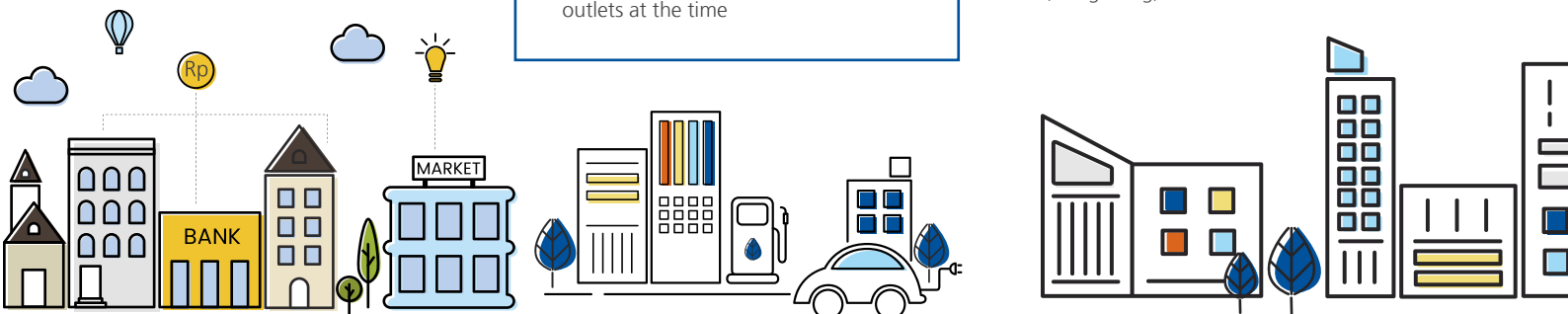
- ▶ BRI's ATM network continues to increase, reaching 20,792 ATM units and 131,204 EDC units – constituting the largest ATM and EDC network in Indonesia.
- ▶ BRI signed the BRI Satellite (BRISat) Satellite Procurement and Launcher Agreement with Space System/ Loral (SSL) and Arianespace on 28 April,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

2013

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

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).



Milestones

2016

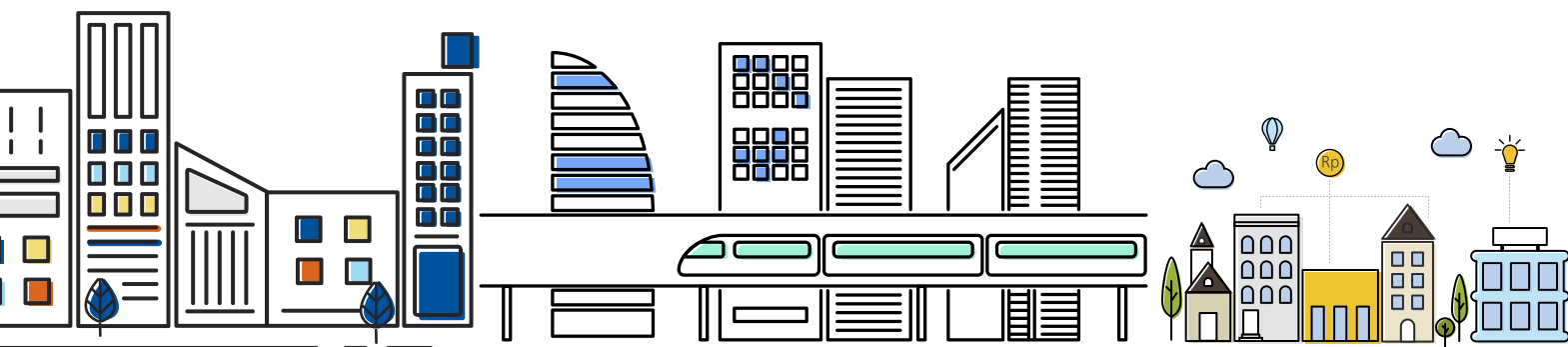
- ▶ BRI's own satellite, the BRIsat, was successfully launched on June 18, 2016, at 18:38 Kourou Time, French Guiana. BRIsat will provide the supporting infrastructure for BRI's digital services.
- ▶ BRI acquired BTMU Finance, a multifinance company, and subsequently changed its name to BRI Finance.
- ▶ BRI inaugurated a full digital branch at Terminal 3, Soekarno-Hatta 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

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

2018

- ▶ To enhance its customer service BRI launched Sabrina, an Artificial Intelligence as BRI New Assistance to facilitate the customers in getting information on the Bank.
- ▶ BRI encouraged the MSME to Go Digital by launching the Indonesia Mall, cooperating with the market place startups thereby providing the MSME communities the opportunities to sell their products in wider market.
- ▶ BRI issued the following bonds:
 1. Bank BRI Shelf Registration Bonds II Phase IV 2017 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.
 2. 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.
 3. 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.



Milestones

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.
 - ▶ BRI has launched its latest digital banking breakthrough to provide convenience and security in banking transaction services. BRI launched the BRIimo 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 non-customers 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. BRIimo 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 BRIimo users.
- ▶ On 12 December 2019, BRI made a breakthrough innovation in its financial products and services to establish itself as a leading financial institution in digital banking in Indonesia. The latest one, BRI launched an online loan called CERIA. Through this launch, BRI became the first state-owned bank to have an online loan application.
 - ▶ In addition to innovating through various digital banking products development, during 2019 BRI also continued to empower the MSMEs through KUR disbursement of Rp87.9 trillion to more than 4 millions of them. Of the total KUR disbursed during 2019 by BRI, Rp75.7 trillion or 86.1% were disbursed specifically for the micro segment. As such, since 2015, BRI has succeeded in disbursing KUR with a total value of Rp323.4 trillion to more than 16.6 million MSMEs communities throughout Indonesia.



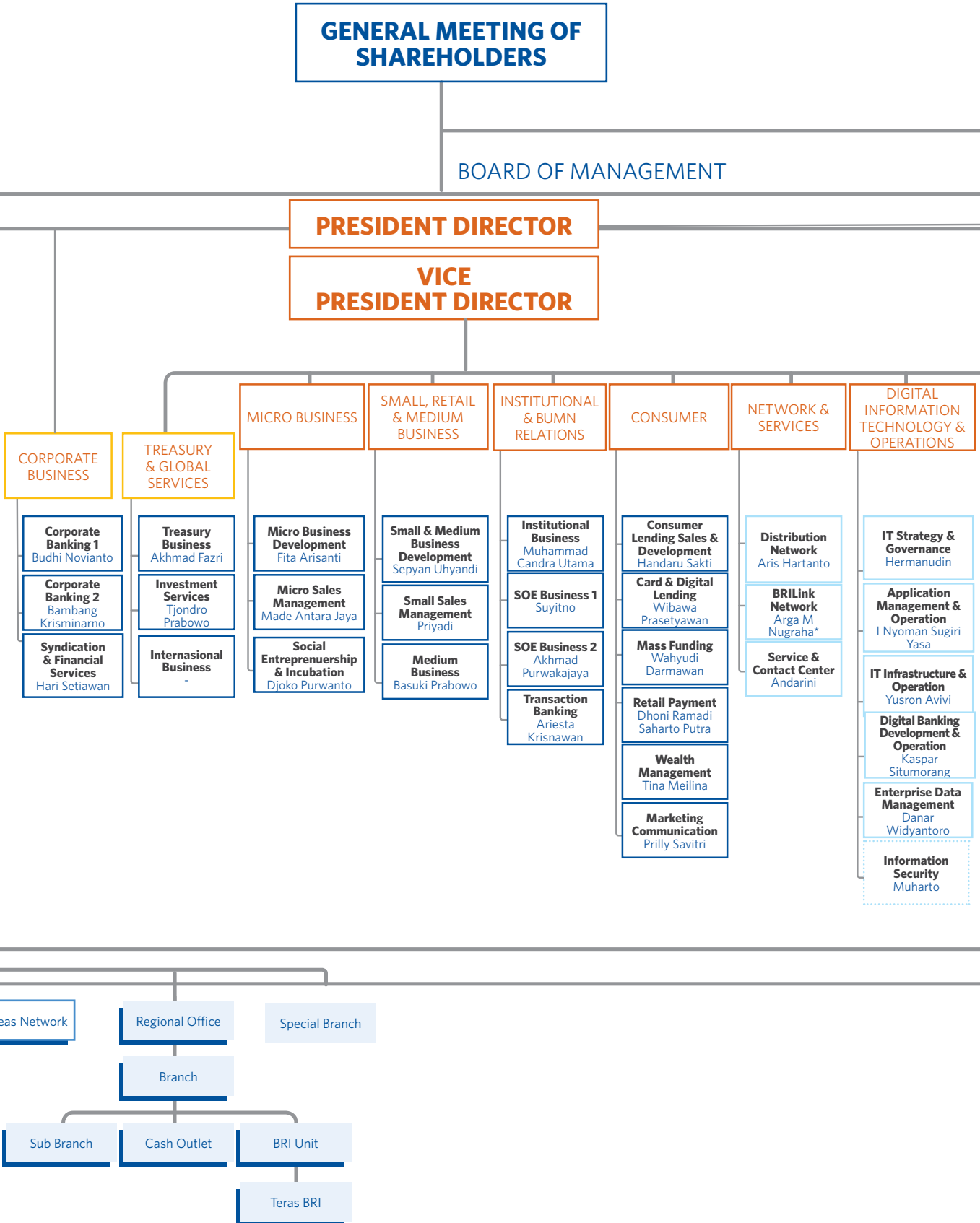
Milestones

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. Government Funds Placement of Rp15 trillion with interest of 2.84%, has supported the Company liquidity for loan disbursement to MSMEs segment;
 2. Lending with guarantee scheme for small and retail segments amounted to Rp8.73 trillion to more than 14 thousand Debtors;
 3. Disbursement of MSME Loan Interest Subsidies amounted to Rp5.47 trillion to more than 6.5 million beneficiaries;
 4. Disbursement of Micro Business Productive Assistance (BPUM) amounted to Rp18.64 trillion to more than 7.7 million micro business;
 5. Disbursement of KUR Super Micro amounted to Rp8.66 trillion to more than 985 thousand debtors;
 6. Disbursement of salary subsidies of Rp6.45 trillion to more than 5 million beneficiaries
- In addition, as a recovery effort to the debtors impacted by the Covid-19, as of December 2020, BRI has carried out restructuring amounted to Rp186.6 trillion to 2.8 million debtors, where 95% included as debtors from Micro, Consumer, Small and Medium segments.
- To provide customer transactions convenience during the pandemic, BRI launch the following digital innovations:
 - Launching of BRImo New Look
 - Launching of Pasar.id. The social distancing and Large Scale Social Restrictions has limited the activity in the market, resulting in profitability declined for the traders. BRI helps the "Survival Mode" of Traditional Market by introducing online shopping (through WA, Website, Mobile Apps, or start-ups cooperation)
 - Launching of banking professions certifications agency in Indonesia (BRISLP)
 - Launching of BRI Micro & SME Index (BMSI). The launching of BMSI is a manifestation of BRI engagement to the MSME activities in Indonesia for the availability of information. BMSI becomes the first leading indicator in Indonesia to measure MSME activities which eventually will be of beneficial for public policy.
 - 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.

ORGANIZATION STRUCTURE

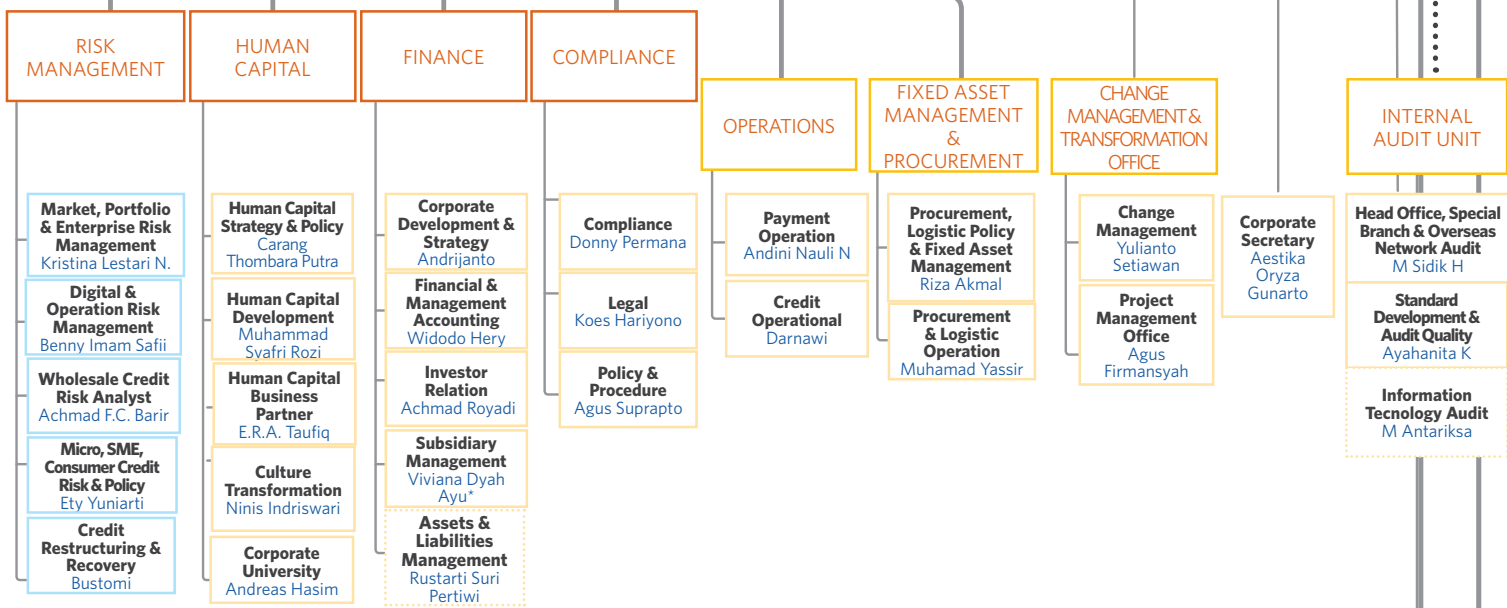
The following is organization structure of PT Bank Rakyat Indonesia (Persero) Tbk with executives of 1 (one) level below the Board of Directors.



*) Appointed as BRI Director at the Extraordinary GMS 21 January 2021

Organization Structure

BOARD OF COMMISSIONERS



Subsidiary

Regional Audit

- Director
- SEVP
- Business
- Business Support
- Support

Board of Commissioners Committee : Audit Committee, Nomination & Remuneration Committee, Risk Management Oversight Committee, Integrated Governance Committee

Board of Directors Committee : Asset and Liability Committee (ALCO), Risk Management Committee (RMC), Credit Committee, Capital & Investment Committee, Credit Policy Committee, Information Technology Steering Committee & Data Governance Committee, Procurement of Goods & Services Committee, Human Capital Committee, Product Committee

Vision, Mission & Core Values

VISION

Becoming The Most Valuable Bank in South East Asia and Home to the Best Talent

Mission

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

Review of Vision

Various challenges during 2020, such as the Covid-19 pandemic, rapid technology development, as well as internal challenges, has led to the Bank's adjustment on long term plan to performance achievement strategies. To that end, BRI has reviewed and developed Corporate Plan 2021-2025 which further named BRIVolution 2.0. As one of the review results, BRI has adjusted its vision to become as follows:



2025

Become the Most VALUABLE
Banking Group in Southeast Asia
& Champion of FINANCIAL INCLUSION

US\$75 Billion
Market Cap

Home to the
"Best Talent"

"Digital First" DNA

90% Financial
Inclusion

"Agile & Entrepreneurial"
Mindset

Corporate Culture

Every company has differences of corporate culture, in BRI Group we have BRI One Culture.



BRI One Culture: Definition & Architecture

BRI One Culture is created to be a guidance in implementing and building the strong corporate culture to achieve the corporate vision.

BRI One Culture consists of Core Values AKHLAK, BRILiaN Belief, and BRILiaN Ways as the key conduct that able to promote the corporate performance achievement.

BRI One Culture Architecture

Behaviour

Work culture management aims at shaping the conduct of every BRILiaN with BRI One Culture main values.

- Culture Leader Role Model
- Culture Agent (CA) Coordinator & CA Forum 8 BRILiaN Ways
- 8 BRILiaN Ways



Symbol

Work culture symbol aims for the effectiveness of internalization and externalization processes of corporate culture main values through the use of media or communication facilities.

- Community Based
- Culture Activation Program
- Communication Program

System

Work culture system aims at measuring work culture implementation by using certain rules.

- Work Mechanisms of Culture Leader & Culture Agent
- Rewards & Recognition System
- Work Culture Indicators & Measurement Tools

BRI One Culture consists of



AKHLAK Core Values

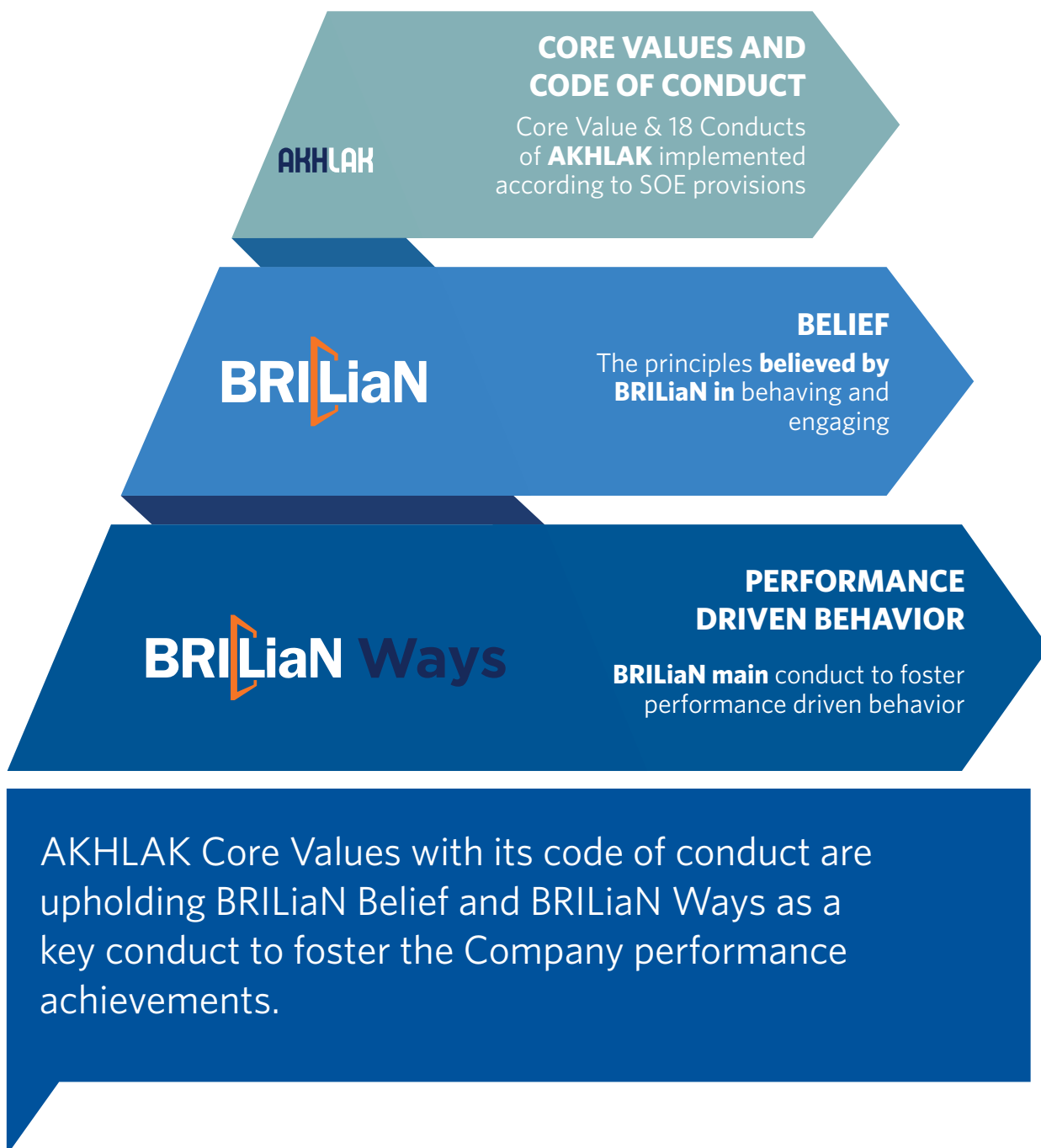


BRILiaN Belief



BRILiaN Ways

Work culture applied in BRI Group / BRI One Culture consist of AKHLAK, BRILiaN Belief, and BRILiaN Ways



Core Values: AKHLAK


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



AKHLAK

**AMANAH KOMPETEN HARMONIS
LOYAL ADAPTIF KOLABORATIF**

<p>Value</p>	<p>Amanah (Trustworthy)</p>	<p>Competent</p>
<p>Keyword</p>	<p>Integrity, sincere, consistent, trustworthy</p>	<p>Best performance, success, learning agility, expert in the field</p>
<p>Affirmation Sentence (Pledge)</p>	<p>We uphold the trust that entrusted to us</p>	<p>We continue learning and developing our capabilities</p>
<p>Conduct</p>	<ol style="list-style-type: none"> 1. Fulfilling promises and commitments 2. Responsible for one's tasks, decisions, and actions 3. Upholding moral and ethical values 	<ol style="list-style-type: none"> 1. Enhancing personal competence to respond to evolving challenges 2. Helping others to learn 3. Completing tasks with best results

<p>Value </p>	<p>Harmonious</p>	<p>Loyal</p>
<p>Keyword </p>	<p>Caring, diversity</p>	<p>Committed, dedicated (willing to sacrifice), demonstrate professional contribution</p>
<p>Affirmation Sentence (Pledge) </p>	<p>We care of each other and respect differences</p>	<p>We are dedicated and uphold the interest of the nation and the Country</p>
<p> Conduct</p>	<ol style="list-style-type: none"> 1. Appreciate others regardless of their background 2. Helpful 3. Contribute to building a convenient, professional work environment 	<ol style="list-style-type: none"> 1. Maintain the reputation of fellow employees, leaders, SOEs, and the state 2. Willing to sacrifice for a greater goal 3. Follow leaders' instructions as long as the instructions are not in contravention with the law and code of conduct

<p>Value </p>	<p>Adaptive</p>	<p>Collaborative</p>
<p>Keyword </p>	<p>Innovative, embracing change, productive</p>	<p>Willing to collaborate, synergize for better results</p>
<p>Affirmation Sentence (Pledge) </p>	<p>We continue to innovate and enthusiastic in the movement or addressing the changes</p>	<p>We promote synergy in cooperation</p>
<p> Conduct</p>	<ol style="list-style-type: none"> 1. Quick to adapt to improve performance 2. Demonstrate continuous improvement to keep up with technological changes 3. Proactive 	<ol style="list-style-type: none"> 1. Provide room for others to contribute 2. Willing to cooperate to generate added value 3. Mobilize the use of resources to achieve a common goal

BRILiaN Belief

BRILiaN Belief is a principle and philosophy observed by every employee

“BRILiaN employee continually upholds integrity and professionalism in carrying out duties with mutual respect (Trust) to deliver innovative services founded upon Customer Centric that provides added value for the customer, the public, and stakeholders”

BRILiaN Ways

1. BRILiaN is honest, sincere, and compliant with regulations
2. BRILiaN is competent and reliable, and a continuous learner for personal development and others
3. BRILiaN is committed to complete a task responsibly and to deliver the best results
4. BRILiaN is committed to productive collaborations
5. BRILiaN is open and respects diversity
6. BRILiaN is proactive, adaptive, innovative, and is oriented towards sustainable growth
7. BRILiaN has the empathy to understand the needs of customers and provide services beyond expectation
8. BRILiaN cares for the society and the environment

BRILiaN Ways can be added by subsidiaries/affiliates according to industry types and corporate strategy.

01 PRODUCTIVE EVERYWHERE

TEAM BASED WORKING, AGILE ORGANIZATION & CONTINUOUS PRODUCTIVITY TOOLS

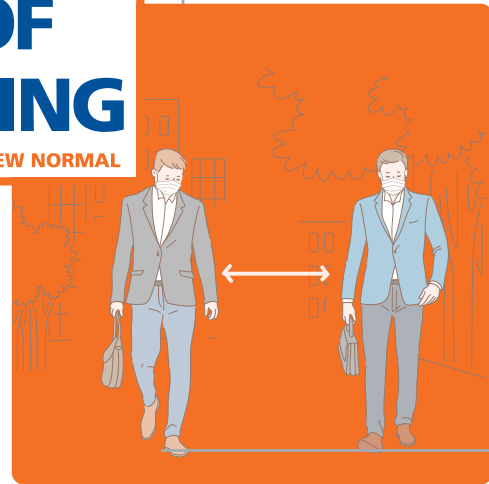


GO DIGITAL 02

ONLINE LEARNING, ONLINE MEETING & ONLINE ACTIVITY



BRI
THE NEW
WAY OF
WORKING
THE PATH TOWARD NEW NORMAL



FLEXIBLE WORKING (TIME & PLACE), ALTERNATE WORKING SITE, CO-WORKING & OPEN SPACE



PHYSICAL DISTANCING, HEALTHY LIFESTYLE & DISCIPLINE HEALTH PROTOCOL

04 FLEXIBLE WORKING

HEALTH PROTOCOL 03

BOARD OF COMMISSIONERS' PROFILE



Kartika Wirjoatmodjo

President Commissioner

Citizenship: Indonesian

Age: 47 years old

Domicile: Jakarta

Educational Background

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

Professional Background

- Deputy Minister of State-Owned Enterprises II (2019-present)
- President Commissioner of Bank Mandiri (2019-2020)
- President Director of Bank Mandiri (2016-2019)

Appointment Background

- Appointed as BRI President Commissioner for the first term on 18 February 2020 pursuant to the resolution of BRI AGMS 2020
- Effective following the approval of OJK or Fit and Proper Test according to OJK Letter No. 46/KDK.03/2020 dated 3 July 2020

Certifications

Risk Management Level 5 Certification

Term of Office

2020 - 2025

Concurrent Positions

Deputy Minister of State-Owned Enterprises II (2019-present)

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, and other members of the Board of Commissioners. However has affiliations with controlling and major shareholders

Share Ownerships

None

Ari Kuncoro

Vice President Commissioner/Independent Commissioner

Citizenship: Indonesian
Age: 59 years old
Domicile: Jakarta



Educational Background

- Bachelor of Economics, University of Indonesia (1986)
- Master of Arts University of Minnesota, USA (1990)
- Ph.D. in Economics, Brown University, USA (1994)

Professional Background

- Rector of University of Indonesia (2019-present)
- Dean of the Faculty of Economics and Business, University of Indonesia (2013-2019)

Appointment Background

- Appointed as BRI Vice President Commissioner/Independent Commissioner for the first term on 18 February 2020 pursuant to the resolution of BRI AGMS 2020
- Effective following the approval of OJK or Fit and Proper Test according to OJK Letter No. 70/KDK.03/2020 dated 15 September 2020

Certifications

Risk Management Level 2 Certification

Term of Office

2020 - 2025

Concurrent Positions

- BOD East Asian Economist Association (2013-present)
- Rector of University of Indonesia (2019-present)

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

None

BOARD OF COMMISSIONERS' PROFILE



Rabin Indrajad Hattari

Commissioner

Citizenship: Indonesian

Age: 45 years old

Domicile: Jakarta

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 Background

- Expert Staff of Industry, SOE Ministry (January 2021-present)
- Special Staff V, SOE Ministry (2020-2021)
- Senior Economist Asian Development Bank (2010-2020)

Appointment Background

- Appointed as BRI Commissioner for the first term on 18 February 2020 pursuant to the resolution of BRI AGMS 2020
- Effective following the approval of OJK or Fit and Proper Test according to OJK Letter No. 54/KDK.03/2020 dated 27 July 2020

Certifications

Risk Management Level 1 Certification

Term of Office

2020-2025

Concurrent Positions

Expert Staff of Industry, SOE Ministry (January 2021-present)

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, and other members of the Board of Commissioners. However has affiliations with controlling and major shareholders

Share Ownerships

None

R. Widyo Pramono

Independent Commissioner

Citizenship: Indonesian
Age: 63 years old
Domicile: Jakarta



Educational Background

- Bachelor of Law, University of Sebelas Maret (1984)
- Master of Management, STIE IPWI (2001)
- Master of Law, University of Gadjah Mada (2007)
- Doctorate, Criminal Law, University of Padjadjaran (2012)

Professional Background

- Commissioner of Bank Mandiri (2017-2020)
- Junior Attorney General, Supervision (2015-2017)
- Junior Attorney General, Special Crimes (2013-2015)

Appointment Background

- Appointed as BRI Commissioner for the first term on 18 February 2020 pursuant to the resolution of BRI AGMS 2020
- Effective following the approval of OJK or Fit and Proper Test according to OJK Letter No. 59/KDK.03/2020 dated 7 August 2020

Certifications

Risk Management Level 2 Certification

Term of Office

2020 - 2025

Concurrent Positions

None

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, and other members of the Board of Commissioners. However has affiliations with controlling and major shareholders

Share Ownerships

None



Rofikoh Rokhim

Independent Commissioner

Citizenship: Indonesian

Age: 50 years old

Domicile: Jakarta

Educational Background

- Bachelor of Economics, University of Islam Indonesia, Yogyakarta (1993)
- Bachelor of Political Science, University of Gadjah Mada, Yogyakarta (1994)
- Master Specialist of Public Finance from French Prime Minister, Institute International d' Administration Publique (IIAP)-Ecole National d' Administration (ENA) Paris (2000)
- D.E.A (M.Phil) of International and Development Economics from Université de Paris 1 Panthéon Sorbonne, Paris (2002)
- Ph.D. of Economics (Applied Macro and Micro Economics Development Studies in Finance) from Université de Paris 1 Pantheon-Sorbonne, Paris (2005)
- Professional Education: Sloan School of Management, Massachusetts Institute of Technology (MIT), London School of Economics and Political Science (LSE), Said Business School-University of Oxford, Chicago Booth School of Business, Stanford Graduate School of Business, Wharton Business School, INSEAD, Harvard Business School, Harvard Kennedy School

Professional Background

- Task Force of Municipality, Transmigration and Underdeveloped Regions Ministry (2016-2017)
- Organizational Performance and HR of BPJS Employment (2016-2017)
- Service and Membership Committee of BPJS Employment (2016-2017)
- President Commissioner of PT Hotel Indonesia Natour (Persero) (2015-2017)
- Task Force of Energy and Mineral Resources Ministry (2014-2015)
- Audit Committee and Risk Management Oversight Committee of PT POS Indonesia (Persero) (2012-2015)
- Head of Bisnis Indonesia Intelligence Unit (2008-2013)

Appointment Background

- Appointed as BRI Independent Commissioner since 18 October 2017 pursuant to the resolution of EGMS
- Effective following the approval of OJK or Fit and Proper Test according to OJK Letter Nokep-15/ D. 03/2018 dated 24 January 2018

Certifications

Risk Management Level 2 Certification

Term of Office

2017-2022

Concurrent Positions

Currently active as Lecturer and Researcher in the Economics and Business Faculty of University of Indonesia (2006-present)

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

None

Hendrikus Ivo

Independent Commissioner

Citizenship: Indonesian

Age: 62 years old

Domicile: Jakarta



Educational Background

- Bachelor of Law, University of Sumatera Utara (1982)
- Master of Management, STIE IPWI (2000)

Professional Background

- Senior Advisor to Chairman of the Board of Commissioners of the Financial Services Authority (OJK) (2018)
- Deputy Commissioner of Investigation, Organization and HR of the Financial Services Authority (OJK) (2017)
- Deputy Commissioner for Investigation & APU PPT Financial Services Authority (OJK) (2016)
- Head of the Financial Services Authority (OJK) Legal Department (2015)
- Head of the Department of Special Examination and Banking Investigation of the Financial Services Authority (OJK) (2014)

- Head of Regional Office 6 Sulawesi, Maluku and Papua (Sulampua) Financial Services Authority (OJK) (2014)

Appointment Background

- Appointed as BRI Independent Commissioner for the first term on 15 May 2019 pursuant to the resolution of BRI AGMS 2019
- Effective following the approval of OJK or Fit and Proper Test according to OJK Letter Nokep-41/KDK.03/2019 dated 29 August 2019

Certifications

Risk Management Level 3
Certification

Term of Office

2019-2024

Concurrent Positions

None

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

None

BOARD OF COMMISSIONERS' PROFILE



Nicolaus Teguh Budi Harjanto Commissioner

Citizenship: Indonesian
Age: 47 years old
Domicile: Jakarta

Educational Background

- Bachelor of Political Science, University of Gajah Mada (1996)
- Master of Arts, Ohio University, USA (2003)
- Ph.D, Political Science and International Relations, Northern Illinois University, USA (2010)

Professional Background

- Special Staff in charge of Political and Institutional Communications to State Secretary Minister (2016-present)
- Commissioner of PT Permodalan Nasional Madani (Persero) (2016-2017)
- Secretary General of Indonesian Political Science Association (API) (2015-2019)

Appointment Background

- Appointed as BRI Commissioner for the first term on 15 March 2017 pursuant to the resolution of BRI AGMS 2017
- Effective following the approval of OJK or Fit and Proper Test according to OJK Letter Nokep-140/D.03/2017 dated 19 July 2017

Certifications

Risk Management Level 2 Certification

Term of Office

2017-2022

Concurrent Positions

Special Staff in charge of Political and Institutional Communications to State Secretary Minister (2016-present)

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

816,300 shares

Hadiyanto

Commissioner

Citizenship: Indonesian

Age: 58 years old

Domicile: Jakarta



Educational Background

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

Professional Background

- Commissioner of PT Telkom Indonesia (2012-2018)
- Supervisory Board of Cardiovascular Harapan Kita Hospital (2011-2015)
- Supervisory Board of Bung Karno Stadium (2010-2011)
- Indonesian LPEI Board of Directors (Eximbank) (2009-2015)
- Commissioner of PT Tuban Petro Indonesia (2007-2013)
- President Commissioner of PT Garuda Indonesia (Persero) Tbk (2007-2012)
- President Commissioner of PT Bank Ekspor Indonesia (Persero) (2007-2009)
- Director General of State Assets of the Ministry of Finance (2006-2015)
- Commissioner of PT Bahana Indonesian Business Financing (2006-2008)
- Alternate Executive Director of World Bank, Washington DC (2003-2005)

- Head of Legal & Public Relations Bureau of the Ministry of Finance (1993-2003)

Appointment Background

- Appointed as BRI Commissioner for the first term since 2018 pursuant to the resolution of BRI AGMS dated 22 March 2018
- Effective following the approval of OJK or Fit and Proper Test according to OJK Letter No. 30/KDK.03/2018 dated 18 September 2018

Certifications

- Risk Management Level 1 Certification
- Certificate International Tax Program Harvard University

Term of Office

2018-2023

Concurrent Positions

- Currently serves as Secretary General of Finance Ministry (2015-present)
- Chairman of Supervisory Board of Dr. Cipto Mangunkusumo Hospital (2016-present)
- Supervisory Board of Educational Fund Management Agency (2015-present)

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

625,800 shares

BOARD OF COMMISSIONERS' PROFILE



Dwi Ria Latifa

Independent Commissioner

Citizenship: Indonesian

Age: 54 years old

Domicile: Jakarta

Educational Background

- Bachelor of Law, University of Pancasila (1990)
- Lemhanas Alumni-40 (2007)
- Master of Science, University of Gadjah Mada (2012)

Professional Background

- Chairman of Dharma Wanita Group (DWP) KBRI Cairo (2016-2020)
- Member of House of Representatives RI (2014-2019)
- Member of House of Representatives RI (2000-2004)
- Founder and Director of Rialatifa & Partners (1992-present)

Appointment Background

- Appointed as BRI Independent Commissioner for the first term on 18 February 2020 pursuant to the resolution of BRI AGMS 2020
- Effective following the approval of OJK or Fit and Proper Test according to OJK Letter No. 2/ KDK.03/2021 dated 20 January 2021

Certifications

Risk Management Level 2 Certification

Term of Office

2020-2025

Concurrent Positions

Rialatifa & Partner Lawyer Firm (1992-present)

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

None

Zulnihar Usman Independent Commissioner

Citizenship: Indonesian
Age: 57 years old
Domicile: Jakarta



Educational Background

Bachelor of Petroleum Engineering,
University of Trisakti (1989)

Professional Background

- President Director/CEO PT Trans Borneo Gas (2019-2020)
- Member of Economics and Industry of Republic of Indonesia (KEIN R.I) (2016-2019)
- Chairman of the Working Group of Energy and Mineral Resources KEIN R.I (2016-2019)
- Deputy Chairman of the Chambers of Commerce and Industry (KADIN INDONESIA) (2015- 2020)
- Deputy Chairman of the Chambers of Commerce and Industry (KADIN INDONESIA) for Infrastructure, (2014-2015)
- Chairman of Energy Infrastructure and Oil and Gas Standing Committee of Infrastructure KADIN INDONESIA (2012-2014)
- Deputy Chairman of Marine Fishing Industry, Maritime and Fisheries Affairs KADIN INDONESIA (2010-2012)
- Deputy Chairman of Maritime and Technology KADIN INDONESIA (2005-2010)

Appointment Background

- Appointed as BRI Independent Commissioner for the first term on 18 February 2020 pursuant to the resolution of BRI AGMS 2020
- Effective following the approval of OJK or Fit and Proper Test according to OJK Letter No. 68/KDK.03/2020 dated 07 September 2020

Certifications

Risk Management Level 2
Certification

Term of Office

2020-2025

Concurrent Positions

- Member of HKTI Organizational Advisory Board (2020-present)

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

None

BOARD OF DIRECTORS' PROFILE



Sunarso

President Director

Citizenship: Indonesian
Age: 57 years old
Domicile: Jakarta

Educational Background

- Bachelor of Agronomy, Institute of Agricultural Bogor (1988)
- Master of Business Administration, University of Indonesia (2002)
- Professional Education:
 - 1) Geopolitic Risk Related to Asia, International Risk Management Refreshment Program, National Chengchi University, Taipei Taiwan and IBI and UGM (2018)
 - 2) Systemic, Operational, and Infrastructure Risk Management, Università Commerciale Luigi Bocconi, Italy and Erasmus University (2016)
 - 3) Decision Making for Leaders - Melbourne University, Australia (2014)
 - 4) Leadership, Strategy and Implementation - Kellogg School of Management, Northwestern University -Evanston, Illinois-USA (2013)
 - 5) High Performance Leadership - The IMD - Lausanne, Switzerland (2012)
 - 6) Strategic Business Leadership: Engagement, Performance & Execution - University of Chicago - Graduate School of Business, USA (2011)
 - 7) Market Driving Strategies - London Business School, UK (2009)

- 8) Creative Strategic Thinking for Innovation - Australian Graduates School of Management, University of New South Wales, Sydney Australia (2008)

Achievement

- Top National Banker 2020 (Indonesian Financial Figure 2020 - Investor Magazine)
- The Best CEO in Banking Transformation (CNBC Award 2020)
- Best CEO of The Year for the category of Sustainable Development Goals Contribution (People of The Year 2020 - Metro TV)
- The Best Innovation CEO (IDX Channel - Indonesian Innovation Awarding 2020)
- The Best Visionary CEO of Public Company (SOE Awarding 2020, BUMN Track)
- The Best CEO Talent Development (SOE Awarding 2020, BUMN Track)
- The Best CEO BUMN: Talent Development (SOE Awarding 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)
- The Best SME Banker 2013 in Asia Pacific: The Triple A Awards (The Asset Magazine, Hong Kong)
- The Most Influential People in Southeast Asia - Leading Corporate

& Commercial Bankers (Alpha Southeast Asia Magazine, 2012)

Professional Background

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

Appointment Background

- Appointed as President Director pursuant to the EGMS on 2 September 2019
- Effective following the approval of OJK on Fit and Proper Test according to OJK Letter No. 56/KDK.03/2019 dated 20 December 2019

Certifications

Risk Management Level 5 Certification

Term of Office

2019-2024

Concurrent Positions

None

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

1,008,000 shares

Catur Budi Harto

Vice President Director

Citizenship: Indonesian
Age: 57 years old
Domicile: Jakarta



Educational Background

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

Professional Background

- Director of Small Business & Network PT Bank Negara Indonesia (Persero) Tbk (2017-2019)
- Director of PT Bank Tabungan Negara (Persero) Tbk (2016-2017)
- Senior Executive Vice President (SEVP) of PT Bank Rakyat Indonesia (Persero) Tbk (2016)

Appointment Background

- Appointed pursuant to the EGMS on 2 September 2019
- Effective following the approval of OJK on Fit and Proper Test according to OJK Letter No. 57/KDK.03/2019 dated 20 December 2019

Certifications

- Risk Management Level 5 Certification
- Certified Wealth Manager from The Certified Wealth Managers' Association

Term of Office

2019-2024

Concurrent Positions

None

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

329,200 shares



Supari

Director of Micro Business

Citizenship: Indonesian
Age: 54 years old
Domicile: Jakarta

Educational Background

- Bachelor of Agricultural Technology, University of Brawijaya (1989)
- Master of Science, University of Gadjah Mada (2005)

Professional Background

- Director of Retail and Medium Business BRI (2018-2019)
- SEVP Transformation BRI (2017-2018)
- SEVP Network Management BRI (2017-2017)
- SEVP Consumer SME BRI (2016-2017)

Appointment Background

- Appointed as Director of BRI for the first term since 22 March 2018 pursuant to the Annual GMS resolution
- Effective following the approval of OJK on Fit and Proper Test according to OJK Letter No. 34/KDK.03/2018 dated 04 December 2018

Certifications

Risk Management Level 5 Certification

Term of Office

2018-2023

Concurrent Positions

None

Affiliates Relationship

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

1,242,250 shares

Amam Sukriyanto*

Director of Small and Medium Business

Citizenship: Indonesian

Age: 52 years old

Domicile: Jakarta



Educational Background

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

Professional Background

- SEVP Fixed Assets Management & Procurement Directorate BRI (2020-2021)
- EVP Corporate Secretary Division BRI (2020)
- EVP International Business BRI (2018-2020)

Appointment Background

Appointed as Director of BRI for the first term since 21 January 2021 pursuant to the Extraordinary GMS resolution

Certifications

Risk Management Level 5 Certification

Term of Office

2021-2026

Concurrent Positions

None

Affiliates Relationship

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownership

65,500 shares

*) Effective following the approval of OJK on Fit and Proper Test



Handayani

Director of Consumer

Citizenship: Indonesian

Age: 55 years old

Domicile: Jakarta

Educational Background

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

Professional Background

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

Appointment Background

- Appointed as Director of BRI for the first term since 18 October 2017 pursuant to the Extraordinary GMS resolution
- Effective following the approval of OJK on Fit and Proper Test according to OJK Letter No. KEP-44/ D.03/2018 dated 14 March 2018

Certifications

Risk Management Level 5
Certification

Term of Office

2017-2022

Concurrent Positions

None

Affiliates Relationship

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

1,602,500 shares

Viviana Dyah Ayu R.K.*

Director of Finance

Citizenship: Indonesian

Age: 42 years old

Domicile: Jakarta



Educational Background

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

Professional Background

- EVP Subsidiary Management Division, BRI (2019)
- VP Subsidiary Management Desk, BRI (2018-2019)
- AVP Equity Management, Corporate Development & Strategy, BRI (2017-2018)
- AVP Planning, Corporate Development & Strategy, BRI (2016-2017)

Appointment Background

Appointed as Director of BRI for the first term since 21 January 2021 pursuant to the Extraordinary GMS resolution

Certifications

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

Term of Office

2021-2026

Concurrent Positions

None

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

28,500 shares

*) Effective following the approval of OJK on Fit and Proper Test



Indra Utoyo

Director of Digital & Information Technology

Citizenship: Indonesian
Age: 59 years old
Domicile: Jakarta

Educational Background

- Bachelor Degree in Electrical Engineering and Telecommunications, Institute of Technology Bandung, Bandung (1985)
- Master Degree in Communication & Signal Processing, Imperial College, London, UK (1994)
- Doctor Strategic Management, University of Indonesia (2019)

Professional Background

- Director of Digital, Information Technology & Operations BRI (2018-2021)
- Director of Digital Banking & Information Technology BRI (2017-2018)
- Director of Digital & Strategic Portfolio Telkom Group PT Telkom (2012-2017)
- CEO CFU Digital Service Telkom Group PT Telkom (2016-2017)
- President Commissioner, PT Multimedia Nusantara (Telkom Metra) (2009-2016)
- Director of IT Solution & Supply PT Telekomunikasi Indonesia Tbk (2007-2012)

Appointment Background

- Appointed as Director of BRI for the first term since 15 March 2017 pursuant to the Annual GMS resolution
- Effective following the approval of OJK on Fit and Proper Test according to OJK Letter No. Kep-141/D.03/2017 dated 19 July 2017

Certifications

Risk Management Level 5 Certification

Term of Office

2017-2022

Concurrent Positions

None

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

1,726,400 shares

Ahmad Solichin Lutfiyanto*

Director of Compliance

Citizenship: Indonesian

Age: 50 years old

Domicile: South Tangerang



Educational Background

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

Professional Background

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

Appointment Background

- Appointed as Director of BRI for the first term since 22 March 2018 pursuant to the Annual GMS resolution
- Appointed as Director of Compliance BRI since 21 January 2021 pursuant to the Extraordinary GMS resolution

Certifications

Risk Management Level 5 Certification

Term of Office

2018-2023

Concurrent Positions

None

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

1,819,400 shares

*) Effective following the approval of OJK on Fit and Proper Test



Agus Winardono*

Director of Human Capital

Citizenship: Indonesian

Age: 55 years old

Domicile: Jakarta

Educational Background

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

Professional Background

- CEO of PT Prima Karya Sarana Sejahtera (2020)
- Head of Regional Internal Audit BRI (Padang, Lampung, Jakarta 2) (2018-2020)
- EVP PT Bringin Karya Sejahtera (2016-2018)

Appointment Background

Appointed as Director of BRI for the first term since 21 January 2021 pursuant to the Extraordinary GMS resolution

Certifications

- Risk Management Level 5 Certification
- Certified Wealth Manager dari The Certified Wealth Managers' Association
- Qualified Internal Auditor

Term of Office

2021-2026

Concurrent Positions

None

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

65,100 shares

*) Effective following the approval of OJK on Fit and Proper Test

Agus Sudiarto

Director of Risk Management

Citizenship: Indonesian
Age: 56 years old
Domicile: Jakarta



Educational Background

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

Professional Background

- SEVP Special Asset Management Bank Mandiri (2017-2019)
- President Director of Bank Syariah Mandiri (2014-2017)
- Group Head Special Asset Management Bank Mandiri (2010-2014)

Appointment Background

- Appointed pursuant to the EGMS resolution dated 2 September 2019
- Effective following the approval of OJK on Fit and Proper Test according to OJK Letter No. 59/KDK.03/2019 dated 20 December 2019

Certifications

Risk Management Level 5 Certification

Term of Office

2019-2024

Concurrent Positions

None

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

294,600 shares



Agus Noorsanto

Director of Institutional and SOE Relations

Citizenship: Indonesian

Age: 56 years old

Domicile: South Tangerang

Educational Background

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

Professional Background

- President Director BRI Agro (2017-2019)
- SEVP Bussiness Small, Medium & Consumer BRI (2016)
- Senior Executive Vice President Network and Service BRI (2016-2017)

Appointment Background

- Appointed pursuant to the EGMS resolution dated 2 September 2019
- Effective following the approval of OJK on Fit and Proper Test according to OJK Letter No. 59/KDK.03/2019 dated 20 December 2019

Certifications

Risk Management Level 5 Certification

Term of Office

2019-2024

Concurrent Positions

None

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

380,800 shares

Arga M. Nugraha*

Director of Network and Services

Citizenship: Indonesian
Age: 40 years old
Domicile: Jakarta



Educational Background

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

Professional Background

- EVP Brilink Network Division, BRI (2020-2021)
- VP E-Banking, Retail Payment Division, BRI (2018-2020)
- AVP Cash Management, Transaction Banking Division, BRI (2017-2018)

Appointment Background

Appointed as Director of BRI for the first term since 21 January 2021 pursuant to the Extraordinary GMS resolution

Certifications

- Risk Management Level 5 Certification
- Certification IS Auditor (NP)

Term of Office

2021-2026

Concurrent Positions

None

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Share Ownerships

20,000 shares

*) Effective following the approval of OJK on Fit and Proper Test

Board of Directors' Profile

Period as of 31 December 2020

Herewith the Board of Directors profile that upon the publication of this annual report are no longer served as the Company's Board of Directors based on the EGMS resolution dated 21 January 2021



Haru Koesmahargyo

Director of Finance

Citizenship: Indonesian
Age: 54 years old
Domicile: Jakarta

Educational Background

- Bachelor of Agricultural Industrial Technology, University of Brawijaya (1989)
- MBA, Investment Banking, Emory University, USA (2000)

Professional Background

- Director of Finance BRI (2018-2021)
- Director of Business Strategy & Finance, BRI (2017-2018)
- Director of Strategy & Finance BRI (2017)
- Director of Finance BRI (2015-2017)

- President Commissioner PT BTMU BRI Finance (2014-2015)
- Division Head of Treasury BRI (2014-2015)
- General Manager, New York Branch Office, BRI (2011-2014)

Appointment Background

- Appointed as Director of BRI for the first term since 19 March 2019 pursuant to the Annual GMS resolution
- Effective following the approval of OJK on Fit and Proper Test according to OJK Letter No. SR-109/D.03/2015 dated 8 June 2015

Certifications

Risk Management Level 5 Certification

Concurrent Positions

None

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders



Priyastomo

Director of Small, Retail, and Medium Business

Citizenship: Indonesian
Age: 57 years old
Domicile: Tangerang

Educational Background

- Bachelor of Animal Husbandry, University of Gadjah Mada, Yogyakarta (1987)
- Master of Management, University of Gadjah Mada, Yogyakarta (2008)

Professional Background

- Director of Small, Retail and Medium Business, BRI (2018-2021)
- Director of Micro and Retail Loans BRI (2017-2018)
- Director of Human Capital BRI (2017)
- Director of Compliance & Risk Management BRI (2016)
- Head of Regional Office Bandung BRI (2016)

- Head of Regional Office Yogyakarta BRI (2015-2016)
- Division Head of Retail and Medium Business BRI (2014-2015)
- Head of Regional Office Jayapura BRI (2012-2014)

Appointment Background

- Appointed as Director of BRI for the first term since 23 March 2016 pursuant to the Annual GMS resolution
- Effective following the approval of OJK on Fit and Proper Test according to OJK Letter No. SR-105/D.03/2016 dated 21 June 2016

Certifications

Risk Management Level 5 Certification

Concurrent Positions

None

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Board of Directors' Profile

Period as of 31 Desember 2020

Herdy Rosadi Harman

Director of Human Capital

Citizenship: Indonesian
Age: 57 years old
Domicile: Jakarta



Educational Background

- Bachelor of Law, University of Padjadjaran (1986)
- Master of Business Administration (MBA), Asian Institute Management Philippines, Institute Management Bandung (TELKOM University) (1993)
- Master of Law (LLM Program), American University, Washington College of Law (1998)

Professional Background

- Director of Human Capital BRI (2019-2021)
- Special Staff V Minister of SOE, HR Development, SOE Ministry (2019)

- Director of Human Capital PT Telekomunikasi Indonesia Tbk (2014-2019)
- Director of Human Capital Management PT Telekomunikasi Seluler (2012-2014)
- VP Regulatory Management PT Telekomunikasi Indonesia Tbk (2007-2012)

Appointment Background

- Appointed pursuant to the EGMS dated 2 September 2019
- Effective following the approval of OJK on Fit and Proper Test according to OJK Letter No. SR.342/PB.12/2019 dated 20 December 2019

Certifications

Risk Management Level 5 Certification

Concurrent Positions

None

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Wisto Prihadi*

Director of Compliance

Citizenship: Indonesian
Age: 61 years old
Domicile: Jakarta



Educational Background

- Bachelor of Economics, University of Kristen Indonesia (1986)
- Master of Agribusiness Management, Institute of Agricultural Bogor (2002)

Professional Background

- Director of Compliance BRI (2020)
- President Director PT BRI Multifinance Indonesia (2018-2020)
- President Director PT Bringin Indotama Sejahtera Majmur (2018-2018)
- Marketing Director PT Bringin Sejahtera Makmur (2017-2018)

- Inspector, Inspection Office BRI Jakarta 1 BRI (2016-2016)
- Inspector, Inspection Office BRI Bandung BRI (2014-2016)
- Division Head of Logistics, Fixed Asset Management BRI (2012-2014)
- Acting Inspector, Inspection Office BRI Medan BRI (2011-2012)

Appointment Background

Appointed pursuant to the AGMS dated 18 February 2020

Certifications

Risk Management Level 5 Certification

Concurrent Positions

None

Affiliates Relations

Does not have any affiliation with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and major shareholders

Firmly dismissed effective as of 11 November 2020 at the EGMS 21 January 2021

Profile of Senior Executive Vice President (SEVP)



Listiarini Dewajanti
SEVP Treasury & Global Services

54 years old
Indonesian Citizen, domiciled in Jakarta.

Professional Background

Serves as SEVP Treasury & Global Services of BRI since July 2018. She previously served as Head of Corporate Development and Strategy Division of BRI, General Manager BRI New York Agency, and Head of Desk of Investor Relations BRI.

Educational Background

Obtained Bachelor Degree in Agriculture, University of Brawijaya, Malang (1989), and Master of Business (Banking and Finance), Monash University, Melbourne, Australia (1999).



Hari Siaga Amijarso
SSEVP Internal Audit Unit

54 years old
Indonesian Citizen, domiciled in Jakarta.

Professional Background

Serves as SEVP of Internal Audit Unit BRI since July 2019. He previously served as Head of Regional Office Jakarta 1, Yogyakarta and Corporate Secretary of BRI.

Educational Background

Obtained Bachelor Degree Administration from University of Brawijaya, Malang (1989).



Lina Sari
SEVP Corporate Banking

54 years old
Indonesian Citizen, domiciled in Jakarta.

Professional Background

Serves as SEVP Corporate Banking of BRI since November 2019. She previously served as Head of Agribusiness Division and Head of Credit Risk Analysis Division of BRI.

Educational Background

Obtained Bachelor Degree in Agriculture, University of Andalas, Padang (1989), and Master of Management, University of Indonesia (2001).



Retno Wahyuni Wijayanti
SEVP Change Management & Transformation Office

55 years old
Indonesian Citizen, domiciled in Jakarta.

Professional Background

Serves as SEVP Change Management & Transformation Office BRI since 1 August 2020. Previously served as Division Head of Project Management Office BRI, Chief Learning Officer BRI Corporate University BRI, Division Head of Corporate Development & Strategy BRI.

Educational Background

Obtained Bachelor of Agribusiness IPB (1988), MBA in Organization and HRM Drexel University Philadelphia USA (1997).

Employees Demographics

Employees based on Organizational Level

Organization Level	2018	2019	2020
Senior Executive Vice President	4	4	5
Executive Vice President	103	109	102
Vice President / Senior Vice President	198	177	192
Assistant Vice President	353	345	386
Senior Manager	766	788	841
Manager	1,320	1,532	1,629
Assistant Manager	5,599	5,277	5,125
Officer	11,945	12,574	13,169
Assistant	69,656	70,814	66,735
Total	89,944	91,620	88,184

Employee Based on Education Level

Education	2018	2019	2020
≤ High School / Equivalent	2,308	1,952	1,529
Diploma	10,595	10,825	10,926
Bachelor Degree	75,797	77,509	74,196
Master Degree	1,238	1,325	1,527
Doctorate Degree	6	9	6
Grand Total	89,944	91,620	88,184

Employees Based on Employment Status

Status	2018	2019	2020
Contract	28,970	29,899	25,696
Permanent	60,947	61,449	62,388
Trainee	27	272	100
Grand Total	89,944	91,620	88,184

Employees Demographics

Employees Based on Age

Age	2018	2019	2020
20-24	4,635	5,930	3,280
25-29	33,340	28,252	22,798
30-34	27,384	31,638	34,397
35-39	9,783	10,577	11,890
40-44	4,716	5,645	6,653
45-49	4,261	3,810	3,631
50-54	4,889	4,812	4,560
>54	936	956	975
Grand Total	89,944	91,620	88,184

Employees Based on Generation

Generation	2018	2019	2020
Baby Boomers	1,902	979	98
Gen X	16,779	16,267	13,830
Gen Y	70,718	71,494	71,039
Gen Z	545	2,880	3,217
Grand Total	89,944	91,620	88,184

Employees with Disabilities

Tenure	Description
≤ 1 year	8
> 1 year	1
> 2 year	21
> 3 year	23
> 4 year	18
Grand Total	69

Employees Demographics

TRAININGS AND COMPETENCE DEVELOPMENT

BRI has organized educational programs during 2020 and has recorded a total of 5.274.114 Participants with the composition of 94.9% e-learning, 3,0% enhancement education, 1.3% of Focus Group Discussion 0.6% for socialization, and 0.2% development education with the following details:

No	Educational Programs	2018	2019	2020
1	Development	9,895	13,350	8,018
2	Enhancement	2,799,661	115,961	160,571
3	E - Learning	-	3,802,672	5,003,522
4	FPK/FGD	109,762	122,889	68,087
4	Socialization	67,963	112,096	33,916
	Total	2,987,284	4,166,964	5,274,114

Note:

Enhancement Education included certification, public course and e-learning. While Development Education included master degree.

HUMAN CAPITAL DEVELOPMENT COSTS

BRI recorded Rp342 billion for the education and human capital development costs in 2020 with cost per employee of Rp65.000 per participant through e-learning. The following are details of the costs during 2020:

Rupiah (Million)

Program	2020
Development	90,014
Enhancement	145,432
Total Development & Enhancement	235,447
FPK/FGD	62,815
Socialization	3,951
E-Learning	23,731
Literary	0
Support	16,135
Total FPK, Social, Literary, & Support	106,632
Total Costs	342,079

Employees Demographics

Personnel

Program	2019	2020	%
Development	13,350	8,018	-39.9%
Enhancement	115,961	160,571	38.5%
Enhancement	3,802,672	5,003,522	31.6%
Total Development & Enhancement	3,931,983	5,172,111	31.5%
FPK/FGD	122,889	68,087	-44.6%
Socialization	112,092	33,916	-69.7%
Total FPK, Social & Literary	234,981	102,003	-56.6%
Total Participants	4,166,964	5,274,114	26.6%

Rupiah (Million)

Program	2019	2020	%
Development	10,359	11,227	-8%
Enhancement	96.5	906	73%
E-Learning	-	5	0%
Cost per Participant I	133	50	62%
FPK/FGD	1,256	923	27%
Socialization	43	116	-171%
Literary	-	-	-
Cost per Participant II	721	655	9%
Total Cost per Participants I & II	167	65	61%

Efficiency was recorded at 61% in 2020 compared to the realization in 2019. This was due to the increase of participants by e-learning, resulted in lower cost per participant.

Learning Effectiveness

During 2020 BRI has conducted development and enhancement programs for 5.274.114 participants. The result of BRI educational effectiveness reached 86.82.

Program	Learning Evaluation		Total Evaluation	
	Level 1	Level 2	Level 2	Level 3
Development	93.22	86.85	86.85	83.33
Enhancement (Inc. E-learning)	90.51	86.61	86.61	81.43
Average	90.66	86.63	86.63	81.53

Note:

Level of Graduate 77.5

Level 1: Student Reaction & Satisfaction (30%)

Level 2: Student Learning Result (Skill & Knowledge Improvement) (50%)

Level 3: Student Learning Behaviour (Application) (20%)

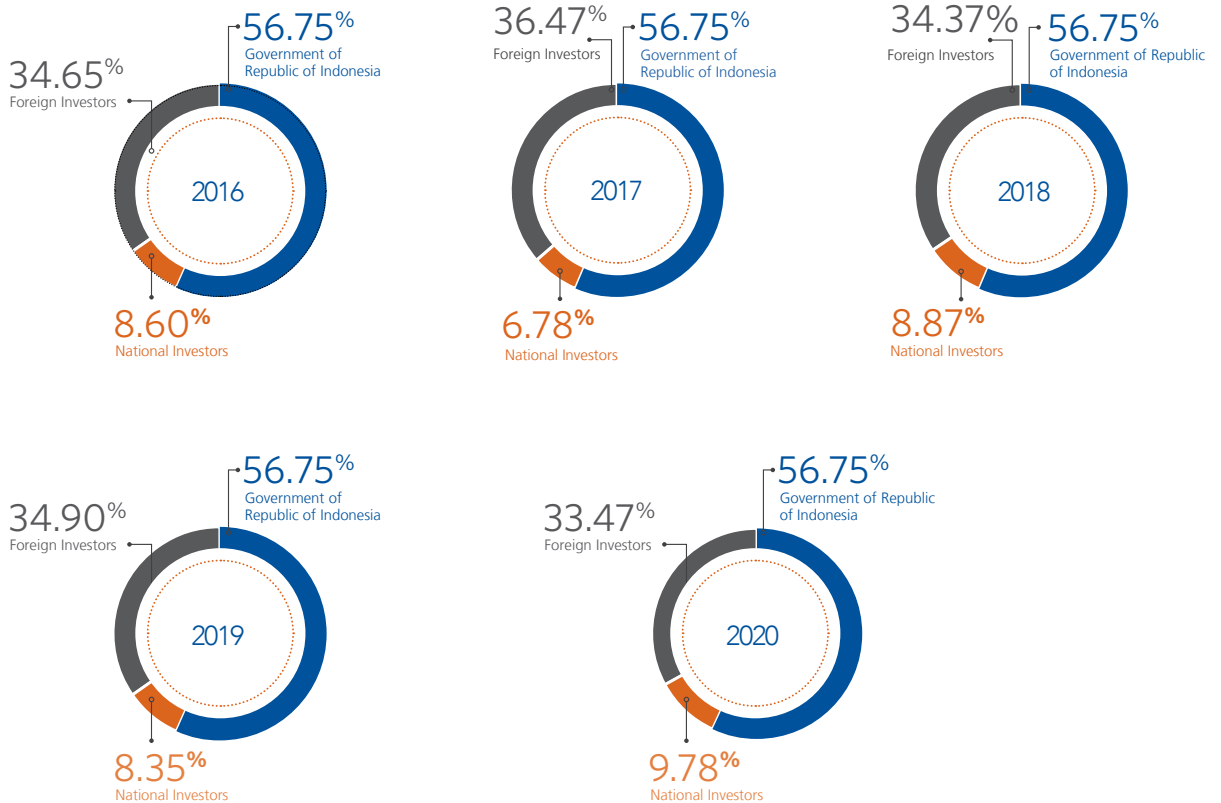
Shareholders Composition

At the end of 2020, BRI has a total of 281,161 shareholders consisting of 278,957 national investors and 2,204 foreign investors.

BRI majority shareholder is held by the Government of Republic of Indonesia with 56.75% share ownership. The public holds 43.25% shares and there are no

Public holding over 5% shares from the total shares as stated in the Share Registrar.

The national investor holds 65.53% share ownership and the rests are foreign investors with a portion of 33.47% ownership.



Shareholders Composition

BRI Shareholders Composition as of 31 December 2020

Shareholders Classifications	Total Shareholders	Total Shares	(%) Ownership
NATIONAL INVESTORS			
Government of Republic Indonesia	1	70,000,000,000	56.75%
Public	281,160	53,345,810,000	43.25%
National Investors	278,956	12,059,436,774	9.78%
Individual	216,601	2,238,474,024	1.81%
Employees	61,449	244,250,900	0.20%
Municipality	1	1,590,000	0.00%
Bank	7	894,073,600	0.72%
Cooperatives	13	2,727,152	0.00%
Foundation	28	203,779,900	0.17%
Pension Funds	148	2,468,756,800	2.00%
Insurance	112	2,795,561,900	2.27%
Limited Liabilites Companies	246	209,807,849	0.17%
Mutual Funds	351	3,000,414,649	2.43%
Foreign Investors	2,204	41,286,373,226	33.47%
Individual	355	35,802,300	0.03%
Foreign Entity	1,849	41,250,570,926	33.44%
Total	281,161	123,345,810,000	100.00%

Shareholders Composition

20 Largest Shareholders of BRI as of 31 December 2020

No	Investor Names	Status	Shares	Ownership (%)
1	GOVERNMENT OF REPUBLIC OF INDONESIA	Government of Republic of Indonesia	70,000,000,000	56.75
2	DJS EMPLOYMENT PROGRAM JHT	Insurance	1,156,560,800	0.94
3	GIC S/A GOVERNMENT OF SINGAPORE	Foreign Entity	1,124,954,772	0.91
4	JPMCB NA RE-EUROPACIFIC GROWTH FUND	Foreign Entity	1,032,412,900	0.84
5	JPMBL SA UCITS CLT RE-JPMORGAN FUNDS	Foreign Entity	798,913,430	0.65
6	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	Foreign Entity	767,030,328	0.62
7	JPMBLSAA AIF CLT RE-STICHTING DEPOSITARY APG EMERGING MARKETS EQUITY POOL	Foreign Entity	696,635,900	0.56
8	JPMCB NA RE - VANGUARD EMERGING MARKETS STOCK INDEX FUND	Foreign Entity	691,903,558	0.56
9	THE NT TST CO S/A FIDELITY INVESTMENT TRUST: FIDELITY SERIES EMERGING MARKETS OPPORTUNITIES FUND	Foreign Entity	629,334,300	0.51
10	PT. PRUDENTIAL LIFE ASSURANCE - REF	Insurance	606,232,300	0.49
11	PT AXA MANDIRI FINANCIAL SERVICES S/A MANDIRI DINAMIC MONEY Rp	Insurance	537,840,300	0.44
12	JPMBL SA UCITS CLT RE-NORDEA 1 SICAV	Foreign Entity	484,916,480	0.39
13	BNYMSANV RE BNYM RE PEOPLE'S BANK OF CHINA-2039845393	Foreign Entity	476,207,500	0.39
14	HSBC BANK PLC S/A SAUDI ARABIAN MONETARY AUTHORITY	Foreign Entity	444,622,315	0.36
15	SSB 2Q27 S/A ISHARES CORE MSCI EMERGING MARKETS ETF-2144613424	Foreign Entity	435,400,800	0.35
16	SSB 2Q27 S/A ISHARES CORE MSCI EMERGING MARKETS ETF-2144613424	Foreign Entity	427,056,500	0.35
17	THE NORTHERN TRUST CO S/A CANTILLON FUNDS PLC	Foreign Entity	410,269,900	0.33
18	HSBC BK PLC S/A THE PRUDENTIAL ASSURANCE CO LTD	Foreign Entity	363,495,300	0.29
19	SSB SWV4 S/A CALIFORNIA PUBLIC EMP RETIREMENT SYS-2144618013	Foreign Entity	316,337,810	0.26
20	CITIBANK NA-BANK RAKYAT INDONESIA	Foreign Entity	308,343,350	0.25

Shareholders Composition

Shareholders of 5% or More on 31 December 2020

Category	Total Shareholders	Shares	Composition (%)
Government of Republic of Indonesia	1	70,000,000,000	56.75102

Shareholders of less than 5% as of 31 December 2020

Category	Total Shareholders	Shares	Composition (%)
NATIONAL INVESTORS			
INDONESIAN INDIVIDUAL	216,556	2,238,474,024	1.81480
MUNICIPALITIES	1	1,590,000	0.00129
EMPLOYEES	61,449	244,250,900	0.19802
COOPERATIVES	12	2,727,152	0.00221
FOUNDATIONS	28	203,779,900	0.16521
PENSION FUNDS	148	2,468,756,800	2.00149
INSURANCE	112	2,795,561,900	2.26644
BANKS	7	894,073,600	0.72485
LIMITED LIABILITIES COMPANIES	237	209,807,849	0.17010
Total National Investors	278,902	82,059,436,774	66.527
FOREIGN INVESTORS			
Foreign Individual	355	35,802,300	0.02903
Foreign Entity	1,848	41,250,570,846	33.44303
Total Foreign Investors	2,203	41,286,373,146	33.472
Total	281,105	123,345,808,331	100.00000

Shareholders Composition

Board of Commissioners & Board of Directors Shares Ownership on 31 December 2020

Name	Position	Composition			
		31 December 2019		31 December 2020	
		Shares (%)		Shares (%)	
Commissioners					
Kartika Wirjoatmodjo	President Commissioner/ Commissioner	-	-	-	-
Ari Kuncoro	Vice President Commissioner/ Independent	-	-	-	-
Rofikoh Rokhim	Independent Commissioner	-	-	-	-
Hendricus Ivo	Independent Commissioner	-	-	-	-
Zulnahr Usman	Independent Commissioner	-	-	-	-
R. Widyo Pramono	Independent Commissioner	-	-	-	-
Dwi Ria Latifa	Independent Commissioner	-	-	-	-
Nicolaus Teguh Budi Harjanto	Commissioner	386,700	0.000314%	816,300	0.000662%
Hadiyanto	Commissioner	201,200	0.000163%	625,800	0.000507%
Rabin Indrajad Hattari	Commissioner	-	-	-	-
Directors					
Sunarso	President Director	-	-	1,008,000	0.00082%
Catur Budi Harto	Vice President Director	-	-	329,200	0.00027%
Haru Koesmahargyo*	Director	944,400	0.0007657%	1,835,600	0.00149%
Agus Noorsanto	Director	46,800	0.0000379%	380,800	0.00031%
Supari	Director	351,100	0.0002846%	1,242,300	0.00101%
Indra Utoyo	Director	835,200	0.0006771%	1,726,400	0.00140%
Priyastomo*	Director	944,400	0.0007657%	1,835,600	0.00149%
Ahmad Solichin Lutfiyanto	Director	928,200	0.0007525%	1,819,400	0.00148%
Wisto Prihadi**	Director	-	-	-	0.00000%
Agus Sudiarto	Director	-	-	294,600	0.00024%
Handayani	Director	522,300	0.0004234%	1,602,500	0.00130%
Herdy Rosadi Harman*	Director	-	-	311,900	0.00025%

* Honourably dismissed at the EGMS 21 January 2021

** Firmly dismissed effective as of 11 November 2020 at the Extraordinary GMS dated 21 January 2021

List of Subsidiaries and/or Associates

Company Name	PT Bank BRISyariah Tbk (BRISyariah)
Business Lines	Sharia Commercial Bank
BRI Investment Date	19 December 2007
Total Assets	Rp57,716 billion
Ownership %	71.64%
Commencing Operation	16 October 2008, In Operation
Address	As of 1 February 2021, Effective joined Bank Syariah Mandiri and BNI Syariah to become Bank Syariah Indonesia (BSI) Jl. Abdul Muis No. 2-4, Jakarta 10160
Management Structure	As of 31 December 2020 Board of Commissioners Eko Suwardi, Independent Commissioner Sutanto, Commissioner Board of Directors Ngatari, President Director Kokok Alun Akbar, Director Fidri Arnaldy, Director Fahmi Subandi, Director Yana Soeprianan, Director Sharia Supervisory Board KH. Didin Hafidhuddin, Chairman M. Gunawan Yasni, Member
Company Name	PT Bank Rakyat Indonesia Agroniaga Tbk (BRI Agro)
Business Lines	National Commercial Bank
BRI Investment Date	3 March 2011
Total Assets	Rp28,006 billion
Ownership %	87.10%
Commencing Operation	27 September 1989, In Operation
Address	Gedung BRI Agro Jl. Warung Jati Barat No. 139 Jakarta 12740
Management Structure	As of 31 December 2020 Board of Commissioners Budi Satria, President Commissioner Anna Maria Tjiadarma, Independent Commissioner I.B.K. Suamba Manuaba, Commissioner A.Y. Soepadmo, Independent Commissioner Board of Directors Ebeneser Girsang, President Director Sigit Murtiyoso, Director Arif Wicaksono, Director Herry Prayudi, Director Ernawan, Director

List of Subsidiaries and/or Associates

Company Name	BRI Remittance Co. Ltd. (BRI Remittance)
Business Lines	Remittance Company
BRI Investment Date	16 December 2011
Total Assets	Rp8.48 billion
Ownership %	100.00%
Commencing Operation	7 April 2005, In Operation
Address	Lippo Centre, Tower II 22nd Floor
Management Structure	As of 31 December 2020
	<p>Executive Management Muhammad Adli Yusrizal, Non-Executive Director Gigieh Perkasa, Executive Director</p>
Company Name	PT Asuransi BRI Life (BRI Life)
Business Lines	Life Insurance Company
BRI Investment Date	29 December 2015
Total Assets	Rp13,043 billion
Ownership %	91.00%
Commencing Operation	28 October 1987, In Operation
Address	Graha Irama Lt. 2,5,7,11 & 15, Jl. H.R.Rasuna Said Blok X-1 Kav 1 & 2, Jakarta 12950
Management Structure	As of 31 December 2020
	<p>Board of Commissioners Muhammad Syafri Rozi, President Commissioner Premita Fifi Widhiawati, Independent Commissioner Mulabasa Hutabarat, Independent Commissioner Eko Wahyu Andriastono, Independent Commissioner</p> <p>Board of Directors Iwan Pasila, President Director Khairi Setiawan, Director Danny Cahya Rukmana, Director Anik Hidayati, Director</p> <p>Sharia Supervisory Board KH. DR.Mohamad Hidayat, MBA, MH, Chairman M Ir. H. Agus Haryadi.AAAIJ, FIIS, Member Hj. Siti Haniatunnisa, LLB, MH, Member</p>

List of Subsidiaries and/or Associates

Company Name	PT BRI Multifinance Indonesia (BRI Finance)
Business Lines	Financing
BRI Investment Date	7 December 1983
Total Assets	Rp4,043 billion
Ownership %	99.88%
Commencing Operation	7 December 1983, In Operation
Address	Gedung Lippo Kuningan, Lt 11 dan GF, Jl. H.R. Rasuna Said Kav. B-12, Karet, Kuningan Jakarta 12920
Management Structure	As of 31 December 2020 Board of Commissioners I Komang Sudiarsa, President Commissioner Ngalm Sawega, Commissioner Sumantri Soewarno, Independent Commissioner Board of Directors Azizaton Azhimah, President Director Primartono Gunawan, Director Ari Prayuwana, Director Willy Halim Sugiarda, Director
Company Name	PT BRI Danareksa Sekuritas (BRI DS)
Business Lines	Securities Underwriters and Securities Brokers
BRI Investment Date	21 December 2018
Total Assets	Rp1,095 billion
Ownership %	67.00%
Commencing Operation	1 July 1992, In Operation
Address	Gedung BRI II Lantai 23 Jl. Jend Sudirman No 44 – 46 Jakarta 10210
Management Structure	As of 31 December 2020 Board of Commissioners Soehandjono, Commissioner Sumihar Manullang, Independent Commissioner Board of Directors Friderica Widyasari Dewi, President Director Budi Susanto, Director Santi Suryandari, Director Boumediene Samurung Halomoan, Director

List of Subsidiaries and/or Associates

Company Name	PT BRI Ventura Investama (BRI Ventures)
Business Lines	Venture Capital Company
BRI Investment Date	20 December 2018
Total Assets	Rp1,823 billion
Ownership %	99.97%
Commencing Operation	22 January 1998, In Operation
Address	District 8 Office, Prosperity Tower Lt 16 Unit F, SCBD Lot 28 Jl. Jend Sudirman Kav 52-53 Senayan Kebayoran Baru Jakarta 12190
Management Structure	As of 31 December 2020 Board of Commissioners Hadi Susanto, President Commissioner Arip Tirta, Independent Commissioner Agoosh Yoosran, Independent Commissioner Board of Directors Nicko Widjaja, President Director Yosephine Ajeng Sekar Putih, Director William Gozali, Director
Company Name	PT BRI Asuransi Indonesia (BRI Insurance)
Business Lines	General Insurance Company
BRI Investment Date	26 September 2019
Total Assets	Rp2,957 billion
Ownership %	90.00%
Commencing Operation	17 April 1989, In Operation
Address	Graha BRINS Jl. Mampang Prapatan Raya No 18 Jakarta Selatan 12790
Management Structure	As of 31 December 2020 Board of Commissioners Darnawi, President Commissioner Alfonso Napitupulu, Independent Commissioner Imam Sundoro, Independent Commissioner Board of Directors Fankar Umran, President Director Arif Suhirman, Director Sony Harsono, Director Adi Setyanto, Director Ade Zulfikar, Director Sharia Supervisory Board Hj. Nilmayetty Yusri, Chairman Muhammad Syukhandri, Member

List of Subsidiaries and/or Associates

No	Company Name	Line of Business	BRI Investment Date	Ownership	Commencing Operation	Address
1	PT Bahana Artha Ventura (BAV)	Venture Capital	21 November 2017	35.00%	5 August 1992 In Operation	Wisma Prima Lantai 5, Jl. Kapten P. Tendean No. 34, Jakarta Selatan 12790
2	PT Danareksa Investment Management (DIM)	Securities Investment Managers	20 December 2018	35.00%	9 October 1992 In Operation	Plaza BP Jamsostek Lt 11 Jl HR. Rasuna Said No 112 Blok B Jakarta 12910
3	PT Kustodian Sentral Efek Indonesia (KSEI)	Securities Settlement Institution	5 December 1997	3.00%	11 November 1998 In Operation	Gedung Bursa Efek Jakarta Tower I, 5th Floor, Jl. Jend Sudirman Kav 52-53, Jakarta 12190
4	PT Pemeringkat Efek Indonesia (Pefindo)	Securities Rating	15 June 1995	0.21%	21 December 1993 In Operation	Panin Tower Senayan City, 17th Floor, Jl. Asia Afrika Lot.19, Gelora, Jakarta 12220

Wujudkan Mimpi Sambil Rebahan

Kini pengajuan KPR BRI dan Kredit BRIGUNA BRI lebih mudah, cepat dan nyaman dengan aplikasi BRIsport.



Tanpa Bolak-Balik ke Bank



Proses Tracking



Simulasi Kredit

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Info lebih lanjut kunjungi promo.bri.co.id

*Syarat dan ketentuan berlaku

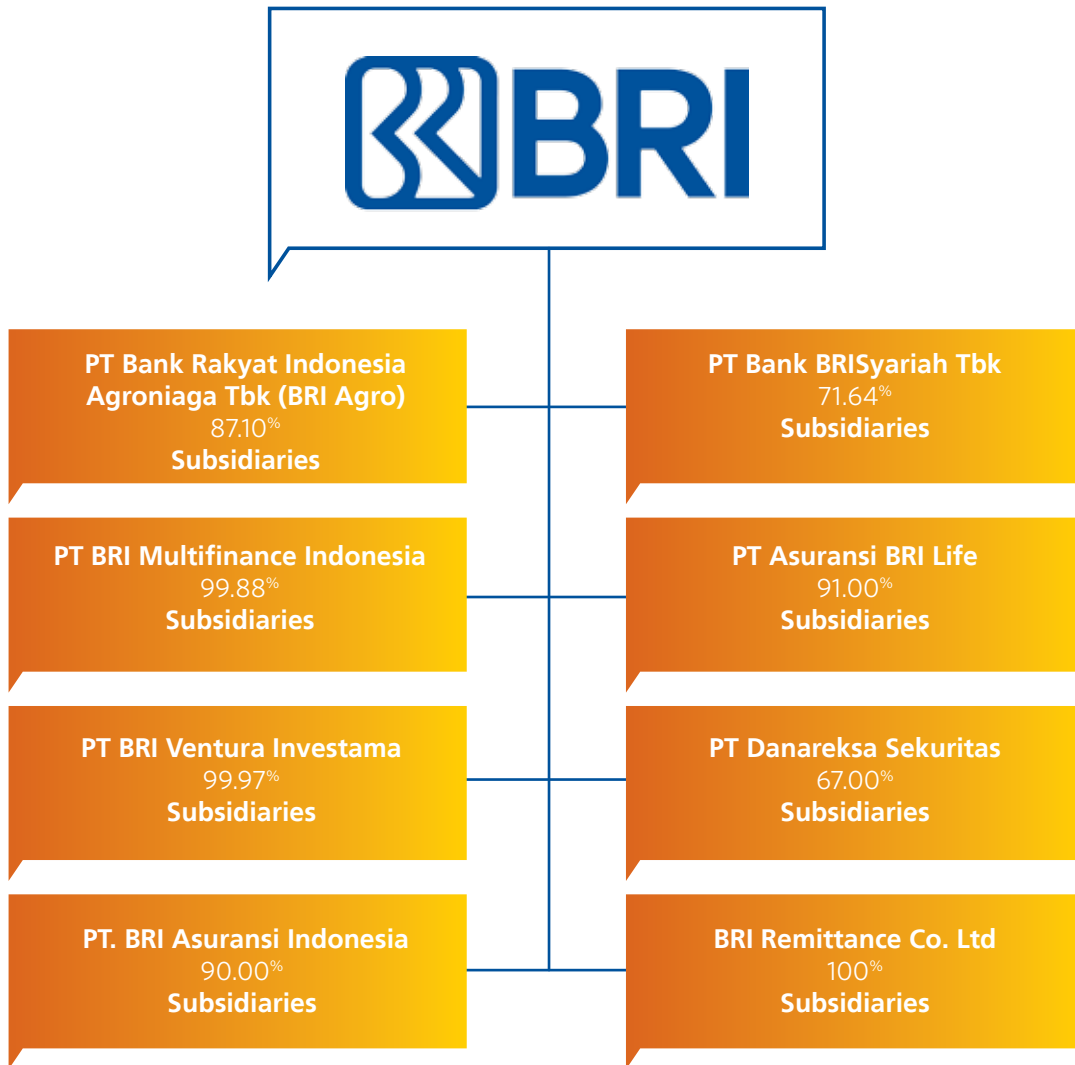
PT. Bank Rakyat Indonesia (Persero) Tbk terdaftar dan diawasi oleh Otoritas Jasa Keuangan 
CONTACT **BRI 14017 / 1500017** | www.bri.co.id |  BANK BRI |  @promo_BRI

KPR  Solusi Pembiayaan Keluarga

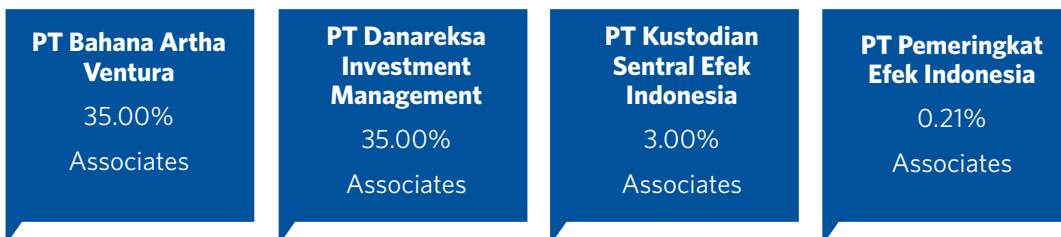
Kredit **BRIGUNA BRI**

BRI
SPOT

Corporate Structure



Associates



Shares Listing Chronology

2003

INITIAL PUBLIC OFFERING

BRI exercised Initial Public Offering on 31 October 2003 with a total of 3,811,765,000 Registered Ordinary Shares Series B to domestic and foreign investors. The total shares was a divestment of 2,047,060,000 shares of the Republic of Indonesia and 1,764,705,000 shares issued from the portfolio.

The initial public offering was in accordance with the effective registration statement issued by Bapepam - now OJK (Letter of Bapepam Chairman No. S-2646/PM/2003) dated 31 October 2003. The shares were offered at a nominal value of Rp500.00 per share, traded on 10 November 2013 and registered in Jakarta Stock Exchange (now Indonesia Stock Exchange).

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

On 10 November 2003 BRI exercised oversubscription option of 381,176,000 Ordinary Shares Series B of the Republic of Indonesia (divestment) and over-allotment option of 571,764,000 Ordinary Shares Series B of the Republic of Indonesia (divestment) on 3 December 2003. The divestment was listed at the Jakarta Stock Exchange (now Indonesia Stock Exchange).

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. 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 Rp500 per share to Rp 250 per share (Ratio 1:2).

The share price prior to stock split on 10 January 2011 was Rp9,300.00 and changed to Rp4,800 at the closing of trading on 11 January 2011. With such stock split, the total shares outstanding prior to the stock split was 12,334,581,000 shares and at the stock split was 24,669,162,000 shares as of 11 January 2011. There was no changes on the shares ownership composition by the Government or Public prior to and after the stock split.

Shares Listing Chronology

Stock Split in 2011

Description	Shareholders (Total Shares Outstanding)					Total Shares Outstanding
	Government		Public		Nominal	
	Total	%	Total	%	Rp	
Prior to Stock Split	7,000,000,000	56,75	5,334,581,000	43.25	500	12,334,581,000
Post 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 Rp2,419 trillion. The initial target of buyback was planned at Rp2.5 trillion provided that the number of BRI shares buyback does not exceed 20% of the total paid-up capital and at least 7.5% of paid-up capital.

Following the BRI's IPO and oversubscribed as well as allocated options, the Government of Republic of Indonesia holds 59.50% shares of BRI.

Stock Buy Back in 2015-2016

Total Shares	Average Buying Prices	Improved Earnings per Share
221,718,000 shares	Rp10,910/shares	Rp9,5/shares

*before stock split 1:5

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

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

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

Shares Listing Chronology

2017

STOCK SPLIT 1:5

Pursuant to the Extraordinary General Meeting of Shareholders ("EGMS") held on 18 October 2017, the shareholders approved a stock split from Rp250 per shares previously to Rp50 per shares (Ratio 1:5).

The share price prior to stock split on 9 November 2017 was Rp16,450 and were changed to Rp3,280 at the closing of trading on 10 November 2017. Thus, the total shares outstanding prior to the stock split was 24,669,162,000 shares and at the stock split was 123,945,810,000 shares as of 10 November 2017. There were no changes on the shares' ownership composition by the Government or Public prior to and after the stock split.

The shares listing chronology in relation with this corporate action are as follows:

Stock Split in 2017

Description	Shareholders (Total Shares Outstanding)					Total Shares Outstanding
	Government		Public		Nominal	
	Total	%	Total	%	Rp	
Prior to Stock Split	14,000,000,000	56.75	10,669,162,000	43.25	250	24,669,162,000
Post Stock Split	70,000,000,000	56.75	53,345,810,000	43.25	50	123,345,810,000

2019

EMPLOYEE STOCK OPTION PROGRAM/ESOP

Pursuant to the GMS Resolution dated 23 March 2016, Agenda 5 stated the Approval of transfer of shares from shares buy-back that recorded as treasury stock, which was carried out for the Management and Employee Stock Ownership Program as well as the power of attorney and grant of authority to the Board of Commissioners to set such Program following the written approval of Shareholders series A Dwiwarna, including by taking into account the Letter of SOE Ministry regarding the support on the implementation of BRI Employee Stock Ownership Program (ESOP), in 2019 BRI has carried out the ESOP. The ESOP was offered in the form of Share Bonus for tranche I. The Treasury Stock used in ESOP tranche I and has been granted to Employee on 23 and 24 May 2019 in Share Script with a total of 143,415,500 shares. The use of stock treasury for ESOP has been reported to the OJK on May 2019.

Shares Listing Chronology

2020

EMPLOYEE STOCK OPTION PROGRAM/ESOP

In 2020, BRI exercised Employee Stock Allocation (ESA) totaling 231,111,000 shares, consisted of ESA Phase 1 of 4,396,700 shares and ESA Phase 2 of 226,714,300 shares.

BUYBACK

In 2020, BRI exercised a share buyback as a response to OJK's policy in reducing market conditions that significantly fluctuate due to the Covid-19 pandemic. The share buyback was carried out in stages over the period of 13 March 2020 to 12 June 2020. As of 12 June 2020, BRI had bought 16,400,000 shares (par value of Rp50 - in full Rupiah - per share) at an acquisition price of Rp47,254,000,000 with an average buying price of Rp2,881.34. Currently, the remaining treasury stock is 750,463,500 shares.

2003-2020 STOCK ISSUANCE CHRONOLOGICAL

Year	Corporate Action	Shares Ownership				Nominal (Rp)	Total Shares Issued at the end of period	Equity value Issued at the end of Period (Rp Million)
		Government		Public				
		Total	%	Total	%			
2003	Initial Public Offering	7,000,000,000	59,50	4,764,705,000	40.50	500	11,764,705,000	5,882,353
2004	Exercise MSOP 85.385.500	7,000,000,000	59,07	4,850,090,500	40.93	500	11,850,090,500	5,925,045
2005	Exercise MSOP 185.610.000	7,000,000,000	58,16	5,035,700,500	41.84	500	12,035,700,500	6,017,850
2006	Exercise MSOP 250.721.000	7,000,000,000	56,97	5,286,421,500	43.03	500	12,286,421,500	6,143,211
2007	Exercise MSOP 31.379.000	7,000,000,000	56,83	5,317,800,500	43.17	500	12,317,800,500	6,158,900
2008	Exercise MSOP 7.499.000	7,000,000,000	56,79	5,325,299,500	43.21	500	12,325,299,500	6,162,650
2009	Exercise MSOP 4.553.000	7,000,000,000	56,77	5,329,852,500	43.23	500	12,329,852,500	6,164,926
2010	Exercise MSOP 4.728.500	7,000,000,000	56,75	5,334,581,000	43.25	500	12,334,581,000	6,167,291
2011	Stock Split 1: 2 on 11 January, 2011	14,000,000,000	56,75	10,669,162,000	43.25	250	24,669,162,000	6,167,291
2015	Stock Buy-Backs totaling 221,718,000 shares	14,000,000,000	56,75	10,669,162,000	43.25	250	24,669,162,000	6,167,291
2016		14,000,000,000	56,75	10,669,162,000	43.25	250	24,669,162,000	6,167,291
2017	Stock Split 1: 5 on 10 November, 2017	70,000,000,000	56,75	53,345,810,000	43.25	50	123,345,810,000	6,167,291
2019	Exercise ESOP 143.415.500	70,000,000,000	56,75	53,345,810,000	43.25	50	123,345,810,000	6,167,291
2020	Exercise ESA 231.111.000	70,000,000,000	56,75	53,345,810,000	43.25	50	123,345,810,000	6,167,291
2020	Stock Buy-Back totalling 16.400.000 shares	70,000,000,000	56,75	53,345,810,000	43.25	50	123,345,810,000	6,167,291

Chronology of Issuance and/or Listing of Other Securities

Outstanding Bonds

No	Description	Elektronic Distribution Date	Tenor	Currency	Total Bonds (in million)	Offering Prices	Maturity	Coupon/Discount Rate (%)	Payment Status	Ratings	Trustees
1	Bank BRI Shelf Registration Bonds I Phase II Year 2016 Series C	4-Feb-16	5 years	IDR	Rp2,823,500	100%	4-Feb-21	9.60%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
2	Bank BRI Shelf Registration Bonds I Phase III Year 2016 Series C	25-May-16	5 years	IDR	Rp701,000	100%	25-May-21	8.70%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
3	Bank BRI Shelf Registration Bonds II Phase I Year 2016 Series C	1-Dec-16	5 years	IDR	Rp193,000	100%	1-Dec-21	8.20%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
4	Bank BRI Shelf Registration Bonds II Phase I Year 2016 Series D	1-Dec-16	7 years	IDR	Rp477,000	100%	1-Dec-23	8.65%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
5	Bank BRI Shelf Registration Bonds II Phase I Year 2016 Series E	1-Dec-16	10 years	IDR	Rp2,350,000	100%	1-Dec-26	8.90%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
6	Bank BRI Shelf Registration Bonds II Phase II Year 2017 Series C	11-Apr-17	5 years	IDR	Rp925,000	100%	11-Apr-22	8.30%	Outstanding	idAAA Pefindo	Bank Negara Indonesia
7	Bank BRI Shelf Registration Bonds II Phase II Year 2017 Series D	11-Apr-17	10 years	IDR	Rp1,300,500	100%	11-Apr-27	8.80%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
8	Bank BRI Shelf Registration Bonds II Phase III Year 2017 Series B	24-Aug-17	5 years	IDR	Rp1,652,500	100%	24-Aug-22	8%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
9	Bank BRI Shelf Registration Bonds II Phase III Year 2017 Series C	24-Aug-17	7 years	IDR	Rp2,517,000	100%	24-Aug-24	8.25%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
10	Bank BRI Shelf Registration Bonds II Phase IV Year 2018 Series A	21-Feb-18	5 years	IDR	Rp1,837,000	100%	21-Feb-23	6.65%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
11	Bank BRI Shelf Registration Bonds II Phase IV Year 2018 Series B	21-Feb-18	7 years	IDR	Rp605,000	100%	21-Feb-25	6.90%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
12	Bank BRI Subordinated Bonds III Year 2018	21-Jun-18	5 years	IDR	Rp500,000	100%	26-Jun-23	7.70%	Outstanding	idAA by Pefindo	Bank Negara Indonesia
13	Bank BRI Shelf Registration Bonds III Phase I Year 2019 Series B	7-Nov-19	3 years	IDR	Rp2,089,350	100%	7-Nov-22	7.60%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
14	Bank BRI Shelf Registration Bonds III Phase I Year 2019 Series C	7-Nov-19	5 years	IDR	Rp2,172,800	100%	7-Nov-24	7.85%	Outstanding	idAAA by Pefindo	Bank Negara Indonesia
16	Global Bond 2018	20-Jul-18	5 years	USD	USD500	99.696%	20-Jul-23	4.625%	Outstanding	BBB- by Fitch	BNY Mellon
17	Sustainable Bond 2019	28-Mar-19	5 years	USD	USD500	99.713%	28-Mar-24	3.950%	Outstanding	*BBB- by Fitch Rating Baa2 by Moodys*	BNY Mellon

Chronology of Issuance and/or Listing of Other Securities

Bonds Issuance and Due Date

No	Bonds	Currency	Issuance Date	Maturity	Total Bonds (Million)	Tenor	Coupon/Discount Rate (%)	Ratings	Rating Agency	Issuance Main Purpose
1	Subordinate Notes due 2013	USD	25-Sep-03	30-Oct-13	USD150	120 months	7.75	B3	Moody's	Strengthening Capital Structure
2	Bank BRI Subordinated Bonds I Year 2004	IDR	09-Jan-04	09-Jan-14	Rp500,000	120 months	13.5	AA+	Pefindo	Strengthening Capital Structure
3	Bank BRI Subordinated Bonds II Year 2009	IDR	22-Dec-09	22-Dec-14	Rp2,000,000	60 months	10.95	AA+	Pefindo	Strengthening Capital Structure
4	Senior Notes due 2018	USD	28-Mar-13	28-Mar-18	USD500	60 months	2.95	Baa3	Moody's	Lending with prudential banking and good corporate governance principles
5	Bank BRI Shelf Registration Bonds I Phase I Year 2015 Series A	IDR	25-Jun-15	07-Jul-16	Rp655,000	370 days	8.4	AAA	Pefindo	Lending with prudential banking and good corporate governance principles
6	Bank BRI Shelf Registration Bonds I Phase I Year 2015 Series B	IDR	25-Jun-15	03-Jul-18	Rp925,000	36 months	9.2	AAA	Pefindo	Lending with prudential banking and good corporate governance principles
7	Bank BRI Shelf Registration Bonds II Year 2016 Series A	IDR	19-Jan-16	08-Feb-17	Rp808,000	370 days	8.5	AAA	Pefindo	Lending with prudential banking and good corporate governance principles
8	Bank BRI Shelf Registration Bonds II Year 2016 Series B	IDR	19-Jan-16	04-Feb-19	Rp1,018,500	36 months	9.25	AAA	Pefindo	Lending with prudential banking and good corporate governance principles
9	Bank BRI Shelf Registration Bonds III Year 2016 Series A	IDR	04-May-16	30-May-17	Rp1,212,000	370 days	7.5	AAA	Pefindo	Lending with prudential banking and good corporate governance principles
10	Bank BRI Shelf Registration Bonds III Year 2019 Series A	IDR	7-Nov-19	17-Nov-20	Rp737,850	370 days	6.5	idAAA	Pefindo	Lending with prudential banking and good corporate governance principles

Chronology of Issuance and/or Listing of Other Securities

No	Bonds	Currency	Issuance Date	Maturity	Total Bonds (Million)	Tenor	Coupon/Discount Rate (%)	Ratings	Rating Agency	Issuance Main Purpose
11	Bank BRI Shelf Registration Bonds I Phase III Year 2016 Series B	IDR	04-May-16	25-May-19	Rp2,437,000	36 months	8.2	AAA	Pefindo	Lending with prudential banking and good corporate governance principles
12	Bank BRI Shelf Registration Bonds II Phase I Year 2016 Series A	IDR	02-Dec-16	06-Dec-17	Rp616,000	370 days	7.25	AAA	Pefindo	Lending with prudential banking and good corporate governance principles
13	Bank BRI Shelf Registration Bonds II Phase I Year 2016 Series B	IDR	02-Dec-16	01-Dec-19	Rp964,000	36 months	8	AAA	Pefindo	Lending with prudential banking and good corporate governance principles
14	Bank BRI Shelf Registration Bonds II Phase II Year 2017 Series A	IDR	12-Apr-17	16-Apr-18	Rp1,131,000	370 days	7.2	AAA	Pefindo	Lending with prudential banking and good corporate governance principles
15	Bank BRI Shelf Registration Bonds I Phase I Year 2015 Series C	IDR	02-Jul-15	03-Jul-20	Rp1,420,000	60 months	9.5	AAA	Pefindo	Lending with prudential banking and good corporate governance principles
16	Bank BRI Shelf Registration Bonds II Phase II Year 2017 Series B	IDR	11-Apr-17	11-Apr-20	Rp1,743,500	36 months	8.1	AAA	Pefindo	Lending with prudential banking and good corporate governance principles
17	Bank BRI Shelf Registration Bonds II Phase III Year 2017 Series A	IDR	24-Aug-17	24-Aug-20	Rp980,500	36 months	7.6	AAA	Pefindo	Lending with prudential banking and good corporate governance principles

Chronology of Issuance and/or Listing of Other Securities

Issued and Matured Negotiable Certificate Deposit (NCD)

Description	Issued Date	Tenor (Month)	Currency	Value (Rp Million)	Maturity Date	Interest Rate (%)	Payment Status
Negotiable Certificate of Deposit I Bank BRI Year 2020 Series A	24-Jun-20	3 Months	IDR	630,000	24-Sep-20	5.35% (Discount)	Paid
Negotiable Certificate of Deposit I Bank BRI Year 2020 Series B	24-Jun-20	6 Months	IDR	520,000	23-Dec-20	5.30% (Discount)	Paid
Negotiable Certificate of Deposit I Bank BRI Year 2020 Series C	24-Jun-20	12 Months	IDR	850,000	24-Jun-21	5.75% (Discount)	Outstanding

Issued and Matured Medium Term Notes (MTN)

Description	Issued Date	Tenor (Month)	Currency	Value (Rp Million)	Maturity Date	Interest Rate (%)	Payment Status
MTN BRI Phase I Year 2014 Series A	10-Oct-14	370 Days	IDR	300,000	15-Oct-15	8.75	Paid
MTN BRI Phase I Year 2014 Series B	10-Oct-14	24	IDR	60,000	10-Oct-16	9.25	Paid
MTN BRI Phase I Year 2014 Series C	10-Oct-14	36	IDR	360,000	10-Oct-17	9.50	Paid
MTN BRI Phase II Year 2014	24-Dec-14	12	IDR	520,000	24-Dec-15	8.90	Paid
MTN BRI Phase I Year 2016	16-Sep-16	370 Days	IDR	1,925,000	21-Sep-17	7.40	Paid

Chronology of Issuance and/or Listing of Other Securities

Buyback Summary 2020

No.	Date	Lot	Nominal	Average Price
1	16/03/2020	15,000	5,355,000,000.00	3,570
2	17/03/2020	31,000	10,234,000,000.00	3,301
3	18/03/2020	12,000	3,752,000,000.00	3,127
4	19/03/2020	7,000	2,063,000,000.00	2,947
5	20/03/2020	6,000	1,641,000,000.00	2,735
6	16/04/2020	3,000	777,000,000.00	2,590
7	24/04/2020	1,000	263,000,000.00	2,630
8	28/04/2020	2,000	516,000,000.00	2,580
9	13/05/2020	5,000	1,236,000,000.00	2,472
10	14/05/2020	10,000	2,397,000,000.00	2,397
11	15/05/2020	33,000	7,395,000,000.00	2,241
12	10/06/2020	33,000	9,936,000,000.00	3,011
13	12/06/2020	6,000	1,689,000,000.00	2,815
Jumlah		164,000	47,254,000,000.00	2,881

Sukuk Information

As of 31 December 2020, BRI did not issue any sukuk.

Conversion Bonds Information

As of 31 December 2020, BRI did not issue any conversion bonds.

Information on Bonds, Sukuk and Convertible Bonds with Early Repayment

As of 31 December 2020, BRI did not exercise any bonds with early repayment.

Names and Addresses of Capital Market Institutions & Professions

Rating Agency			
PT Perneringkat Efek Indonesia (Pefindo) Panin Tower - Senayan City, 17th Floor Jl. Asia Afrika Lot.19 Jakarta 10270, Indonesia Tel : (62-21) 7278 2380 Fax : (62-21) 7278 2370 Website : www.pefindo.com Email : -	Fitch Ratings Indonesia Prudential Tower 20th Floor Jl. Jend Sudirman Kav 79 Jakarta 12910, Indonesia Tel : (62-21) 5795 7755 Fax : (62-21) 5795 7750 Website : www.fitchratings.co.id Email : -	Moody's Investors Service 50 Raffles Place #23-06 Singapore Land Tower Singapore 048623 Tel : 65 6398 8339 Fax : 65 6398 8301 Website : www.moody.com/indonesia Email : clientservices@moody.com	SnP Global Rating Singapore 12 Marina Boulevard 018982 Singapura Head of Sales, Asia-Pacific Tel : (0852) 2533-3522
Services: Company Ratings	Services: Company Ratings	Services: Company Ratings	Services: Company Ratings
Fees: Rp165.000.000 for the period of 2020	Fees : Rp632.250.000* for the period of 2020	Fees : Rp1.995.100.000* for the period of 2020	Fees : Rp1.039.700.000* for the period of 2020
	*USD exchange as of 31 December 2020 Rp14.050	* USD exchange as of 31 December 2020 Rp14.050	* USD exchange as of 31 December 2020 Rp14.050

Shares Trading and Listing Information	Public Accounting Firm	Share Registrar
PT Bursa Efek Indonesia Gedung Bursa Efek Indonesia, Tower 1 Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia Tel : (62-21) 5150515 Fax : (62-21 5)154153 Website : www.idx.co.id Email : listing@idx.co.id	Purwanto, Sungkoro & Surja (Ernst & Young) Indonesian Stock Exchange Building Tower 2, Lantai 7 Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190 Telp. (62-21) 5289 5000 Fax. (62-21) 5289 4100 www.ey.com/id	PT Datindo Entrycom Jl. Hayam Wuruk No. 28, Jakarta 10120 Tel : (62-21) 3508077 Fax : (62-21) 350 8078 Website : www.datindo.com Email : dm@datindo.com
Services: Annual Shares Listing	Services: Audit of Financial Statements	Services: Share Registrar of Secondary Market
Fees: Rp160.416.667* for the period of 2020	Fees : Rp15.523.800.000* for the period of 2020	Fees: Rp46.420.000 for the period of 2020 - 2021
*Discount of annual listing fees/reduction of Proportional ALF year 2021 according to IDX letter No. S-00143/BELLPPU/01-2021	*) Audit fee of financial statements fiscal year 2020	

Names and Addresses of Capital Market Institutions & Professions

Custodian	Notary
<p>PT Kustodian Sentral Efek Indonesia Gedung Bursa Efek Indonesia, Tower 1, Lantai 5 Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia Tel : (62-21) 5152855 Fax : (62-21) 52991199 Website : www.ksei.co.id Email : helpdesk@ksei.co.id</p>	<p>Notaris & PPAT Fathiah Helmi Graha Irama Lantai 6C, Jl. H. R. Rasuna Said Blok X-1, KAV 1& 2, Kuningan Timur, Kecamatan Setiabudi, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12710</p>
<p>Services: Securities administrative management (stocks and bonds) and Paying Agent</p>	<p>Services: Development of deeds for GMS decision and Articles of Association</p>
<p>Fees: Rp165.000.000 for the period of 2020</p>	<p>Fees : Rp50.000.000 for the period of 2020</p>

Awards and Certifications



NATIONAL AWARDS

- 1 BUMN Performance Excellence Award 2020
BPEA
Banking
Jakarta
- 2 Indonesia Digital Innovation Brand 2020
12 February 2020
Warta Ekonomi
Banking
Jakarta
- 3 Innovative Company For Embracing Startup
Collaboration For Digital Ecosystem
12 February 2020
Digital Innovation Award 2020
Banking
Jakarta
- 4 Satisfaction Loyalty Engagement Awards
The Best Services and Banking Security
20 February 2020
Infobank
Banking
Jakarta
- 5 Industry Leader
04 March 2020
**State Owned Enterprises Performance
Excellence (KPKU)**
SOEs
Jakarta
- 6 The 5th PR Indonesia Awards (PRIA) 2020- The
Best Owned Media
2 April 2020
PR Indonesia
Banking
Semarang
- 7 The 5th PR Indonesia Awards (PRIA) 2020- The Best
Kanal Digital
2 April 2020
PR Indonesia
Banking
Semarang
- 8 The 5th PR Indonesia Awards (PRIA) 2020- The Best
Public Relations Governance
2 April 2020
PR Indonesia
Banking
Semarang
- 9 TOP Corporate Performance In Banking Industry
29 April 2020
ITECH/BPPT
Banking
Jakarta
- 10 This Acknowledgement Is Proudly Presented By
Iconomics For The Excellence In Corporate Public
Relations
14 May 2020
Indonesia Corporate Branding PR Award 2020
Banking
Jakarta
- 11 Iconomics Corporate Branding PR Award 2020 -
Corporate Branding PR of Banking Category
14 May 2020
Iconomics
Banking
Jakarta



12 Bank with the Most Valuable Brand in Indonesia
25 May 2020
Brand Finance
Banking
Jakarta

13 HR Excellence Award 2020 - The Best HR
Technology
4 June 2020
SWA Magazine
Banking
Jakarta

14 Most Valuable Indonesian Brand 2020 With A
Brand Value Of US\$3,531 and AAA Rating
06 June 2020
SWA
Banking
Jakarta

15 TOP CSR Awards 2020 - Best CSR
21 June 2020
TOP Business
CSR
Jakarta

16 Customer Journey Reimagination 2020 : Think
About Unbundling The Value Chain (Ceria)
23 June 2020
Infosys Finacle
Banking
Jakarta

17 The Best CEO Visioner
09 July 2020
BUMN TRACK
SOEs
Jakarta

18 The Best CEO Talent Development
09 July 2020
BUMN TRACK
SOEs
Jakarta

19 The Best Growth Strategy
09 July 2020
BUMN TRACK
SOEs
Jakarta

20 SOE with the Best Organization Transformation
09 July 2020
BUMN TRACK
SOEs
Jakarta

21 SOE with the Best GCG Practices
09 July 2020
BUMN TRACK
SOEs
Jakarta

22 SOE with the Best Excellent HR Development
09 July 2020
BUMN TRACK
SOEs
Jakarta

23 The Best Overall BUMN The Best SOE
09 July 2020
BUMN TRACK
SOEs
Jakarta



- 24 The Best 5 Innovation Ideas in the Millennial Innovation Summit (BRI is the only SOE Financial)
30 July 2020
Ministry of SOE RI
- 25 Best of the Best Companies 2020 (Rank: 19th)
August 2020
Forbes Magazine Indonesia
Multinational Company
Indonesia
- 26 Best Bank Awards 2020: Bank with Core Capital above Rp30 Trillion
25 August 2020
Investor Awards
Perbankan
Jakarta
- 27 Best Bank Awards 2020: The National Bank with the Largest MSMEs Loan Share with Core Capital above Rp30 Trillion (Special Awards)
25 August 2020
Investor Awards
Banking
Jakarta
- 28 Best Bank Award 2020: 50 Best Bank 2020 (Rank: 1st)
25 August 2020
Investor Awards
Banking
Jakarta
- 29 Digital Economics Ecosystem Innovation for MSMEs
27 August 2020
Anugerah Gatra
Corporate
Jakarta
- 30 The Best Innovative CEO
2 September 2020
IDX Channel Anugerah Inovasi Indonesia
Corporate
Jakarta
- 31 The Best in Internal Category with BRI BRAIN Innovation
2 September 2020
IDX Channel Anugerah Inovasi Indonesia
Corporate
Jakarta
- 32 Most Popular Leader in Social Media 2020
9 September 2020
Jambore PR Indonesia
CEO BUMN
Jakarta
- 33 Best Bank for SMEs
October 2020
Asiamoney Best Bank Awards
Corporate
-
- 34 Best Bank for CSR
October 2020
Asiamoney Best Bank Awards
Corporate
-
- 35 BUMN Branding & Marketing Award 2020: Best Brand Award
5 November 2020
BUMN TRACK
SOEs
Jakarta



- 36 BUMN Branding & Marketing Award 2020: Best Corporate Award
5 November 2020
BUMN TRACK
SOEs
Jakarta
- 37 BUMN Branding & Marketing Award 2020: Best Overall Award
5 November 2020
BUMN TRACK
SOEs
Jakarta
- 38 Indonesia Financial Awards 2020: Social Economy Contribution
12 November 2020
Iconomics
Banking
Jakarta
- 39 The Best ESG Transparency of Banking Sector Issuers
17 November 2020
Beritasatu
Banking
Jakarta
- 40 The Best Environmental Transparency of Banking Sector Issuers
17 November 2020
Beritasatu
Banking
Jakarta
- 41 The Best Social Transparencies of Issuers in Banking Sector
17 November 2020
Beritasatu
Banking
Jakarta
- 42 The Best Governance Transparencies of Issuers in Banking Sector
17 November 2020
Beritasatu
Banking
Jakarta
- 43 The Best ESG Transparency for Bank of Buku IV Category
17 November 2020
Beritasatu
Bank BUKU IV
Jakarta
- 44 The Best Environmental Transparency of Bank Buku IV Category
17 November 2020
Beritasatu
Bank BUKU IV
Jakarta
- 45 The Best Social Transparency of Bank Buku IV Category
17 November 2020
Beritasatu
Bank BUKU IV
Jakarta



52



53



54



55



56

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| <p>46 The Best Governance Transparency of Bank Buku IV
Category
17 November 2020
Beritasatu
Bank BUKU IV
Jakarta</p> <p>47 The Best Governance Transparency of SOEs
17 November 2020
Beritasatu
SOEs
Jakarta</p> <p>48 The Best ESG Transparency of SOE Bank
17 November 2020
Beritasatu
SOE Bank
Jakarta</p> <p>49 The Best Environmental Transparency of SOE Bank
17 November 2020
Beritasatu
SOE Bank
Jakarta</p> <p>50 The Best Social Transparency of SOE Bank
17 November 2020
Beritasatu
SOE Bank
Jakarta</p> <p>51 The Best Governance Transparency of SOE Bank
17 November 2020
Beritasatu
SOE Bank
Jakarta</p> | <p>52 LQ45 Issuers - ESG
17 November 2020
Beritasatu
Corporate
Jakarta</p> <p>53 People of The Year 2020: Best CEO of The Year
2020
18 November 2020
MetroTV
Sustainable Development Goals
Jakarta</p> <p>54 TOP BUMN 2020: Best CEO BUMN 2020
30 November 2020
Bisnis Indonesia
Banking
Jakarta</p> <p>55 TOP BUMN 2020: The Most Resilient BUMN 2020
30 November 2020
Bisnis Indonesia
Banking
Jakarta</p> <p>56 TOP BUMN 2020: Best CFO BUMN 2020
30 November 2020
Bisnis Indonesia
Banking
Jakarta</p> <p>57 The Best Bank in Fostering MSMEs (Bank BUKU 3 & 4)
3 Desember 2020
Bank Indonesia
Banking
Jakarta</p> |
|--|--|



- 58 The Best Bank in Managing Cash Deposits in the Frontier, Outermost and Remote Areas
3 December 2020
Bank Indonesia
Banking
Jakarta
- 59 Forbes Best of The Best 50 High Performing Public Listed Company
5 December 2020
Forbes Indonesia
All Industry
Jakarta
- 60 Forbes Golden Award
5 December 2020
Forbes Indonesia
All Industry
Jakarta
- 61 Indonesia Best CFO 2020 (Silver)
10 December 2020
Majalah Swa
Banking
Jakarta
- 62 Top 20 Financial Institution: Best CFO
10 December 2020
The Finance Infobank
All Industry
Jakarta
- 63 CNBC Indonesia: The Best CEO in Banking Transformation
10 December 2020
CNBC Indonesia
Banking
Jakarta
- 64 The Best SOE 2020
17 December 2020
Beritasatu
Banking
Jakarta
- 65 Indonesian Financial Figure 2020 (Mr. Sunarso)
17 December 2020
Beritasatu
Banking
Jakarta
- 66 2nd The Best - Indonesia Operational Excellence (Platinum Award. Score A)
18 December 2020
Economic
Bank BUKU IV - SOEs Listed Company
Jakarta
- 67 Indonesia Most Amired CEO 2020 - Outstanding Leadership in Encouraging Organizational Transformation for Best Banking Services
18 December 2020
Warta Ekonomi
Conventional Bank
Jakarta
- 68 The Best CEO & GRC Leader 2020
29 July 2020
Bisnis News Indonesia
Banking
Jakarta
- 69 The Best GRC Overall for Corporate Governance & Performance 2020
29 July 2020
Bisnis News
Banking
Jakarta



1



2



6



International Awards

- | | |
|--|---|
| <p>1 Best Issuer For Sustainable Finance
16 January 2020
The Asset Banking
Hongkong</p> <p>2 Best Sustainability Bond
16 January 2020
The Asset Banking
Hongkong</p> <p>3 Top 1000 World Banks: BRI ranked 1st in Indonesia
30 July 2020
The Banker Banking</p> <p>4 Top 1000 World Banks: BRI ranked 112th in the global ranking (Highest in Indonesia)
30 July 2020
The Banker Banking</p> | <p>5 1st Indonesia's Largest Public Company
August 2020
Forbes Magazine Multinational Company
Asia</p> <p>6 Global 2000 : The World's Largest Public Companies (Rank: 347th, Highest in Indonesia)
August 2020
Forbes Magazine Multinational Company
Asia</p> <p>7 The Best Retail Banking in Indonesia
25 August 2020
The Asian Banker Banking
Singapore</p> |
|--|---|

BRI Service Quality Excellence

In 2020 BRI received the awards for service quality and contact center as follows:

- Satisfaction, Loyalty, and Engagement (SLE) 2020 by Marketing Research Indonesia (MRI):
 1. 3rd Place from 7 banks for Customer Loyalty Index (CLI)
 2. 3rd Place from 7 banks for Satisfaction, Loyalty, and Engagement Index (SLE Index)
- Customer Experience Service Quality Index (CX-SQI) 2020 by Carre:
 1. 1st Place in the category of Brand Usage (the most visited Bank) for customer's fund transfer transactions at BRI branch offices.
 2. 2nd Place in the category of Brand Usage (the most visited Bank) for customer's fund transfer transactions at BRI branch offices.
 3. 2nd Place for Customer Experience Service Quality Index (CX-SQI).
- Bank Service Excellence Monitor (BSEM) 2020 by Marketing Research Indonesia (MRI):
 1. 1st Place for Internet Banking
 2. 3rd Place for Convenient Branch Experience
 3. 3rd Place for Overall E-Banking
- Awards for contact center as follows:
 1. Wow brand award in the category of Call Center 2nd place
 2. Top brand award in the category of Call Center 4th place
 3. Marketing Research Indonesia (MRI) in the category of Call Center 4th place
 4. Contact Center World (CCW) Region Asia Pacific Category :
 - a. Best Sales Professional Silver Winner
 - b. Best IT Support Professional Bronze Winner
 - c. Green Contact Center Bronze Winner
 - d. Best Self Service Technology Bronze Winner
 - e. Best Sales Campaign Bronze Winner



Nabung Sekarang Panen Hadiah Kemudian



Menang Itu Menyenangkan!

4 RUMAH	10 LOGAM MULIA	467 MOBIL	4270 SEPEDA MOTOR	2421 LEMARI ES	2367 MESIN CUCI	7642 TELEVISI
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Certifications

ISO 9001:2015

The Accounting and Financial Management Division received the ISO 9001:2015 certification with the scopes of "Design of Accounting Policy & Accounting Control, Preparation and Verification of Published Financial Statements, Budget Planning and Control, and Corporate Financial & Tax Compliance" from Certifications Institution PT SGS Indonesia. This is a testament of continuous improvement in quality development and monitoring of Accounting Policy by the Division to address the needs of BRI stakeholders to ensure fairness of the Financial Statements.

Asset & Liabilities Management Division successfully attained the ISO 9001:2015 certificate from Certification Institution SGS Indonesia which valid since 6 May 2018 to 6 May 2021 with the scope of Preparation of Data for Financial Statement and Provision of External Report (Commercial Banks Monthly Report). This is proved that BRI always improve the quality of data preparation for financial statements, hence improving the quality of financial statements presented by BRI.

The Operation Center Division of BRI received the ISO 9001:2015 certification with 8 (eight) scopes: "Operation Centre System for RTGS, Clearing, Remittance, Card Perso Processing, Payment System Reconciliation, ATM Reconciliation, Treasury and e-Banking Settlement, Cash and Trade Finance" from Certifications Institution PT Lloyd's Register Indonesia. This achievement is expected to continually improve the transaction process in BRI hence resulting in improved customer satisfaction.

The Goods and Service Procurement Division received the ISO 9001:2015 certifications from PT Lloyd's Register Indonesia in relations with "Provision of Inventory, Purchase Payment and Archiving Service". This certification is recognized in both nationally and internationally by the National Accreditation Committee and United Kingdom Accreditation Services (UKAS) Management System.

BRI Corporate University received the ISO 9001:2015 from the certification institute Lloyd's Register. This Verification recognized the management System Standard of BRI Corporate University regarding the "Provision of Banking Training Services". This is a testament that BRI Corporate University strives to improve its education operational quality and upholding learners satisfaction.

The International Business Division received the ISO 9001:2015 certification from Lloyd's Register Indonesia. This certification recognized the management System Standard within the International Business Division in terms of "Provision of Trade Processing Centre Service Including Supporting Function of Policy and Development & Monitoring Trade Finance". This is a testament that BRI strives to enhance its operational quality hence becoming the trusted intermediaries.

BRI Human Capital Operations Division has received ISO 9001:2015 Certificate from Certification Institution SGS Indonesia that valid since 19 September 2018 up to 9 November 2021. This shown BRI commitment in developing and providing best services to employees. This ISO certificate is provided for quality management system in data management, communication, and Compensation payment and benefit of Human Capital with technology-based services that are fast, proper and accurate.

Certifications

The Fixed Assets & Property Procurement Management Division has obtained ISO 9001: 2015 certification from the PT Lloyd's Register Indonesia Certification Institute which is valid from November 26, 2018 to November 25, 2021 related to the "Provision of Establishment Strategy and Policy of the AT Management Division & Property Procurement Including Vendor Management". This certification has also been recognized nationally and internationally by the National Accreditation Committee (KAN) and the United Kingdom Accreditation Services (UKAS) Management System.

The Estimation Desk has been awarded ISO 9001: 2015 certification from the PT Lloyd's Register Indonesia Certification Agency, which was valid from 29 November 2018 to 28 November 2021, related to "Provision of Cost Estimation Processes". This certification has also been recognized nationally and internationally by the National Accreditation Committee (KAN) and the United Kingdom Accreditation Services (UKAS) Management System.

The Marketing Communication Division has obtained ISO 9001:2015 certification from the PT Lloyd's Register Indonesia Certification Institute which is valid from October 23, 2019 to October 22, 2022, with the

scope of work "Marketing Plan & Database Analysis". This is one proof that the Marketing Communication Division is always improving the quality of integrated communications to support the improvement of BRI Bank Business.

The Internal Audit Unit has obtained an ISO 9001: 2015 certificate from the SGS Indonesia Certification Institute which is valid from May 20, 2018 to December 4, 2020. The certification is given to all work units of the Internal Audit Unit including the Division of Audit Quality Standards Development, Internal Audit at Headquarters, Internal Audit Information Technology and 19 BRI Internal Audits throughout Indonesia. This indicates that BRI IAU has implemented a quality management system in conducting audits so that it can help realize IAU's vision of being a reliable strategic business partner in order to achieve BRI's vision and become a benchmark of best practice for the Internal Audit Unit in Indonesia.

ISO 27001:2013

Digital Center of Excellence Division has also received ISO 27001:2013 certificate that valid since 14 December 2018 up to 13 December 2021 from BSI Institution with the scope of the management of information security in provision of big data and analytics. This shown BRI seriousness to developing big data technology that will support BRI business development strategy in the future.

Certifications

No	Division	Certification	Validity Period	Description	Certificate Issuer
1	Payment Operation Division	ISO 9001:2015	12 December 2020 – 11 December 2023	Provision of payment system including RTGS & Clearing, Remittance & Collection, Settlement Treasury & E Banking, Cash Operation, ATM Cash Operation, Card Perso, ATM/CRM Cash Reconciliation 1, ATM/CRM Cash Reconciliation 2, Payment System Reconciliation, Trade Processing Center Jakarta, Trade Processing Center Surabaya and Quality Assurance.	PT. Lloyd's Register Indonesia
2	Procurement, Logistic Policy & Fixed Assets Management Division	ISO 9001:2015	26 November 2018 - 25 November 2021	Provision of Establishment Strategy and Policy of AT Management Division & Property Procurement Including Vendor Management.	PT. Lloyd's Register Indonesia
3	Procurement, Logistic Policy & Fixed Assets Management Division	ISO 9001:2015	29 November 2018 - 28 November 2021	Provision of Cost Estimation Processes.	PT. Lloyd's Register Indonesia
4	Information Security Desk	ISO 27001:2013	02 September 2020 - 02 December 2020	Had conducted Stage 2 Audit on November 16th – 17th 2020 and had been recommended for ISO/IEC 27001:2013 certification number IS 735538 and currently certified according to the above standards for the scope The information security management system of managing event and cyber threat monitoring. The ISO 27001: 2013 certificate has not yet been issued by BSI, it is scheduled to be published in February 2021. For now, only a recommendation letter is given to ISO 27001: 2013.	PT. BSI Group Indonesia
5	IT STRATEGY & GOVERNANCE DIVISION	IT Maturity Assessment Direktorat DTO Bank BRI	30 December 2020 - 30 December 2021	This certificate attests the Maturity Level of the Information Technology Governance through as assessment based on COBIT 4.1.	PT. Sharing Vision Indonesia
6	IT STRATEGY & GOVERNANCE DIVISION	ISO 20000:2018 Service Management System	7 October 2020 - 7 January 2020	The Service Management System of Digital, Information Technology & Operation Directorate that delivers BRINets Express Service for internal business unit at PT. Bank Rakyat Indonesia (Persero), Tbk. This is accordance with the latest Service Catalogue. The ISO 20000:2018 certificate is not yet issued by BSI, scheduled to be issued on February 2021. Currently, we received recommendation letter of ISO 20000:2018.	PT. BSI Group Indonesia

Certifications

No	Division	Certification	Validity Period	Description	Certificate Issuer
7	Payment Operation Division	ISO 27001:2013	13 November 2019 - 12 November 2022	The Management of information security in personalize debit card.	PT. BSI Group Indonesia
8	INF Division	ISO 27001:2013	29 August 2019 - 28 August 2022	The Management of information security in provision of spacecraft operation by Division of Satellite and Telecommunication Network.	PT. BSI Group Indonesia
9	INF Division	ISO 27001:2013	22 December 2020 - 21 December 2023	The information security management system of Data Center Facility BRI Ragunan Site and Tabanan Site.	PT. BSI Group Indonesia
10	DCE Division	ISO 27001:2013	10 April 2019 - 09 April 2022	The Management of information security in provision of BRI API platform by Digital Center of Excellence Division.	PT. BSI Group Indonesia
11	DCE Division	ISO 27001:2013	14 December 2018 - 13 December 2021	The Management of information security in provision of Big Data & Analytic by Digital Center of Excellence Division.	PT. BSI Group Indonesia
12	ISG Division	ISO 20000-1:2018	18 October 2020 - 17 October 2023	The service management system of Digital , Information Technology & Operation Directorate that deliver BRINets Express application for internal business unit at BRI.	PT. BSI Group Indonesia
13	Enterprise Data Management Division	ISO 27001:2013	14 December 2018 - 13 December 2021	The management of information security in provision of Big Data Advanced Analytics by Enterprise Data Management Division.	PT. BSI Group Indonesia
14	INF Division	Tier III Certification of Design Documents	07 November 2020	Design documents submitted for Tier Certification of Design Documents shall reflect the intended construction and implementation on Data Center Facilities. Thus, the design drawing package shall reflect phasing and capacities.	Uptime Institute, Inc.
15	INF Division	Tier III Certification of Data Center Design	27 June 2020 - 27 June 2022	Data Center Design Certification that rates our Data Center with 99.982% uptime and operation.	Uptime Institute, Inc.
16	INF Division	ISO 14644-1	17 November 2020 - 17 November 2021	Provision of air cleanliness in terms of the number of particles expressed as a concentration in air volume from our Data Center and its Infrastructures.	PT Data Clean Indonesia
17	INF Division	ISO 9001:2015	22 December 2020 - 22 December 2023	Provision of quality management and workflow processes of Data Center Infrastructure.	PT BSI Group Indonesia
18	BRI Corporate University	ISO 9001:2015	30 December 2019 - 24 December 2022	Provision of Banking Training Services.	PT. Lloyd's Register Indonesia

Certifications

No	Division	Certification	Validity Period	Description	Certificate Issuer
19	BRI Corporate University	Corporate Learning Improvement Process (CLIP) Accreditation oleh EFMD	12 November 2020	Quality accreditation of a corporate university based on 8 areas namely : Strategic Positioning, Marketing, External suppliers, The Corporate Learning Team, Programmes, Services & Activities, Innovation & Development, Physical Resources & Administration and Global Outreach.	European Foundation for Management Development (EFMD)
20	PSKA Division	ISO 9001 : 2015	12 December 2020 – 12 December 2023	Quality Management System (QMS).	PT. SGS Indonesia
21	Head Office Internal Audit	ISO 9001 : 2015	12 December 2020 – 12 December 2023	Quality Management System (QMS).	PT. SGS Indonesia
22	Information Technology Internal Audit	ISO 9001 : 2015	12 December 2020 – 12 December 2023	Quality Management System (QMS).	PT. SGS Indonesia
23	1. Procurement & Logistic Operation Division 2. Procurement, Logistic Policy & Fixed Assets Management Division	ISO 37001:2016	10 August 2020 – 9 August 2023	Anti Bribery Management System.	Sucofindo
24	FMA Division	ISO 9001 : 2015	21 January 2018 – 21 January 2021	Quality Management System (QMS) for Finance Management & Accounting Division BRI: Design of Accounting Policy & Accounting Control, Preparation and Verification of Published Financial Statements, Budget Planning and Control. And Corporate Financial & Tax Compliance. Note: ISO 9001:2015 has been issued by PT SGS Indonesia, scheduled to be issued on February 2021. Currently, we received recommendation Letter of ISO 9001:2015.	PT. SGS Indonesia
25	Marketing Communication Division	ISO 9001 : 2015	23 Oct 2019 – 22 Oct 2022	Quality Management System (QMS). ISO 9001: 2015 Certificate has been issued by PT. Lloyd's Register Indonesia, for the function of Provision of Marketing Communication Support. No. Approval ISO 9001/00022513/ Llyod's Register.	PT. Lloyd's Register Indonesia
26	Human Capital Development Division	Brandon Hall Group Acknowledgement in Human Capital	2020	Human Capital Organization Assessment (HCOA).	Brandon Hall Group

BRI Credit Ratings

FITCH	
Long Term Foreign Currency IDR	BBB-, Stable Outlook
Short Term Foreign Currency IDR	F3
Support Rating Floor	BBB-
Support Rating	2
Viability Rating	BB-
National Long-Term Rating	AA+ (idn), Stable Outlook
Rupiah Subordinated Debt	A+ (idn)
Senior Unsecured Notes	BBB-
Standard and Poor's	
Outlook	Negative
Issuer Credit Rating	BBB-
Stand-Alone Credit Profile (SACP)	bbb-
PEFINDO	
National Rating	id AAA, Stable Outlook
MOODY'S	
Outlook	Stable
Bank Deposit	Baa2/P-2
Baseline Credit Assessment	baa2
Adjusted Baseline Credit Assessment	baa2
Counterparty Risk Assessment	Baa1 (cr)/P-2(cr)
JAPAN CREDIT RATING AGENCY, Ltd	
Long Term Foreign Currency	BBB
Outlook	Stable
Long Term Local Currency	BBB+
Outlook	Stable

Office Addresses and/or Branch Offices or Representative Offices

OFFICE NETWORK

HEAD OFFICE

Gedung BRI I dan II,
Jl. Jend. Sudirman Kav. 44-46 Jakarta 10210
Tel. : (021) 2510244, 2510254, 2510264
Fax. : (021) 2500065, 2500077

REGIONAL OFFICE

Banda Aceh

Jl. Cut Meutia No. 17, Kel. Kampung Baru,
Kec. Baiturrahman
Kota Banda Aceh, Aceh 23242
Tel. : (0651) 22822
Fax. : (0651) 23487, 22352

Bandar Lampung

Jl. Raden Intan No.51, Kel. Tanjung Karang
Kec. Enggal, Kota Bandar Lampung
Lampung 35118
Tel. : (0721) 259340
Fax. : (0721) 259397

Bandung

Gedung Menara BRI Lt.4, Jl. Asia Afrika 57 - 59,
Kel. Braga, Kec. Sumur Bandung, Bandung 40111
Tel. : (022) 4200363, 4207977
Fax. : (022) 4236710

Banjarmasin

Jalan Jend A. Yani KM 3,5 No 151 Banjarmasin
Tel. : (0511) 3252056, 3257057, 3251647, 3251649
Fax. : (0511) 3252992, 32521649

Denpasar

Jalan Hayam Wuruk No 123, Denpasar
Tel. : (0361) 228715
Fax. : (0361) 225402

Jakarta 1

I. Veteran No.8, Jakarta Pusat
Tel. : (021) 3840802
Fax. : (021) 3453685

Jakarta 2

Jl. Gatot Subroto Kav.9-11
Gedung Mulia Lt.2 No. 72,
Jakarta Selatan 13330
Tel. : (021) 52920581,52920585
Fax. : (021) 52920586, 52920587

Jakarta 3

Jl. Kapten Soebianto Djojokusumo Kav CBD II No.I,
Kel.Lengkong Gudang, Kec.Serpong
Tel. : (021) 29703751 ex 52
Fax. : (021) 7255732

Jayapura

Gedung BRI
Jl. Pasifik Permai, Kompleks Ruko Dok II, Kel.
Bhayangkara, Distrik Jayapura Utara, Kota Jayapura,
Papua 99112
Tel. : (0967) 524652, 524453
Fax. : (0967) 524862, 537191

Makassar

Jl. Jend. Urip Sumoharjo KM 4, Kel.Karuwisi Utara,
Kec.Panakukkang, Kota Makassar
Tel. : (0411) 312498, 323507
Fax. : (0411) 312731

Malang

Jl. Laksmana Martadinata 80 Lt. 4, Malang
Tel. : (0341) 555422, 555425, 555620, 555423,
555420
Fax. : (0341) 555421

Manado

Jl. Sarapung No.4-6, Manado
Tel. : (0431) 863592, 863378
Fax. : (0431) 862779, 866966

Medan

Jalan Putri Hijau No 2A, Medan
Tel. : (061) 45256666, 4528323
Fax. : (061) 4536082

Office Addresses and/or Branch Offices or Representative Offices

Padang

Jl Bagindo Azis Chan No. 30 Padang

Tel. : (0751) 7052111, 7052528 / (Sementara) (0751)

71045, 778910 892311, 892312

Fax. : (0751) 7054995 / (0751) 72653

Palembang

Jl. Kapten A. Rivai No.15, Palembang

Tel. : (0711) 310173, 310178

Fax. : (0711) 312343

Pekanbaru

Jl. Jenderal Sudirman No. 11-11A

Rt. 01/RW 01 Simpang Tiga, Pekanbaru

Tel. : (0761) 8011100 , 8011110

Fax. : (0761) 7865019

Semarang

Jl. Teuku Umar No. 24 Semarang

Tel. : (024) 8311110

Fax. : (024) 8318436

Surabaya

Jalan Jend Basuki Rahmat No 122-138 Gedung BRI

Tower Lt 20, Surabaya

Tel. : (031) 5324230

Yogyakarta

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

Yogyakarta

Tel. : (0274) 510850,520268

Fax. : (0274) 514166, 584883

SPECIAL BRANCH OFFICE

Gedung BRI II

Jl. Jend. Sudirman Kav.44-46

Jakarta Pusat

Tel. : (021) 5709060

Fax. : (021) 5713181

Corporate Website Information



As a public company, Bank BRI facilitates information access to all stakeholders through its official website: www.bri.co.id. This is referring to the OJK regulation No. 8/POJK.04/2015, which requires the issuers to provide information such as:

1. General information of issuers or public companies;
2. Information for investors;
3. Information on Corporate Governance; and
4. Information on Corporate Social Responsibility

Moreover, in general based on the transparency principle and disclosures, BRI website contains:

1. Company Information
 - a) About Us that contains Company Information, Organization Structure, Management, Overseas Units, Infographics, and Career

The information on company sites, consist of:

- General information on BRI comprising of: BRI History, Vision and Mission, General Information for Issuers, Management and Information for Investors.
- Information on Deposits products, such as Saving Deposits, Time Deposits and Current Accounts of BRI.
- Information on Loans product consist of Micro Loan, Retail Commercial and Middle Loans, and BRIGuna.
- Information on International products, consisting of BRI Trade Finance & Services, BRIFast Remittance, Financial Institution, BRI Money Changer, Overseas Unit.
- Information on Bank's Services consist of Business Services, Financial Services, Institution, E-Banking and Treasury.
- Information on Consumer Product, consisting of Credit Card, Mortgage Loan, and Vehicle Loans.
- Information on Banking Investment, consist of Pension Fund, Government Bonds & SR, Trustee, Custodian Services.
- Information on Prioritas Services, consist of Services & Privileges, Mutual Fund, BRIPrioritas Card, Outlets, Customers Criteria.
- Information on Auction, consist of Assets Auction, Procurement Auction.
- Information on GCG, consist of General Meeting of Shareholders, Articles of Association, GCG Structure and Policy, Code of Conduct, Asean Corporate Governance Scorecard, Audit Committee including Audit Committee Charter, Nomination and Remuneration Committee, Whistleblowing System, and Shareholders Rights.
- On Career, BRI welcomes career opportunities for public interested in joining as employee through BRI e-recruitment portal.
- While Investor Relations elaborates the overview, financial information, GCG, services to Shareholders, Event and News.
- Furthermore, at the subsidiary section, provide general information on subsidiaries and can be linked with each subsidiary website.
- In addition to the above, BRI Website has covered the Company Group Structure, Profile of the Board of Commissioners and Directors, as well as information for the shareholders.

BRI Website is also fulfilling the ASEAN Corporate Governance Scorecard (ACGS) that includes:

- Part A. Rights of Shareholders
- Part B. Equitable Treatment of Shareholders
- Part C. Role of Stakeholder
- Part D. Disclosure & Transparency
- Part E. Responsibilities of the Board

Overall, BRI Website has reflected BRI's commitment in upholding transparency principles.

Workshops and Trainings of The Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Workshops of the Board of Commissioners & Board of Directors

Board of Commissioners

Name	Program	Date	Organizer	Location
Hadiyanto	Leadership Forum Year 2020	6/3/20 - 8/3/20	BRI Corporate University	Denpasar
Rofikoh Rokhim	LPPI Online Seminar 'Credit Portfolio Management Strategy'	11/6/20	BRI Corporate University	Jakarta
	Series 1 - Strategy to Develop Bank Business Plan Revision	20/5/20		Online
	LPPI Online Seminar 'Assets and Liabilities Management Strategy'	4/6/20		Online
	LPPI Online Webinar 'Restructuring Strategy'	18/6/20		Online
	Online Webinar 'Restructuring Legal Risk Management'	25/6/20		Online
	Online Seminar 'Mantaining Financial System Stability in the NER Era'	5/8/20		Online

Workshops and Trainings of The Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Board of Directors

Name	Program	Date	Organizers	Location
Indra Utoyo	Leadership Forum Year 2020	6/3/20 - 8/3/20	BRI Corporate University	Denpasar
Listiarini Dewajanti	Executive Coaching Program	1/12/19 – 31/05/20		Jakarta
Ahmad Solichin Lutfiyanto	Extension of BSMR Education	9/4/20		Online
Retno W. Wijayanti	Training Online "Outstanding Mentality"	2020		Online
	Training Online "Transformational Leadership"	27/7/20 - 28/7/20		Online
Herdy Harman	Training Online "Transformational Leadership"	27/7/20 - 28/7/20		Online
	Seminar "2020 Reinventing Digital Transformation & Organization Agility	10/11/20 – 11/11/20		Online

Senior Executive Vice President Workshop

Name	Program	Date	Organizers	Location
Dedi Sunardi	BRILiaN Leader Development Program (BLDP)-1 Year 2020	13/1/20 - 24/1/20	BRI Corporate University	Hotel
	Leadership Forum Year 2020	6/3/20 - 8/3/20	BRI Corporate University	Denpasar
Hari Siaga Amijarso	IHT Head of Internal Audit Across Indonesia and Subsidiaries of BRI Year 2020	6/2/20 - 7/2/20	BRI Corporate University	Bri microfinance
	In House Training Special Request Root Cause Analysis for Internal Audit and Deputy Head of Internal Audit	20/7/20 - 21/7/20	BRI Corporate University	At work station
	Coaching & Mentoring Executive Class Year 2020	22/9/20 - 23/9/20	BRI Corporate University	At work station
	Role of Auditor Internal in Guarding Organization Changes Process toward E-Business & E-Government in the Digital Era & COVID-19 Pandemic	17/4/20 - 17/4/20	BRI Corporate University	Jakarta
	Risk Management Level 5 Certification	15/10/20 - 16/10/20	BRI Corporate University	At work station
Lina Sari	Coaching & Mentoring Executive Class Year 2020	22/9/20 - 23/9/20	BRI Corporate University	At work station

Workshops and Trainings of The Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Name	Program	Date	Organizers	Location
Listiarini Dewajanti	Coaching & Mentoring Executive Class Tahun 2020	22/9/20 - 23/9/20	BRI Corporate University	At work station
Retno Wahyuni Wijayanti	BRILiaN Leader Development Program (BLDP)-1 Year 2020	13/1/20 - 24/1/20	BRI Corporate University	Hotel
	BRILiaN Shine "Agile Leadership For The New Normal"	24/6/20 - 24/6/20	BRI Corporate University	At work station
	Continous Performance Management Pejabat Level EVP VP BRI	4/6/20 - 5/6/20	BRI Corporate University	South Jakarta
	Leadership Forum Tahun 2020	6/3/20 - 8/3/20	BRI Corporate University	Denpasar
	LHC - In House Training Assessment Center Assessor Certification (ACAC)	19/1/20 - 23/1/20	BRI Corporate University	Corpu
	Coaching & Mentoring Executive Class Year 2020	2/7/20 - 17/7/20	BRI Corporate University	At work station
	Public Course Training Online ESQ DigiWorld	4/5/20 - 4/5/20	BRI Corporate University	Jakarta online
	Risk Management Level 5 Certification	15/10/20 - 16/10/20	BRI Corporate University	At work station
	Socialization of BRI Corporate University	31/1/20 - 31/1/20	BRI Corporate University	Aula Room 2nd Floor BRI Corporate
	Socialization of BRI Corporate University	29/5/20 - 29/5/20	BRI Corporate University	Jakarta
	Socialization of BRI Corporate University	31/8/20 - 31/8/20	BRI Corporate University	BRI Corporate University
	Talkshow Webinar Talent Management	23/6/20 - 3/7/20	BRI Corporate University	At work station
	Webinar BRISHINE Security Awareness of Employee BRI	16/6/20 - 17/6/20	BRI Corporate University	At work station

Workshops and Trainings of The Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Workshop of Corporate Secretary

CORPORATE SECRETARY UNIT

Program	Date	
BRILiaN Leader Development Program (BLDP) 5 Year 2020	16/9/20	9/10/20
BRILiaN Shine “ Agile Leadership For The New Normal”	24/6/20	24/6/20
BRILiaN Shine “Reading Facial Expression and Body Language” by Poppy Amalya	2/3/20	2/3/20
BRILiaN Shine Commemorates Pancasila Day ‘Pancasila In the Eye of Young Generation of Indonesia’	5/6/20	8/6/20
Continuous Performance Management Executive Level EVP VP BRI	4/6/20	5/6/20
Data Analytics Training Program EDM Division	12/10/20	27/10/20
In House Training for Protocol & Public Relations Year 2020	28/9/20	3/10/20
BRILiaN Leader Development Program (BLDP) 2 Year 2020	5/8/20	11/9/20
	4/3/20	23/3/20
Business Risk Mitigation Impacted by the Covid-19 Crisis	6/5/20	6/5/20
Coaching & Mentoring Executive Class Year 2020	2/7/20	17/7/20
Basic Education of Coaching Mentoring and Coaching Mentoring for BRI Executives Echelon 2 and 3 Year 2020	4/8/20	4/8/20
	5/8/20	5/8/20
	6/8/20	6/8/20
	7/8/20	7/8/20
	3/9/20	3/9/20
Enhancement Education for Secretary of Division, Desk, Regional Offices, Regional Offices Internal Audit	21/9/20	30/9/20
Education of Enhancement Special Request for Protocol & Public Relations of Regional Offices Across Indonesia Year 2019	26/9/20	3/10/20
Pendidikan Enhancement Special Request Training Master of Ceremony (MC) 2020	26/10/20	27/10/20
Sales & Marketing	11/3/20	13/3/20
BRILiaN Leader Development Program (BLDP) 3 Year 2020	5/8/20	11/9/20
BRILiaN Leader Retirement Program (BLRP) For Officer to Assistant Manager Year 2020	20/10/20	23/10/20
Internal Audit Socialization	18/8/20	18/8/20
	25/8/20	25/8/20
Socialization of Semarang Regional Office	18/9/20	18/9/20
Socialization of Yogyakarta Regional Office	26/2/20	26/2/20
Webinar Retired Not Expired	8/5/20	8/5/20
Zoom Webinar <i>Ngobrol Seru</i> ORI017	1/7/20	8/7/20

Workshops and Trainings of The Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

CORPORATE SECRETARY UNIT

Name	Program	Date		Organizers	Location
Arief Suripto				BRI Corporate University	BRI Corporate University
Bakhtiar Rahmat Imawan	Education and Test for Risk Management Level 1 Certification	6/2/20	8/2/20	BRI Corporate University	BRI Corporate University
Mohamad Bagoes Adityo				BRI Corporate University	BRI Corporate University
Riskha Dwi Puspitasari		12/3/20	14/3/20	BRI Corporate University	BRI Corporate University
Ery Wicaksono	Education and Test for Risk Management Level 2 Certification	10/9/20	12/9/20	BRI Corporate University	BRI Corporate University
Andreas Hassim	Education and Test for Risk Management Level 3 Certification	12/3/20	14/3/20	BRI Corporate University	BRI Corporate University
Dinne Shovia				BRI Corporate University	BRI Corporate University
Tresna Amalia		12/3/20	14/3/20	BRI Corporate University	BRI Corporate University

SKAI, PSKA, AIW UNIT

Program	Date	
Association of Certified Fraud Examiner (ACFE)	14/5/20	14/5/20
	7/1/20	9/1/20
	18/2/20	20/2/20
Audit & Internal Control	10/3/20	12/3/20
	17/3/20	19/3/20
	20/7/20	23/7/20
BRILiaN Leader Development Program (BLDP) 4 Year 2020	16/9/20	9/10/20
	5/8/20	11/9/20
BRILiaN Leader Development Program (BLDP) 1 Year 2020	13/1/20	24/1/20
	5/8/20	12/8/20
BRILiaN Shine " Agile Leadership For The New Normal"	24/6/20	24/6/20
BRILiaN Shine 'Reading Facial Expression and Body Language' by Poppy Amalya	2/3/20	2/3/20
BRILiaN Shine Commemorates Pancasila Day 'Pancasila In the Eye of Young Generation of Indonesia'	5/6/20	5/6/20
	8/6/20	8/6/20
BRISHINE 'best practice, principles for strategic measurement in a digital transformation era' for BRI and BRI Group	3/3/20	3/3/20
BSDP 1 For IT Officers	10/8/20	12/8/20
	13/8/20	16/8/20
BSDP 1 For PPO (Operational Supporting Officers)	7/9/20	9/9/20
	10/9/20	12/9/20
	24/9/20	26/9/20

Workshops and Trainings of The Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Program	Date	
BSDP 1 For Secretary	6/8/20	8/8/20
	1/10/20	3/10/20
BSDP 1 For SPO (Operational Supporting Supervisors)	10/8/20	12/8/20
Certified Information System Auditor (CISA)	31/8/20	4/9/20
Certification in Risk Management Assurance (CRMA Review Course Online)	19/10/20	23/10/20
Continous Performance Management for Executives Level EVP VP BRI	4/6/20	5/6/20
	11/6/20	12/6/20
	15/6/20	16/6/20
CREDIT RECOVERY PROGRAM	7/1/20	9/1/20
Entering The New Normal	5/6/20	5/6/20
IHT Training of Enhancement of Internal Audit of BRI Regional Office Regarding Qanun Aceh Year 2020	22/1/20	23/1/20
IHT Enhancement Kredit Ritel for RAK	19/5/20	19/5/20
	20/5/20	20/5/20
	22/5/20	22/5/20
IHT Head of Internal Audit Across Indonesia and Subsidiaries of BRI Year 2020	6/2/20	7/2/20
	10/2/20	10/2/20
IHT of Sharia Service Office Education for operational levels of BRI across Indonesia non Regional Office of BRI Aceh	8/7/20	10/7/20
IHT Virtual BRILiaN Shine Anticipation, Covid-19 Pandemic - HCBP Division	22/10/20	22/10/20
In House Training (IHT) of Advance Employee of Micro of BRI Aceh Regional Office for Qanun Aceh	3/1/20	3/1/20
	4/1/20	4/1/20
	13/1/20	13/1/20
	5/1/20	5/1/20
	6/1/20	6/1/20
	26/8/20	26/8/20
In House Training of Brinets Accounting, RM and AML-CTF for Auditors	27/8/20	27/8/20
	31/8/20	31/8/20
	1/9/20	1/9/20
In House Training of Brinets Accounting, RM and AML-CTF for Group Heads and Senior Auditors	10/9/20	10/9/20
	28/8/20	28/8/20
In House Training of Legal Aspects of Credit & Operations and Trade Finance for Group Heads and Senior Auditors	31/8/20	31/8/20
	9/9/20	9/9/20
In House Training of Bridex, PDE and Periodic Monitoring	5/6/20	5/6/20
In House Training of FRD and Investigation Technique for Auditor	29/9/20	29/9/20
In House Training of Job Evaluation – HCS Division	22/9/20	23/9/20
In House Training of Consumer Loans for Group Heads and Senior Auditors	30/9/20	30/9/20

Workshops and Trainings of The Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Program	Date	
In House Training of Retail Loans for Auditors across Indonesia	10/6/20	10/6/20
	12/6/20	12/6/20
	16/6/20	16/6/20
	17/6/20	17/6/20
	17/6/20	17/6/20
In House Training of Logistics for Group Heads and Senior Auditors	13/10/20	13/10/20
In House Training of Taxes Training across Indonesia	7/9/20	23/9/20
	3/9/20	4/9/20
	7/9/20	8/9/20
	8/9/20	12/9/20
	14/9/20	15/9/20
	16/9/20	16/9/20
	16/9/20	17/9/20
	17/9/20	18/9/20
	21/9/20	22/9/20
	24/9/20	25/9/20
In House Training of CRM Management, Services and Report to BRI for Auditors	5/10/20	6/10/20
	6/10/20	7/10/20
	26/8/20	26/8/20
	27/8/20	27/8/20
	28/8/20	28/8/20
	31/8/20	31/8/20
	1/9/20	1/9/20
In House Training of CRM Management, Services and Report to BRI for RAU	11/9/20	11/9/20
	17/9/20	17/9/20
	3/8/20	3/8/20
	4/8/20	4/8/20
	6/8/20	6/8/20
	7/8/20	7/8/20
	10/8/20	10/8/20
	11/8/20	11/8/20
	13/8/20	13/8/20
	14/8/20	14/8/20
In House Training Special Request Fraud Auditing	18/8/20	18/8/20
	7/9/20	10/9/20

Workshops and Trainings of The Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Program	Date	
	24/6/20	25/6/20
	29/6/20	30/6/20
In House Training Special Request Root Cause Analysis	1/7/20	2/7/20
	7/7/20	7/7/20
	3/7/20	4/7/20
In House Training of Special Request Root Cause Analysis for Head and Deputy Head of Internal Audit	20/7/20	21/7/20
Leadership Forum Year 2020	6/3/20	8/3/20
	25/3/20	25/3/20
BRILiaN Leader Development Program (BLDP) 2 Year 2020	4/3/20	23/3/20
	5/8/20	11/9/20
	4/3/20	23/3/20
LHC - TOT Risk Management Level 3	13/4/20	14/4/20
Market Risk Management: Risk Measurement and Portfolio Management	16/9/20	29/9/20
Mitigation of Banking Business during the Covid-19 Pandemic and It's Relations with Market Risk	23/9/20	23/9/20
No Guts No Gain	20/5/20	20/5/20
Assessor Training for Internal BRI	13/5/20	15/5/20
	27/5/20	29/5/20
	12/10/20	12/10/20
	13/10/20	13/10/20
Training for BBOP Competency Interview Year 2020	14/10/20	14/10/20
	15/10/20	15/10/20
	16/10/20	16/10/20
Risk & Compliance Officer (RCO) Training	8/6/20	12/6/20
Bridex and Periodic Monitoring	23/7/20	24/7/20
	26/7/20	27/7/20
Coaching & Mentoring Executive Class year 2020	2/7/20	17/7/20
	20/2/20	22/2/20
Education and Test for Risk Management Level 1 Certification	5/3/20	7/3/20
	12/3/20	14/3/20
	3/9/20	5/9/20
	13/1/20	15/1/20
	10/2/20	12/2/20
Education and Test for Risk Management Level 2 Certification	20/2/20	22/2/20
	5/3/20	7/3/20
	12/3/20	14/3/20
	27/1/20	29/1/20
Education and Test for Risk Management Level 3 Certification	20/2/20	22/2/20
	12/3/20	14/3/20

Workshops and Trainings of The Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Program	Date	
Education and Test for Risk Management Level 4 Certification	13/2/20	15/2/20
	5/3/20	7/3/20
	22/6/20	26/6/20
Basic Education for Coaching Mentoring and Coaching Mentoring for BRI Executives Echelon 2 and 3 Year 2020	4/8/20	4/8/20
	5/8/20	5/8/20
	6/8/20	6/8/20
	7/8/20	7/8/20
Enhancement of Special Request of Micro Loans for RAU	29/5/20	29/5/20
	8/6/20	8/6/20
Enhancement of Special Request Training Master of Ceremony (MC) 2020	26/10/20	27/10/20
In-House Training (IHT) on Satellite Service Operation (SSO) INF Division.	5/10/20	6/10/20
	14/4/20	15/4/20
	16/4/20	17/4/20
Modul Electronic Working Paper (EWP) in Brisma versi 2.0 Apps	20/4/20	21/4/20
	22/4/20	23/4/20
	27/4/20	28/4/20
	29/4/20	30/4/20
	24/2/20	28/2/20
Lateral Joiner Training	15/6/20	26/6/20
	28/9/20	9/10/20
Special Request In House Training of Brinets Accounting, RM and AML-CTF for RAU	1/7/20	3/7/20
	2/7/20	2/7/20
	3/7/20	3/7/20
	6/7/20	6/7/20
	7/7/20	7/7/20
	13/7/20	13/7/20
	14/7/20	14/7/20
	15/7/20	15/7/20
	24/6/20	24/6/20
	25/6/20	25/6/20
Special Request for Compliance Skill and Knowledge Upgrade (College) Program year 2020	7/7/20	15/7/20
	14/7/20	14/7/20
	24/7/20	24/7/20
Pension Fund Management and Pension Fund Risk Management Certification	16/3/20	20/3/20
Pilot Project A BRC Position Training: Leadership and Communication	21/10/20	27/10/20
Pilot Project B BRC Position Training: Leadership and Communication	21/10/20	27/10/20
Pilot Project C BRC Position Training: Leadership and Communication	21/10/20	27/10/20
Public Course Domestic, Audit Material	4/2/20	7/2/20
Public Course Domestic, HR Material	7/1/20	9/1/20

Workshops and Trainings of The Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Program	Date	
RCA- Pre Development Program year 2019	17/2/20	19/2/20
Loan Restructuring as Impacted by the COVID-19	21/4/20	22/4/20
	3/8/20	4/8/20
	5/8/20	6/8/20
Review of Audit Report Writing	10/8/20	11/8/20
	26/8/20	27/8/20
	30/8/20	31/8/20
	18/8/20	19/8/20
Risk Based Auditing	24/2/20	25/8/20
	24/8/20	25/8/20
	31/8/20	1/9/20
Risk Management Refreshment Program 'Implementation of Operational Risk Management (ORM) at the Covid-19 Period' (Situational Conditions Analysis & Compliance Review)	21/7/20	21/7/20
Seminar Daring Retired Not Expired 'Understanding the Non Financial Aspect of Retirement Preparation'	15/7/20	15/7/20
BRILiaN Leader Development Porgram (BLDP) 4 Year 2020	16/9/20	9/10/20
BRILiaN Leader Development Porgram (BLDP) 5 Year 2020	16/9/20	16/10/20
	17/10/20	17/10/20
BRILiaN Leader Development Program (BLDP) 3 Year 2020	5/8/20	11/9/20
BRILiaN Leader Retirement Program (BLRP) For Manager s/d AVP Year 2020	20/10/20	4/11/20
BRILiaN Leader Retirement Program (BLRP) For Officer to Assistant Manager Year 2020	20/10/20	23/10/20
Coaching and Mentoring for Executives Echelon 2 and 3 BRI Year 2020	8/10/20	22/10/20
	12/10/20	27/10/20
Internal Audit Socialization	18/8/20	18/8/20
	25/8/20	25/8/20
	26/8/20	18/9/20
	27/8/20	18/9/20
	28/8/20	18/9/20
	31/8/20	18/9/20
IT Strategy & Governance Socialization	1/9/20	18/9/20
	2/9/20	18/9/20
	3/9/20	18/9/20
	4/9/20	18/9/20
Socialization of Bandar Lampung Inspection Office	31/1/20	29/2/20

Workshops and Trainings of The Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Program	Date	
Socialization of Denpasar Inspection Office	7/1/20	7/1/20
	3/3/20	3/3/20
Socialization of DKI 1 Inspection Office	30/1/20	29/2/20
	31/1/20	29/2/20
	11/2/20	29/2/20
	25/2/20	31/3/20
Socialization of DKI 2 Inspection Office	5/2/20	5/2/20
Socialization of DKI 3 Inspection Office	19/10/20	24/10/20
Socialization of Jayapura Inspection Office	16/10/20	16/10/20
Socialization of Medan Inspection Office	14/1/20	14/1/20
	17/2/20	17/2/20
Socialization of Padang Inspection Office	24/1/20	24/1/20
	28/2/20	28/2/20
Socialization of Semarang Inspection Office	28/8/20	28/8/20
	19/10/20	19/10/20
Socialization of KANINS Yogyakarta	6/3/20	6/3/20
Socialization of Banda Aceh Regional Office	5/3/20	5/3/20
Socialization of Bandung Regional Office	19/3/20	24/3/20
Socialization of Bandung Regional Office, Sumedang Branch Office	15/1/20	30/1/20
Socialization of DKI 2 Regional Office, Jakarta Saharjo Branch Office	23/1/20	23/1/20
Socialization of Palembang Regional Office	14/9/20	14/9/20
Socialization of Semarang Regional Office	5/10/20	5/10/20
Socialization of Yogyakarta Regional Office, Solo Sudirman Branch Office	3/2/20	3/2/20
	7/4/20	7/4/20
	15/9/20	15/9/20
Talkshow Webinar Talent Management	23/6/20	23/6/20
Investigation Technique for Fraud in Banking Industry	22/7/20	22/7/20
The Power of You	6/5/20	6/5/20
TOS - Associate Auditor AA Competency Development Program	13/1/20	20/2/20
	19/2/20	21/4/20
TOS - Enhancement of Special Request Training For Assessor 2019	10/1/20	10/1/20
TOS – Education of RAU (Resident Auditor Unit) Development Program Year 2019	18/8/20	10/10/20
	10/3/20	10/3/20
	11/3/20	11/3/20
	18/3/20	18/3/20
	12/3/20	12/3/20
TOT Human Capital Policy Year 2020	13/3/20	13/3/20
	17/3/20	17/3/20

Workshops and Trainings of The Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

Program	Date	
Training for Audit Report Writing	27/7/20	28/7/20
	29/8/20	30/7/20
Webinar BRISHINE Security Awareness of BRI Employees	16/6/20	16/6/20
	17/6/20	17/6/20
Webinar Retired Not Expired	8/5/20	8/5/20
Workshop of Taxes New E-Filing and NPWP Decentralization	2/3/20	2/3/20
	3/3/20	3/3/20
Zoom Webinar <i>Ngobrol Seru</i> ORI017	1/7/20	8/7/20

Memberships in Associates Industry or Others and National or International Advocate Organizations including related to sustainability

No.	Institutions/Associates	Associates Scope		Membership Status	
		Nasional	Internasional	Regular Member	Board
1	Indonesian Satellite Association (ASSI)	v		v	
2	Indonesian Telematics Society (MASTEL)	v	v	v	
3	International Telecommunication Union Radiocommunication Sector (ITU-R)		v	v	
4	The European Foundation for Management Development (EFMD)		v	v	
5	Bank Indonesia Auditor Association (IAIB)	v			v
6	Institute of Internal Auditor (IIA)		v	v	
7	Financial Accounting Standard Board - Indonesian Accounting Association (DSAK-IAI)	v			v
8	Chartered Institute for Securities and Investment		v	v	
9	Indonesian Management Accountant Institute (IAMI)	v		v	
10	Indonesian Payment System Association (ASPI)	v		v	

Certification of Risk Management of the Board of Commissioners and Board of Directors

Certification of Risk Management of the Board of Commissioners Level 1, 2020

Name	Certification / Refreshment MR	
	Organizers	Date
Zulnihar Usman	BSMR	13/03/20

Certification of Risk Management of the Board of Commissioners Level 2, 2020

Name	Certification / Refreshment MR	
	Organizers	Date
R. Widy Pramono	LSP	13/03/20
Zulnihar Usman	BSMR	20/03/20

MANAGEMENT DISCUSSION & ANALYSIS

BRI recorded

Rp18.66

trillion

of net profit*

CAR

21.17%*



Strong capital

supported business growth and
enabled the Bank to maintain its
risk mitigation capability

*) Consolidated

Amid the crisis impacted by the COVID-19 pandemic with its challenges and uncertainties for the global and domestic economy, BRI was able to conclude 2020 with a good performance. It was due to BRI's commitment to sustainably growing in the Micro, Small, and Medium Enterprises (MSMEs) segment and the support from accommodative government and regulators' policies to accelerate the national economic recovery.

BRI recorded Rp1,511.81 trillion of Total Assets (consolidated) as of the end of 2020, the highest in the history of the Company. Grew 6.71% from Rp1,416.76 as of the end of 2019. Asset growth was contributed by Loans that increased by 3.89% year-on-year to Rp938.38 trillion. MSME segment was the major contributor to the increase, composing 82.13% of total loans as of the end of 2020. Positive loan growth during the pandemic was accompanied by well-maintained credit quality where the Gross Non-Performing Loan (NPL) ratio was 2.99%, below the maximum ratio set by the regulator.

Meanwhile, BRI's consolidated third party funds reached Rp1,121.10 trillion or grew 9.78% from Rp1,021.20 trillion in 2019, contributed by low-cost funds (CASA). CASA composed 59.67% of total third party funds as of the end of 2020.

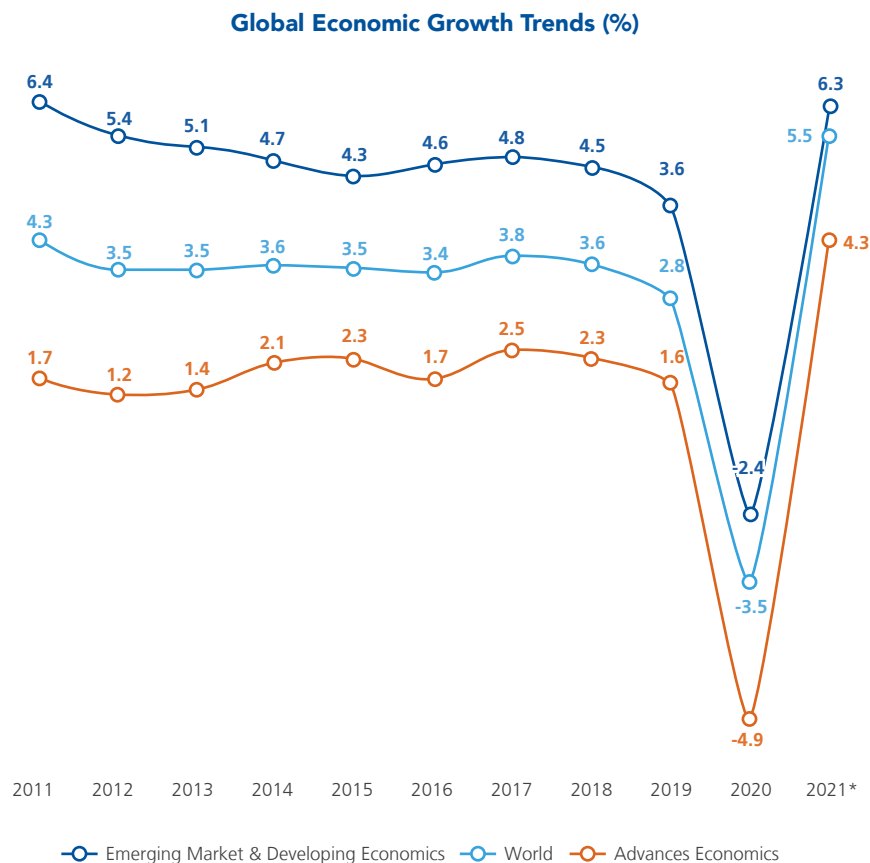
BRI maintained a strong capital with Total Capital Adequacy Ratio (CAR) of 21.17%, far above the minimum regulatory requirement, thus supporting business growth and maintaining the Company's ability to manage risks.

ECONOMY & INDUSTRIAL REVIEW

GLOBAL ECONOMY

In 2020, the world was shocked by the COVID-19 pandemic, which started in China and rapidly spread to many other countries. COVID-19 has changed people’s behaviour and weakened the world economy. COVID-19 also triggered fear, which prompted countries to shut down economic activities and limit social activities, resulting in a slowdown in business activities.

The International Monetary Fund (IMF) estimated that world economic growth in 2020 was at -3.5% and projected to increase to 5.5% in 2021, supported by economic growth in developing countries.



* Projection
 Source: IMF, World Economic Outlook Update, January 2021

Economy & Industrial Review

The availability of COVID-19 vaccines with a high level of effectiveness, such as Pfizer, Sinovac, and Moderna, provides a positive sentiment for global economic development. However, a second wave pandemic in many countries in Europe could threaten the global economy in the future.

Both the developed and developing countries adopt countercyclical fiscal policies to sustain their economies by increasing government spending and providing tax incentives. In monetary policy, the US central bank (The Federal Reserve) and European Central Bank (ECB) lowered their policy rates and have maintained low policy rates. The Fed, for example, holds the policy rate in the 0% - 0.25% range.

INDONESIAN ECONOMY

The Indonesian economy is also affected by the COVID-19 pandemic. The implementation of Large-Scale Social Restrictions (PSBB) during the pandemic resulted in a slowdown in economic activities across all societies. Concerns and uncertainties caused by the pandemic led to a trend of capital outflows from the stock and bond markets, putting pressure on the rupiah exchange rate against the US dollar. In the real sector, domestic demand was also affected by PSBB implementation, while the contraction in global demand resulted in the lower volume of Indonesian exports. The economy started to experience contraction, as reflected in the minus 5.32% growth in the second quarter of 2020.

However, with various accommodative Government and Regulatory policies set during the pandemic, the domestic economy began to show recovery signs although still contracting. Indonesia's economic growth on a year-on-year basis was improving to -3.49% in Q3 2020 and -2.07% in Q4 2020.

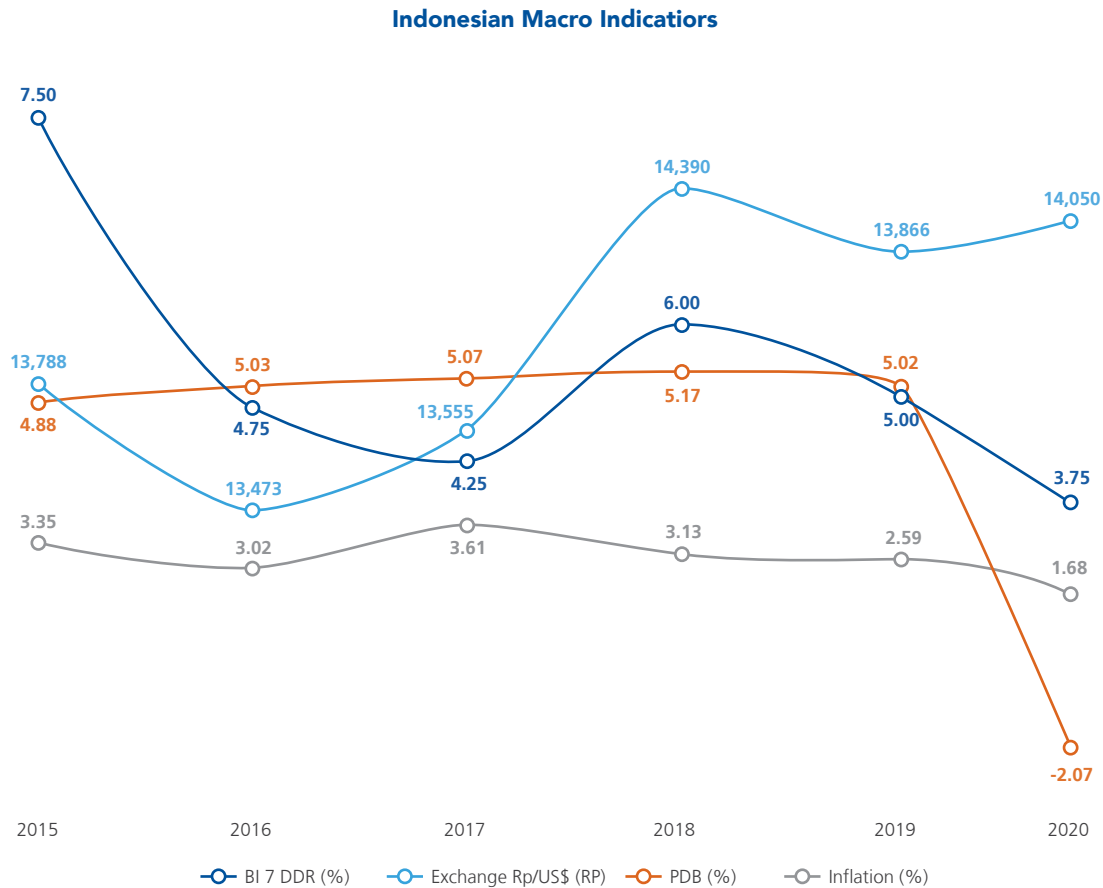
The Rupiah exchange rate against the USD also showed a recovery sign, as it improved to the pre-pandemic level, closed at Rp14,050/US\$ at the end of 2020.

The position of Indonesia's foreign exchange reserves was also well-maintained, recorded at US\$135.9 billion as of December 2020 or equivalent to 10.2 months of imports and the government's foreign debt payments. It was above the international adequacy standard of about three months of imports.

Indicators	2017	2018	2019	2020
GDP Growth (%)	5.07	5.17	5.02	-2.07
Nominal GDP (USD Billion)	1,015.29	1,042.68	1,119.13	1,059.30
GDP/Capita (USD)	3,885	3,945.29	4,192	3,917
Export (USD Billion)	168.88	180.01	167.68	163.31
Import (USD Billion)	150.07	188.71	171.27	141.56
Trade Balance (USD Billion)	18.81	-8.7	-3.59	21.75
Foreign Exchange Reserve (USD Billion)	130.20	120.65	129.2	135.9
Policy Rate - BI 7 Day Reverse Repo (%)	4.25	6.00	5.00	3.75
Inflation (%)	3.61	3.13	2.59	1.68
JCI (real value)	6,356	6,194	6,299	5,979

Source: BPS, BI, IMF, Ministry of Trade

Economy & Industrial Review

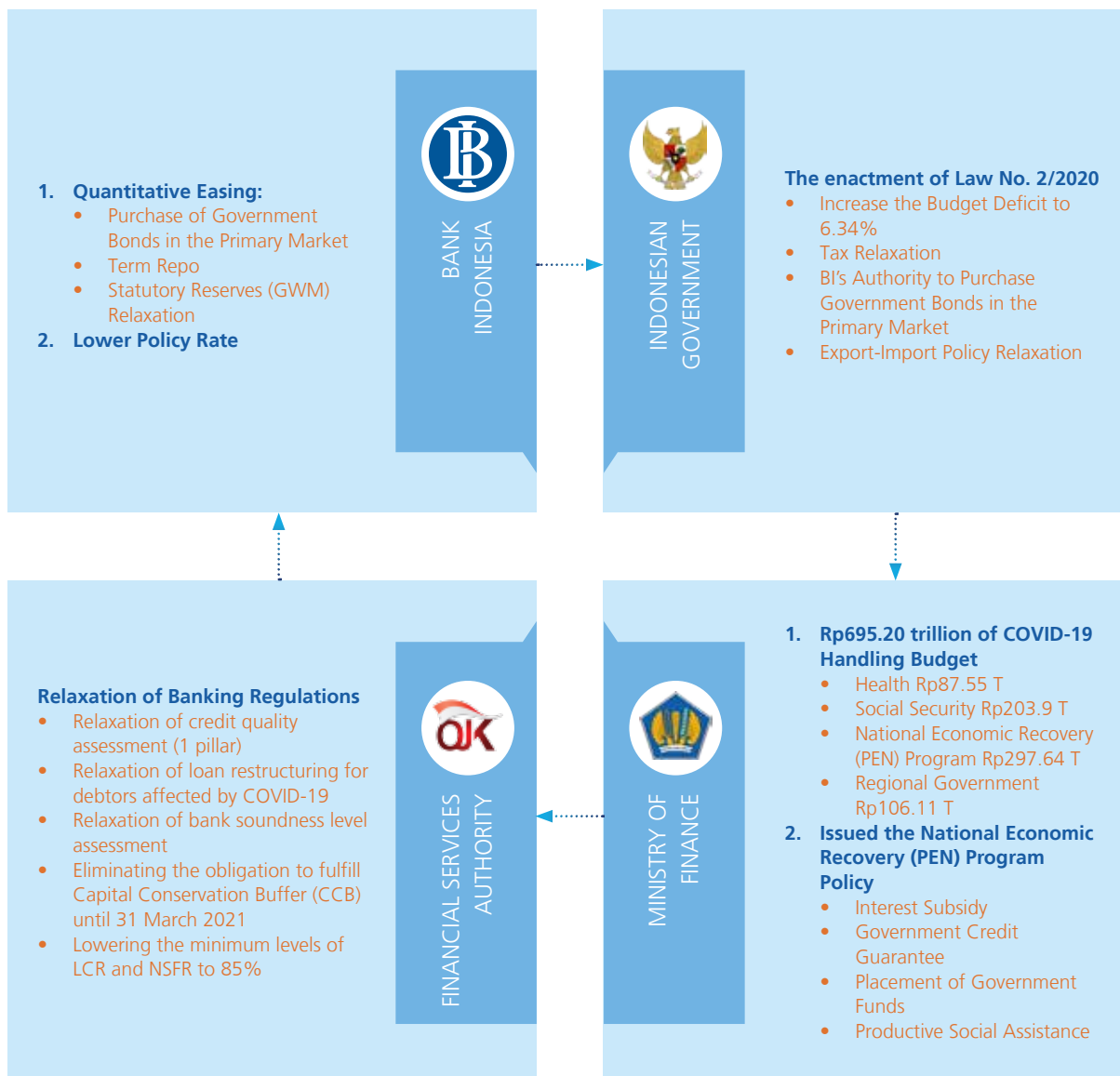


Policies Implemented by the Regulators and Government during the COVID-19 Pandemic

To withstand the impact of COVID-19 on the economy, the government issued countercyclical policies such as through the National Economic Recovery (PEN) program in which BRI Bank also played a role. In the recovery program, the government issued various stimulus, including through POJK 11, which provided credit relaxation to debtors affected by COVID-19, PMK 70 and 104 regarding the placement of government funds, PMK 71 on credit guarantees borne by the government, and PMK 138 that provided loan interest subsidies. Meanwhile, Bank Indonesia conducted monetary easing by gradually lowering the policy rate (BI7DRR) to 3.75% as of the end of 2020 from previously 5% (beginning of 2020). Bank Indonesia also conducted quantitative easing by purchasing government bonds through the primary and secondary markets.

Economy & Industrial Review

GOVERNMENT AND REGULATORS' SUPPORT IN MITIGATING THE COVID-19 PANDEMIC



Indonesian Economy Projections in 2021

The fiscal and monetary authorities estimate that Indonesia's economic growth will increase to 5.5% in 2021, or better than in 2020 where it experienced contraction. Some of the positive sentiments that support Indonesia's economic growth in 2021 include PSBB (Large-Scale Social Restrictions) relaxation in several provinces that are expected to restore economic activities and the government and regulators' accommodative programs and policies that will still be in place. The availability of COVID-19 vaccines also provides a positive signal that economic activities can resume.

Economy & Industrial Review

Indonesian Economy Projections in 2021

No.	Assumption	State Budget 2021	IMF	WORLD BANK	ASIAN DEVELOPMENT BANK	BRI*
1	Economic Growth (%)	5.5	4.8	4.8	5.3	3.1 - 4.2
2	Yield of SBN-10 years (%)	7.29	-	-	-	5.8 - 6.3
3	Inflation (%)	3.0	1.6	-	-	2.1 - 3.1
4	Exchange Rate Rp/US\$ (Rp)	14,600	-	-	-	14,150 - 14,600

*) BRI Economist & Corporate Research Group, State Budget 2021
Note: SBN-10 years to replace SPN-3 months in 2021 as macroeconomic basic assumption.

National Banking Industry Analysis

Amid the challenging situations and uncertainties caused by the COVID-19 pandemic, the Indonesian banking industry is still well-maintained. Based on OJK data as of November 2020, the Capital Adequacy Ratio (CAR) was maintained at the level of 24.25%, higher than the same period in 2019 of 23.77%. The banking industry also had adequate liquidity, as demonstrated by the Loan Deposit Ratio (LDR) of 82.33%.

In terms of growth, the national banking industry recorded Rp9,053 trillion in total assets as of November 2020 or increased by 7.64% year on year. However, commercial bank loan growth was still under pressure and decreased by 1.4% year on year to Rp5,447 trillion, in line with the weak demand for credit due to the COVID-19 pandemic. Credit quality indicated by the Non-Performing Loan (NPL) ratio was able to be maintained at 3.18%, below the maximum

of 5% set by the regulator.

Meanwhile, third party funds (DPK) recorded double-digit growth of 11.55% year on year to Rp6,000 trillion. The pandemic situation and the implementation of Large-Scale Social Restrictions (PSBB) have encouraged people to hold back on consumption, thereby causing an upward trend in third party funds.

In terms of profitability, the national banking industry recorded Net Income of Rp98 trillion as of November 2020 and positive profitability ratios, as indicated by Net Interest Margin (NIM) of 4.41% and Return on Assets (ROA) of 1.64%.

Economy & Industrial Review

Indonesian Banking Main Financial Indicators

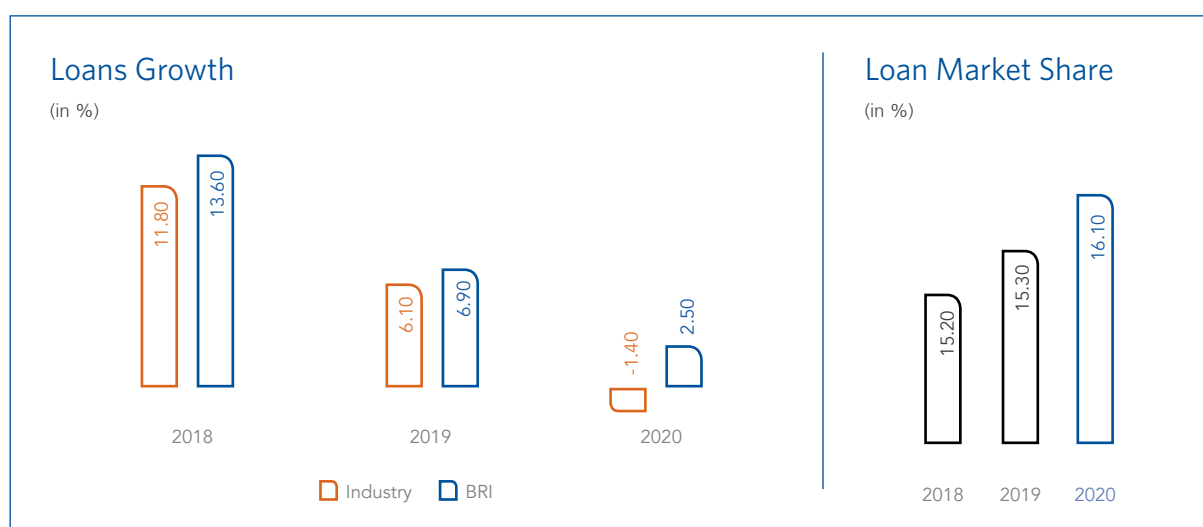
Indicators	2017	2018	2019	Nov. 2020
Assets (Rp Trillion)	7,388	8,068	8,563	9,053
Loans to third party (Rp Trillion)	4,738	5,295	5,617	5,447.49
Third Party Funds (Rp Trillion)	5,289	5,630	5,997	6,634.99
Profit after Tax (Rp Trillion)	131	150	156	98
CAR (%)	23.01	22.89	21.18	24.25
NPL (%)	2.59	2.37	2.50	3.18
NIM (%)	5.15	5.00	5.26	4.41
ROA (%)	2.38	2.50	2.81	1.64
BOPO (%)	79.28	78.33	76.39	86.04
LDR (%)	89.57	94.04	94.17	82.33

REVIEW OF THE BANKING INDUSTRY & BRI*

Amid the COVID-19 pandemic, BRI was able to record positive performance and was above the industry.

1. Loans

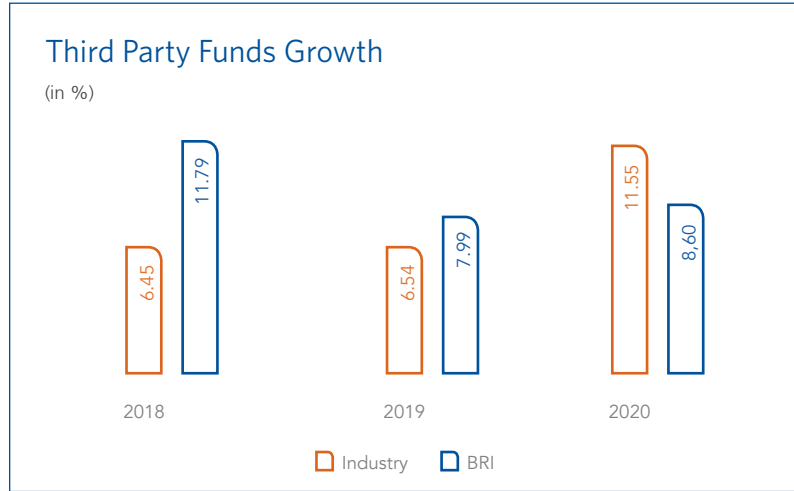
As of the end of 2020, BRI recorded Total Loans amounted to Rp880.68 trillion or grew 2.5% compared to 2019 of Rp859.56 trillion. BRI's loan growth was much better than the industry that was corrected by -1.4% year on year (November 2020). BRI's loan growth that was constantly above the industry resulted in a higher market share of the Company, from 15.3% in 2019 to be 16.1%.



Economy & Industrial Review

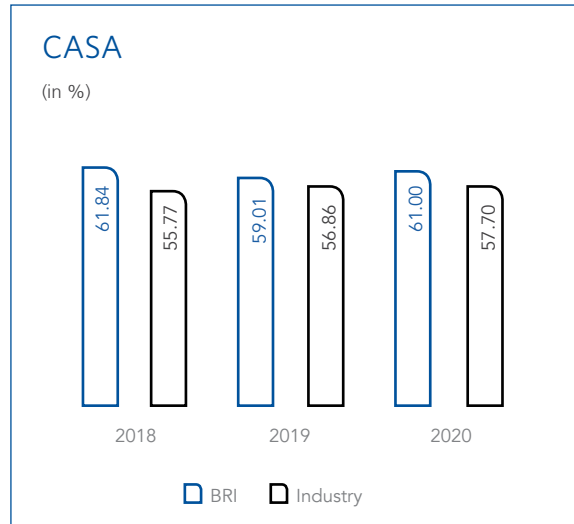
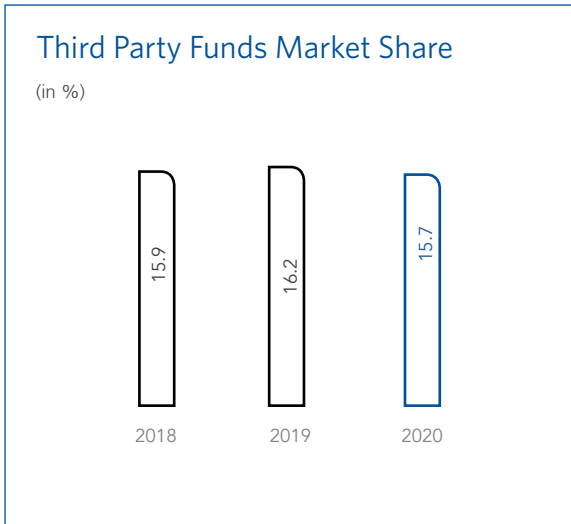
2. Third Party Funds

BRI third party funds increased by 8.6% to Rp1,052.66 trillion as of the end of 2020 compared to Rp969.75 trillion in 2019. BRI's third party funds growth rate was slightly below the industry that grew by 11.55% year on year. Market share for BRI third party funds was 15.7% as of November 2020, slightly lower than as of the end of 2019, although it remained the highest in the banking industry.



*BRI's figures are Bank Only

The growth in BRI third party funds was contributed by the increase in low-cost funds (CASA). CASA composed 61% of BRI third party funds as of the end of 2020 from previously 56.86%. It was higher than that of the banking industry at 57.7% (November 2020).



*BRI's figures are Bank Only

3. Net Profit

BRI recorded Rp18.35 trillion in Net Profit in 2020, which decreased by 46.1% year on year. It was lower than the industry's average Net Profit growth that fell 30.90% year on year. One of the factors was proactive loan restructuring that BRI conducted to rescue loans, particularly in the MSME segment that was most affected by COVID-19, creating pressure on interest income. The factors contributing to BRI's Net Profit are as follow:

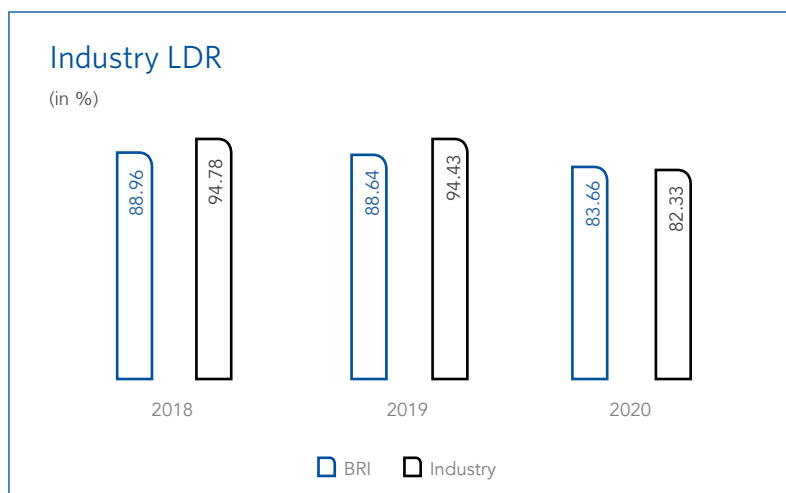
Economy & Industrial Review

Performance	Year-on-year growth	
	BRI (as of 31 December 2020)	Banking Industry (as of November 2020)
Interest Income	-4.9%	-4.3%
Interest Expense	-6.1%	-6.1%
Net Interest Income	-4.3%	-2.2%
Fee-Based Income	6.2%	-6.9%
Total Operating Income	-3.4%	2.3%
Non-Interest Operating Expense	22.7%	21.0%
Operating Profit	-39.1%	-28.6%
Net Profit	-46.1%	-30.9%

*BRI's figures are Bank Only

4. Liquidity Ratio

Generally, BRI dan banking industry liquidity was maintained at an adequate level amid the COVID-19 pandemic. As of the end of 2020, BRI's Loan to Deposit Ratio (LDR) was maintained at 83.66%, while it was slightly lower for the industry at 82.33%. The declining trend in liquidity in 2020 compared to 2019 was due to weakening demand for loans as resulted from economic slowdown during the COVID-19 pandemic.

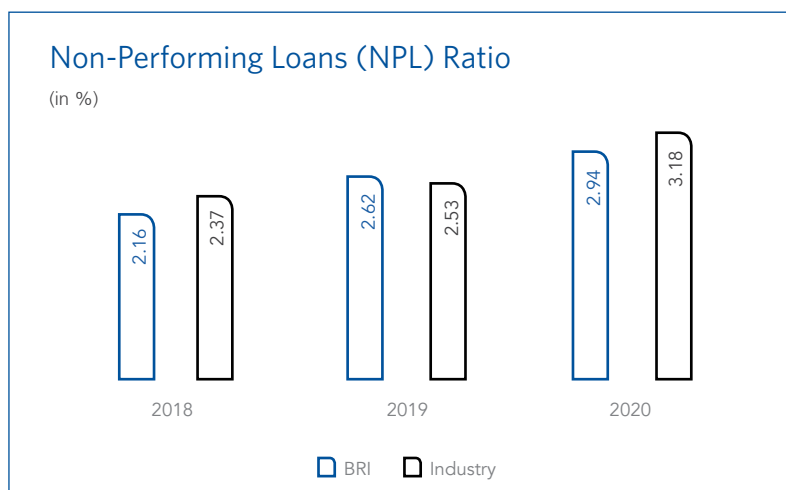


*BRI's figures are Bank Only

BRI also maintained the Macroprudential Intermediation Ratio (RIM) at 80.03%. It was within the 80%-92% range set by the regulator. A similar trend was also experienced by the banking industry, which recorded an 82.33% RIM.

5. Non-Performing Loans (NPL) Ratio

As of the end of 2020, BRI recorded a Gross Non-Performing Loans (NPL) ratio of 2.94%, below the maximum of 5% set by the regulator. BRI's NPL ratio remained controlled below the maximum limit of 5% and below the industry's average NPL ratio of 3.18% (November 2020).

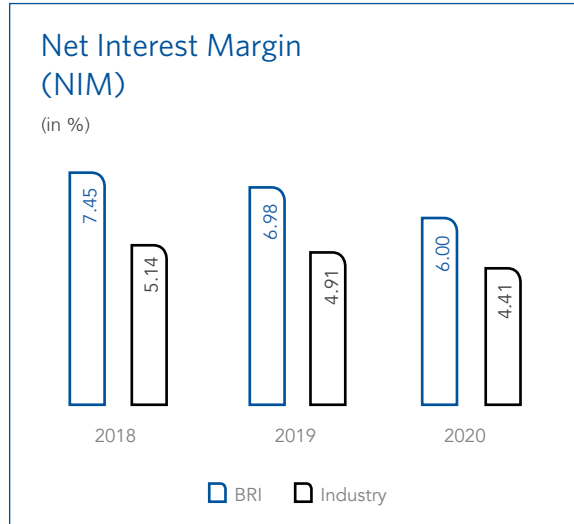


*BRI's figures are Bank Only

Economy & Industrial Review

6. Net Interest Margin (NIM)

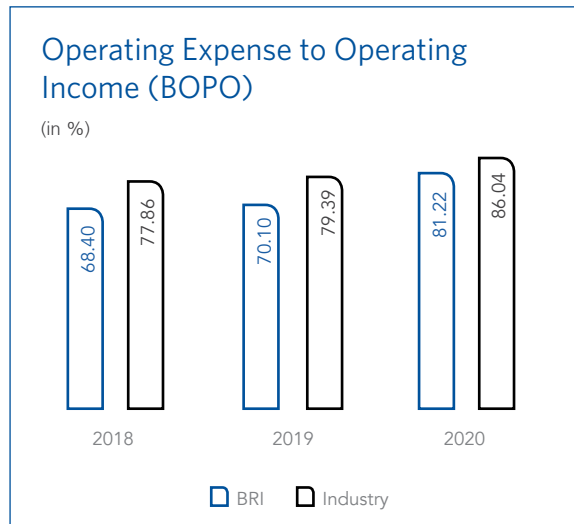
As of the end of 2020, BRI recorded a 6% Net Interest Margin (NIM), higher than the industry average of 4.41% (November 2020). BRI and the banking industry were both experiencing a declining trend in NIM due to weakening demand for loans and the increase in loan restructuring as a result of the COVID-19 pandemic.



*BRI's figures are Bank Only

7. Operating Expense to Operating Income (BOPO)

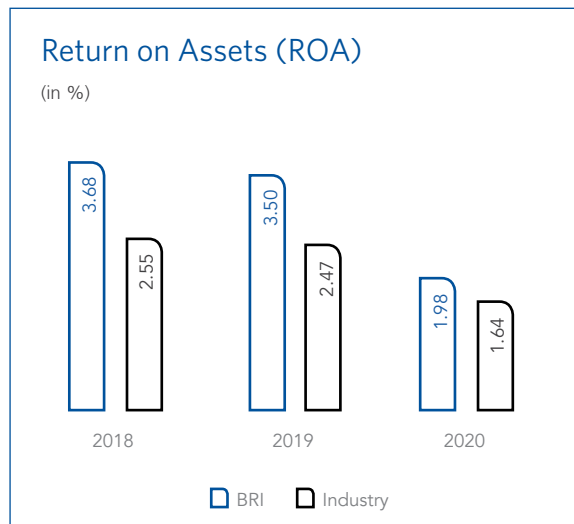
BRI's Operating Expense to Operating Income (BOPO) as of the end of 2020 was 81.22%, better than the industry average of 86.04% (November 2020). It demonstrated BRI's superiority in managing its business efficiency compared to the banking industry. Both BRI and the banking industry recorded rising BOPO due to lower Net Interest Income resulting from the slowdown in loan growth and increase in loan restructuring and higher loan loss provision to mitigate worsening credit quality caused by the COVID-19 pandemic.



*BRI's figures are Bank Only

8. Return on Assets (ROA)

As of the end of 2020, BRI recorded Return on Asset (ROA) of 1.98%, higher than the industry average of 1.64% (November 2020). It demonstrated BRI's business productivity level that was above the industry in general. Lower ROA for both BRI and the industry compared to the previous year was due to pressure on Net Income amid the pandemic.

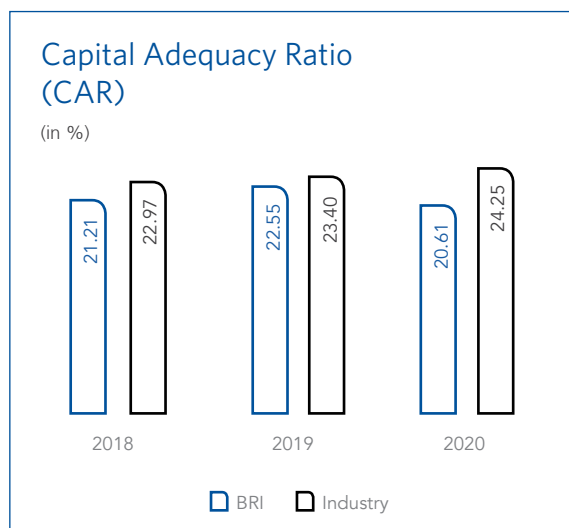


*BRI's figures are Bank Only

Economy & Industrial Review

9. Capital

As of the end of 2020, BRI maintained its Total Capital Adequacy Ratio (CAR) at 20.61%. It was lower than the industry average of 24.25% (November 2020) but well above the minimum requirement set by the regulator of 12% and the Company's risk appetite of 17%.



*BRI's figures are Bank Only

NATIONAL BANKING PERFORMANCE PROJECTIONS IN 2021

Indonesia's economy in 2021 is projected to be in the recovery stage from the impact of the COVID-19 pandemic, thereby prompting an expectation of a positive growth in the national banking performance. Financial Services Authority (OJK) estimated higher loan growth compared to 2020, while third party funds will grow moderately. Economic activities that are projected

to improve along with the middle and upper class's consumptive behavior will become the major factor of such condition. It is in line with monetary policies of lowering policy rate and relaxation of macroprudential policy.

	2018		2019		2020		2021 Projections	
	Loans	Third Party Funds	Loans	Third Party Funds	Loans	Third Party Funds	Loans	Third Party Funds
OJK	10%-12%	8%	12%-14%	14%	-2,41%	11%	6%-7%	11%-12%
BI	10%-12%	9%-11%	10%-12%	10% - 12%	8%-10%	8%	5%-7%	7%-9%
LPS	10%-12%	10%-12%	10.5%	11.5%	8.4%	7.4%	11.5%	8.4%

BRI fully supports the direction of the government and monetary and financial services authorities' policies in 2021, such as the National Economic Recovery (NER) policy that focuses on improving Indonesia's economy, particularly the MSME sector. BRI is committed to grow in the MSME segment and become the government's

partner in the NER Program implementation while still consistently applying the prudential banking principle. It shows BRI's support and commitment to providing economic dan social values.

BANK STRATEGIC PLANS

BRI SHORT-TERM PLAN IN 2021

The COVID-19 pandemic disruption affects not only the national economy but also the banking sector. BRI, as a business entity, supports the national economic resilience through the banking services it provides. BRI had reviewed the business plans prepared to accommodate the further impact of the COVID-19 pandemic. To realize the annual theme set in 2021, namely becoming "The Most Valuable Banking Group in Indonesia", BRI had formulated corporate strategies to strengthen its foundations. BRI's digital transformation and the development of mobile support systems and digital banking services are expected to support the Company to attain sustainable performance.

For the short term, BRI's survival strategies including:

1. Efficiency
Maintaining the Company's efficiency through business process re-engineering using a digital approach, improving CASA composition, and reducing COF.
2. Selective Loan Growth
Performing a thorough and selective loan expansion on low-risk products, particularly those related to government's programs, expanding the business to sectors unaffected negatively by COVID-19, and exploring new sources of growth such as the Ultra-Micro segment.
3. Asset Quality Improvement
Focus on improving credit quality, monitoring non-performing loan restructure to minimize allowance for impairment loss, and optimizing recovery rate.

4. Strengthening BRI Group Synergy
Focus on strengthening business and non-business synergy between BRI (parent company) and its subsidiaries and between subsidiaries through several programs.
5. Increasing Transactions
Boosting transactions to increase FBI and CASA potential. The development of value chain business and transaction banking in all segments and the implementation of digital banking services are expected to optimize fee-based income. Fee-based income is one source of income the Company focuses on in 2021.

The Short-Term Program is part of the Bank's Business Plan, which is guided by BRI vision and mission statement and the factors that influence the banking industry development in Indonesia in the future. Some of the factors are:

1. The dynamic and management of the COVID-19 pandemic, putting pressure on the global economy.
2. The implementation of government policies linked to the National Economic Recovery program.
3. The uncertainty of the Indonesian economy causing loan growth to slow down, Non-Performing Loan (NPL) to increase, but CASA also increases.
4. The development of technology and rapid shift in customer behavior patterns due to technology and the development of products and features are substitute product threats for the banking industry.

Bank Strategic Plans

MEDIUM-TERM PLAN

BRI's medium-term plan is developed as a milestone to achieve BRI's vision and mission. BRI made some adjustments to its medium-term target projections, both qualitative and quantitative, to maintain BRI's sustainable business growth amid the COVID-19 pandemic.

BRI's focus for the medium term are as follows:

1. Financial
BRI focus is on efficiency through the improvement of CASA composition and lower special interest rate, exploring new sources of growth, increasing recovery rate, and aligning business development with the government's stimulus
2. Customer
BRI will optimize the mid-level and corporate-level customers' value chain, develop customer-centered omnichannel, develop micropayment ecosystems, and cross-sell BRI Group products and services to improve services to customers.
3. Product & Process
BRI will digitize its products and business processes, increase IT reliability, improve the risk scoring system, and optimize big data analytics to provide optimum services.
4. Channel
BRI will improve its network, optimize BRILink Agent, and utilize BRI API (Application Program Interface) as a channel for collaboration with third parties to provide excellent services.
5. Culture
BRI will conduct performance-based corporate culture transformation to support the Company in achieving its vision and mission.

LONG-TERM PLAN

Various challenges occurred in 2020 due to the COVID-19 pandemic, the rapid development of technology, and internal growth, prompted BRI to adjust its long-term plans and strategies. Therefore, BRI conducted a review of the BRI Corporate Plan 2021–2025. It was later referred to as BRIVolution 2.0. As a result of this review, BRI made adjustments to BRI's vision for 2025 to become "The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion".

BRI FOR INDONESIA



BRI has been the government's active partner in implementing the National Economic Recovery Program (PEN). The program has had a positive impact on debtors, most of whom are in the MSME segment.



As an effort to rescue MSME loans affected by the COVID-19 pandemic, BRI restructured loans with a total outstanding amount of Rp186.6 trillion to 2.8 million debtors, most of whom were in the MSME segment.



Family Hope Program (PKH) disbursement through BRI increased to Rp15 trillion in 2020 from Rp13.3 trillion in 2019.



Basic Food Assistance distributed to 7.5 million beneficiary families (KPM) across 272 Districts amounted to Rp14.8 trillion in 2020.



Non-Basic Food Cash Assistance disbursement to 499 thousand KPMs (excluding those who received PKH & Basic Food Assistance) in 488 Districts amounted to Rp1.6 trillion.



BRI disbursed Cash Assistance for Non-PKH Basic Food Assistance Beneficiaries to 3 million KPMs with a total amount of Rp1.5 trillion.

BRI For Indonesia



As of 2020, there were 24,733 Village-Owned Enterprise (BUMDes) accounts.



BRI supports the Social Forestry Program through KUR disbursement amounted to Rp201.2 billion to 3,661 farmers holding Social Forestry Decree.



There are more than 348,863 MSMEs registered as members of the BUMN House, and BRI has conducted 5,600 training.



In 2020, BRIncubator was conducted online with the theme BRIncubator Go Global. As many as 289 MSMEs participated in the selection and curation process. At the end of the BRIncubator implementation, 25 best MSMEs were selected.



BRI has printed 5,117,792 Farmer Cards printed and handed out 3,703,521 or 72.37% of the total cards printed to farmers.

BRI AS THE MAIN PARTNER IN THE IMPLEMENTATION OF THE GOVERNMENT’S NATIONAL ECONOMIC RECOVERY (PEN)

BRI is the government’s active partner in implementing the National Economic Recovery (PEN) Program. The program positively impacts not only debtors—mostly the MSME segment’s debtors—but also the Company’s business. As of December 2020, the Company had implemented the following PEN Programs:

1. MSME Loan Distribution in the context of Accelerating National Economic Recovery. The target set by the Government was Rp45 trillion (or 3 times the Government Fund Placement).
2. Lending under a guarantee scheme for the small enterprise segment amounted to Rp8.73 trillion to more than 14 thousand debtors;
3. The distribution of interest subsidies for MSME loans amounted to Rp5.47 trillion to more than 8.9 million beneficiaries;
4. Distribution of Micro Business Productive Assistance (BPUM) amounted to Rp18.64 trillion to more than 7.7 million microenterprises;
5. The distribution of KUR Super Mikro amounted to Rp8.66 trillion to more than 985 thousand debtors;
6. The distribution of salary subsidies amounted to Rp6.45 trillion to more than 5 million beneficiaries.

BRI For Indonesia

BRI'S SUPPORT TO RESCUE MSME LOANS AFFECTED BY COVID-19

Since the beginning of the pandemic, BRI has been proactive in making efforts to rescue loans affected by COVID-19. As of 31 December 2020, BRI had restructured loans with a total outstanding of Rp186.6

trillion belonged to 2.8 million debtors. The majority of the debtors, or 95.5% of the total loans restructured, were in the Micro, Consumer, Small, and Medium segments.

BRI AS AN AGENT OF DEVELOPMENT THROUGH PEOPLE'S ECONOMY

As an agent of development, BRI is committed to supporting government programs, especially in improving the welfare of rural communities, by continuously investing in them, which is as important as investing in the future of the Company's business.

The programs focus on access to Poverty Alleviation aid (Distribution of Social Assistance and Non-Cash Food Assistance), Empowerment of Village Communities (through Village-Owned Enterprises), Improvement of Farmers' Welfare (Agricultural Entrepreneurship), and access to Financial Inclusion, and other social activities.

The following is a summary of BRI's programs for Indonesia:

MINISTRY OF SOCIAL AFFAIRS' SOCIAL ASSISTANCE

BRI is among the SOEs that has disbursed the Ministry of Social Affairs' social assistance programs since its appointment in November 2016. Each social assistance program is given to beneficiary families (KPM) in non-cash through the banking system for easy controlling, monitoring, and minimizing fraud.

The use of the banking system by utilizing digital finance is aimed at expanding financial inclusion. The use of various cards in the disbursement of social assistance was integrated into one card, namely the Kartu Keluarga Sejahtera (KKS). Disbursements can be done at banks' agents and e-channel. Through the programs, BRI is taking part in increasing financial inclusion, poverty eradication, and community empowerment.

Family Hope Program (PKH)

Successfully participated in disbursing PKH to 3.8 million KPMs in 267 Districts. PKH disbursement through BRI increased from Rp13.3 trillion in 2019 to Rp15 trillion in 2020.

Basic Food Assistance

BPNT (Non-Cash Food Assistance) program changed its name to Basic Food Assistance in 2020. BRI disbursed Rp14.8 trillion of Basic Food Assistance for 7.5 million KPMs across 272 Districts in 2020.

Non-Basic Food Cash Social Assistance

The government launched the cash social assistance program (BST) in April 2020 for low-income families to help them alleviate the burden of the COVID-19 pandemic. The assistance was disbursed through BRI. BRI had disbursed BST to 499 thousand KPMs (excluding those who received the PKH & Basic Food Assistance) in 488 Districts amounted to Rp1.6 trillion.

Cash Social Assistance for Food Assistance KPMs Non-PKH

This cash social assistance was specifically provided for Basic Food Assistance KPMs who did not receive PKH assistance. It was one-off Rp500,000 cash assistance, disbursed in August 2020. BRI distributed a total of Rp1.5 trillion to 3 million KPMs.

BRI For Indonesia

BRILIAN VILLAGE PROGRAM & VILLAGE-OWNED ENTERPRISE (BUMDES)

A village-owned enterprise is a business entity whose entire or most of its capital is owned by a village through direct participation of allocated village assets, to manage assets, services, and other businesses for the maximum welfare of villagers. (Law No. 6 of 2014 concerning Villages).

Bank BRI collaborates with the Ministry of Village, Development of Disadvantaged Regions, and Transmigration to assist and foster village-owned enterprises, including:

1. Providing financial literacy education
2. Conducting entrepreneurship training activities
3. Assisting and introducing the procedures for establishing a village-owned enterprise
4. Making village-owned enterprise a BRILink Agent

This collaboration effectively began in January 2017 and has delivered positive results. In 2017, as many as 7,153 village-owned enterprise accounts were acquired, increased to 17,545 accounts in 2018 and 22,654 in 2019. Village-owned enterprise accounts in 2020 reached 24,773. Meanwhile, there were 11,209 village-owned enterprise BRILink in 2020, an increase from 8,662 in 2019, 3,020 in 2018, and 1,319 in 2017.

The method of BRI's assistance for villages and village-owned enterprises can be illustrated as follows: BRILian Village. BRI makes a village-owned enterprise a BRILink Agent, essentially its business, which will improve the village's financial literacy.

As a manifestation of BRI's empowerment for the rural community, BRI launched the BRILian Village Program in 2020. BRILian Village is a village full of achievements and inspiration, is responsive, resilient, and innovative in times of a pandemic, and worthy of being modeled by other villages.

BRI carried out the BRILian Village Program to support the rural economy in Indonesia during the COVID-19 pandemic. During the program, BRI organized various activities to restore the villages' economy, provided

literacy and training, and assessed selected villages' skills on their efforts to stay ahead and innovate during the pandemic.

BRI initially selected 531 villages to be involved in the 2020 BRILian Village Program. Out of the 531 villages, BRI then decided on 125 villages that met the four criteria above. They participated in online training and capacity-building programs before being assessed to determine the ten most superior villages.

The ten selected villages received special mentoring from BRI in collaboration with Bumdes.id for three months. Furthermore, these ten villages will become BRILian Village Ambassadors for the 2021 BRILian Village Program.

The ten villages were Sekapuk Village, Ujung Pangkah Subdistrict, Gresik Regency, East Java; Tamansari Village, Licin Subdistrict, Banyuwangi Regency, East Java; Sumber Agung Village, Batu Ampar Subdistrict, Kubu Raya Regency, West Kalimantan; Tebara Village, Waikabukak Subdistrict, West Sumba Regency, East Nusa Tenggara; Kuala Alam Village, Bengkalis Subdistrict, Bengkalis Regency, Riau; Koto Ranah Village, Koto Besar Subdistrict, Dharmasraya Regency, West Sumatra; Sambirejo Village, Prambanan Subdistrict, Sleman Regency, Yogyakarta Special Region; Manjapai Village, Bontonombo Subdistrict, Gowa Regency, South Sulawesi; Menanga Village, Rendang Subdistrict, Karangasem Regency, Bali; Penggarit Village, Taman Subdistrict, Pemalang Regency, Central Java.

BRILian Villages are expected to be role models for other villages because they are considered responsive, resilient, and innovative even during a pandemic. They can inspire other villages to progress and prosper. During the program, hundreds of villages received basic literacy, digital, and business by involving officials, community figures, and village-owned enterprises of the respective villages.

BRI For Indonesia

Selected villages will participate in the Incubator Goes To BRILian Village Incubation Program, which is expected to inspire, provide additional insight, and improve performance. Therefore, the assessment is intended to not only find a winner but help BRILian villages identify their weaknesses and continuously improve.

A village can become a BRILian Village if it meets four criteria: owns village-owned enterprises, innovative in solving social problems, improves community welfare in a sustainable manner (sustainability), and incorporates digitalization in its daily life.

Through the BRILian Village Program, four positive things are hoped to spread to all rural areas in Indonesia: village innovation, village resilience, village digitization, and sustainability.

Villages' position in the national economic recovery is very important; therefore, villages must be empowered and immediately bounce back from difficulties caused by the pandemic. It is in accordance with the critical issues during the pandemic President Joko Widodo conveyed: how to accelerate economic recovery from villages during the pandemic, ensure food security by creating agricultural corporations, and initiate an economic transformation of rural areas towards digitization.

Village-Owned Enterprise (BUMDes)

Providing access to financial services for the public through BUMDes as BRILink Agent with 24,773 accounts, 11,209 agents, and 12.03 million transactions. BUMDes transaction values reached over Rp12.3 trillion.

SOCIAL FORESTRY PROGRAM

Social Forestry Program is a SOEs Synergy Project that provides certainty of arable land and land tenure to farmers around the forest, banking access through KUR from banks, agricultural production tools subsidies, and education on intensive forest land management, thereby improving the welfare of the surrounding communities. Until 2020, the government allocated 12.7 million hectares for Social Forestry through five schemes: Village Forest, Community Forest, Community Forest Plantation, Forestry Partnership, and Customary Forest. Bank BRI also supported the Social Forestry Program through the disbursement of KUR amounted to Rp201,2 billion to 3,661 farmers holding Social Forestry Decree.

BRI also provided assistance in the form of production facilities such as hand tractors, grain threshers, corn shellers, packaging equipment, reservoirs, and water pumps. The assistance was expected to help reduce the costs of farming, hence increasing income for farmers. For example, BRI provided Eucalyptus Oil Refining Tool to the Forest Farmers Group in Wonoharjo Village, Kemusu Subdistrict, Boyolali. This group consisted of 404 farmers and managed 433 ha of Social Forestry Program areas. With the new eucalyptus oil refining

tool, forest farmers' productivity increases, which leads to an increase in income and well-being.

Some of other Social Forestry Program empowerment activities BRI implemented during 2020 are as follow:

1. Rattan and bamboo processing assistance and training in Selat Village, Buleleng Regency, Bali
2. Facilities and seeds assistance for social forestry in Panji Village, Buleleng Regency
3. Providing facilities to improve the gardens and tourism facilities in Sebudi Village, Karangasem Regency
4. Facilities assistance for Sunda Purwa Coffee Production House in Purwakarta
5. Financial Literacy and Inclusion (financing) in Loa and Drawati Villages, Paseh Subdistrict, Bandung Regency
6. Financial Training and Inclusion in Aie Dingin Village, Solok Regency
7. Online Training for Coffee Entrepreneurs in thirty Social Forestry locations
8. Training and Assistance for Coffee Farmers in Subang Regency
9. Twenty Routine Training and Webinars with IPB University every Friday, from August to December 2020

BRI For Indonesia

Social Forestry Program 5,733 Farmers

31,519 hectares of land in Central Java, West Java, South Sumatra, and Jambi. The SOEs synergy program aims at providing certainty of land area for farming, land tenure for farmers around the forest, and access

to banking services. The services include KUR, subsidy on agriculture production facilities, and education on intensive forest land management to enhance the welfare of communities around the forest.

BUMN HOUSE (RB)

'BUMN House', previously called 'BUMN Creative House', is a forum for SOEs collaboration in establishing Digital Economy Ecosystems by fostering SMEs to increase their capacities and capabilities. BUMN House takes the role of data and information center and a center for SME education, development, and digitization. Currently, there are 56 BRI RBs, and the last RB built was the Purwokerto RB.

The main objective of BUMN House is SMEs' capacity and capability improvement to create high-quality Indonesian SMEs. Training programs include: Go Modern (a training to prepare and foster SMEs in improving product quality, branding, and packaging), Go Digital (a follow up of the Go Modern Module that contains material related to the use of digital applications and automation in business and marketing processes), and Go Online (a training on expanding online market access through market places provided by Blanja.com or other e-commerce).

In the future, BUMN House will also function as Disaster Task Force, Co-working Space, Millennials Basecamp, and Socialization of Environmental Development/CSR Programs.

A standardized training curriculum was developed to support learning materials and knowledge management for training in all RBs. RB also collaborates/partners with various agencies and institutions to improve the quality of training. And RB members are expected to establish communities according to their business fields to empower their businesses further.

In the future, members of RBs will be certified according to the level of training in RB: Go Modern, Go Digital, and Go Online. As of December 2020, over 348 thousand MSME entrepreneurs registered as RB members, with a total of 5,992 training conducted by BRI.

BUMN House	2017	2018	2019	2020
Number of RBs	52	53	54	56
Total Members	286,330	302,942	329,969	348,863
Total Number of Training	908	2,220	4,133	5,992

There are as many as 247 BUMN Houses units built by all SOEs, with 56 of them are BRI RBs. BRI's involvement in the BUMN House (RB) program received appreciation from the Ministry of SOE.

BRI For Indonesia

Rumah BUMN (RB)

Total RB Members 348,863 | Total Number of Training 5,992

A collaboration between SOEs to establish Digital Economy Ecosystems by fostering SMEs to improve their capacities and capabilities. There are 56 BRI RKBs throughout Indonesia.

BRINCUBATOR GO GLOBAL

BRIncubator Go Global is a development program or competition for potential MSMEs to increase their capacity and capability that will enable them to upgrade, including digitally, and focus on export validation.

BRIncubator first held in 2018 in 5 cities: Padang, Bandung, Solo, Malang, and Makassar, with 500 MSMEs from BRI RBs participating.

In 2019, the second BRIncubator was held in 5 cities: Central Jakarta, Semarang, Yogyakarta, Sidoarjo, and Gianyar, with total participants of 500 MSMEs from BRI RBs. Out of 500 MSMEs, BRI selected 250 of them to attend BRIncubator activities that consisted of Workshop, Coaching, and Mentoring by nationally certified trainers. Following that, MSMEs were given business coaching and mentoring for six months, from June to December 2019. The maximum ratio of MSME and mentor was 5:1, where one mentor responsible for a maximum of 5 MSMEs to ensure an optimum business coaching program.

In 2020, BRIncubator was conducted online with the theme BRIncubator Go Global. As many as 289 MSMEs participated in the selection and curation process. At the end of the program, 25 best MSMEs were selected. They received rewards that they could use to develop their businesses and continued to get assistance from experts and BUMN House to prepare their business to enter the export market. The BRIncubator Go Global program in 2020 was also supported by the Ministry of Cooperatives & SMEs and the Ministry of Research and Technology/National Agency for Research and Innovation.

BRIncubator

Supports MSME upgrade

Mentoring, empowerment, and modernization of MSME groups to boost MSME productivity, create technopreneurs, dan encourage MSME to reach the next level.

MSME EXPORT

BRILian Preneur 2020 Recorded US\$57.5 million worth of Contracts

The hybrid gathering of MSME entrepreneurs and Business Matching was held on 1 - 15 December 2020, and the MSME products exhibition was held on 10 - 13 December 2020 at the JCC Assembly Hall, Jakarta. There were also Art Installation, Online Talk Show, Online Business Matching, and online Music Festival.

BRI For Indonesia

FARMER CARDS

The Farmer Card (Kartu Tani) is a co-branding debit card between the Association of State-Owned Banks (HIMBARA) and the Ministry of Agriculture. This card can be used as farmers' identities. There is also information on subsidized fertilizer quotas. Farmers can also use this card to pay for subsidized fertilizer at the Fertilizer Kiosks and carry out banking transactions through electronic channels.

The BRI Farmer Card was first initiated in Central Java on 4 March 2015. On 20 February 2017, the Minister of Agriculture and Minister of SOEs instructed HIMBARA banks to carry out a trial of the Farmer Card program in Java. BRI was assigned to distribute Farmer Cards in 19 provinces: Riau Islands, Banten, DKI Jakarta, West Java (Tasikmalaya Regency), Central Java, Yogyakarta, West Kalimantan, North Kalimantan, Central Kalimantan, East Kalimantan, West Sulawesi, South Sulawesi (14 districts), Central Sulawesi, Maluku, North Maluku, West Nusa Tenggara (5 districts), East Nusa Tenggara, Papua, and West Papua.

According to the Minister of Agriculture Regulation No. 47/Permentan/SR.310/12/2017 on the Allocation and Highest Retail Price of Subsidized Fertilizer for the Agricultural Sector in the 2018 Fiscal Year, Farmer Cards are given to farmers who are members of farmer groups and carry out farming activities within a certain space of land. For farmers in the food crop, horticulture, plantation, and animal husbandry sectors, the maximum land area is 2 Ha. While for farmers in the aquaculture sector, the maximum land area is 1 Ha. Farmers with their farmer groups must prepare an RDKK (Definitive Plan for Subsidized Fertilizer Needs) to be uploaded in the Ministry of Agriculture's E-RDCK system by the Subdistrict Agriculture Instructor. The Bank will open an account and issue a Farmer Card for farmers registered at the Ministry of Agriculture's E-RDCK.

Every subsidized fertilizer purchase transaction that uses Farmer Card can be monitored online in real-time by the government through a dashboard supported by BRI. Thus, the government can ensure the subsidized fertilizer is delivered to the intended recipient (by name by address). The monitoring dashboard also helps fertilizer producers to obtain data regarding the spread of subsidized fertilizer needs and data needed to charge subsidized fertilizer production costs to the government. BRI also uses the data of farmers receiving the Farmer Card as a loan pipeline to increase the scale of farmers' businesses.

The use of Farmer Card as payment card for subsidized fertilizer at Fertilizer Kiosks, who are also branchless banking (Laku Pandai) agents, is a form of financial literacy and inclusion in Indonesia's agricultural ecosystem. With the Farmer Card, farmers get certainty of subsidized fertilizer availability; hence farming activities are not disrupted. Farmers whose data are registered in the system also obtain additional benefits, such as assistance in acquiring other farming production tools, absorption of harvest from off-taker companies, registration of farming insurance, and bank loans.

As of December 2020, BRI had printed 5,117,792 Farmer Cards and distributed 3,703,521, or 72.37% of the total cards printed, to farmers.

In terms of Fertilizer Kiosks, as many as 7,044 kiosks are BRILink agents and have EDC machines installed.

Using Farmer Cards, a total of 571,785 tonnes worth Rp1.02 trillion subsidized fertilizer were purchased using the Card.

BRI For Indonesia

FINANCIAL LITERACY & INCLUSION

Financial inclusion and literacy activities are socialization or education activities related to the introduction of entrepreneurship, business development, and BRI banking products or services. The activities are as follow:

MSMEs Clustering

BRI MSME debtors clustering planning was developed to help customers access the market, promote, and

find buyers. The purpose of establishing MSME clustering was also for financial close system, the possibility of having off-takers/avalists, and focused mentoring and development tailored to the segment. BRI divided MSMEs clustering based on economic and or commodity sectors, regions, business similarity, and MSME entrepreneurs' background.

AGRICULTURAL ENTREPRENEURSHIP PROGRAM

The Ministry of SOE appointed BRI to pioneer the Agricultural Entrepreneurship Program. This program aims to encourage farmers to become entrepreneurs. The government provides support through modern agricultural infrastructure and working capital. The Agricultural Entrepreneurship Program is a collaboration between the Ministry of SOE, Ministry of Agriculture, and Ministry of Village, Development of Disadvantaged Regions, and Transmigration. They work together with farmers and Provincially-Owned Enterprises (BUMDES) to create added value for farmers to increase their welfare. The collaboration that was built was realized by forming PT Mitra Bumdes Nusantara (MBN). As of July 2020, all programs under the Association of State-Owned Banks (Himbara) responsibility were carried out well.

In 2020, in collaboration with the Ministry of Agriculture and other stakeholders, after the Tasikmalaya project, Bank BRI prepared three new project initiatives in Demak, Subang, and Ngawi. These three projects will be the benchmark in growing and developing 350 farming corporations until 2024, as was planned by the Ministry of Agriculture. Bank BRI

plays a role in providing KUR and other microloans for farmers, and business management assistance and mentoring related to farmer empowerment programs. The expected outcome for BRI Micro Businesses is the creation of current and future micro business customer base.

BRI's role as a modern, pro-people bank

BRI, as a bank, not only fully supports the distribution of working capital but also provides assistance for farmers. For example, business matching, where the Bank introduces potential off-takers to farmer groups. Agricultural entrepreneurship in Demak and Subang are currently being developed with a business matching concept. The identification results in the two regions show that most farmers' production practices do not experience problems. However, they are still less competitive in terms of marketing, especially the selling price of products. The proximity of BRI Unit to farmers is this program's success key. The Mantri (loan officer) Work intensification program known as the Mantri Revitalization immensely helped this program run well, starting from identification, implementation, to reporting process.

BRI For Indonesia

Business matching is expected to increase farmers' margins in the agricultural entrepreneurship ecosystem and finally increase their production capacity. BRI also expects that this will be BRI's step to get closer to farmers so that it can be the new hope for the sustainability of BRI's micro business in the future.

The six steps of Agricultural Entrepreneurship are as follow:

Modernization of Production Process

Switching the agricultural process from traditional to modern

Groups Strengthening

If possible, the group becomes a business entity or even a legal entity

Financial Inclusion

Provide access to banking services for farmers

Strengthening the Farmers

Farmers in certain economies of scale that are suitable to be developed no longer work individually but in groups

Institutional Strengthening

Institutions (Business Entities/Legal Entities) are the off-takers for farmers

Farmers' Welfare

This ecosystem will increase the welfare of farmers from upstream to downstream

Micro Business Productive Assistance (BPUM)

The government continues to accelerate economic recovery through the National Economic Recovery Program (PEN) stimulus. One of the newest programs is the working capital aid for microbusiness (Banpres) called Produktif Usaha Mikro (BPUM), one-off cash assistance of Rp2.4 million.

Micro Business Productive Assistance (BPUM) has been distributed since August 2020 as part of the National Economic Recovery Acceleration (PEN) program. PT Bank Rakyat Indonesia (Persero) Tbk is one of the banks appointed to distribute the aid to the public. The government launched the BPUM program to help microbusiness owners to survive during the pandemic.

As of December 2020, as the government's main partner in the PEN program, BRI had distributed a total of Rp18.6 trillion of BPUM to 7.76 million beneficiaries.

As BRI continues to prioritize health protocols during a pandemic, the public can access <https://eform.bri.co.id/bpum> to determine whether they are the targeted beneficiaries of BPUM. Beneficiaries listed on the above website may go to the nearest BRI Work Unit to receive the aid after completing the necessary documents. This convenience that BRI offers, especially in accessing information, is aimed to accelerate BPUM utilization.

In carrying out BPUM disbursement services, BRI Work Unit is always coordinating with the COVID-19 Task Force, including regulating the maximum number of services per day according to the recommendations of the local COVID-19 Task Force, local government, and other authorities to regulate BPUM service activities to remain in accordance with the health protocols.

BUSINESS REVIEW

BUSINESS STRUCTURE

MICRO BUSINESS SEGMENT



- MICRO BUSINESS
- PROGRAM BUSINESS
- BRILINK SERVICE BUSINESS

Micro Business Segment is intended to provide products and banking services needs of individual customers and micro entrepreneurs and empower people's businesses.

RETAIL BUSINESS SEGMENT



- SMALL & MEDIUM BUSINESS
- CONSUMER LOAN BUSINESS
- RETAIL SAVING BUSINESS
- RETAIL BANKING SERVICES BUSINESS

Retail Business Segment is intended to serve small and medium entrepreneurs (SME), including through consumer and commercial banking products and services.

Business Review

CORPORATE BUSINESS SEGMENT



- SOE CORPORATE LOAN BUSINESS
- INSTITUTIONAL & TRANSACTION BANKING BUSINESS
- NON-SOE CORPORATE LOAN BUSINESS
- SYNDICATION & NON BANK FINANCIAL INSTITUTION SERVICES BUSINESS
- INTERNATIONAL BUSINESS
- TREASURY BUSINESS
- CAPITAL MARKET SUPPORT SERVICE BUSINESS

BRI Corporate Business Segment serves large corporations and institutions such as State-Owned Enterprises (SOE) and non-SOEs that provide value chain business for the SME segment by providing a complete range of loan and saving products and banking services including cash management, trade finance, international banking services, treasury and capital market support services. In addition, this business segment conducts syndicated loan and provides committed and uncommitted limit facilities to the Non -Bank Financial Industry (IKNB) in the country.

SUBSIDIARIES' BUSINESS SEGMENTS



- PT Bank BRI Syariah Tbk (BRI Syariah)
- PT Bank Rakyat Indonesia Agroniaga Tbk (BRI Agro)
- BRI Remittance Co. Ltd (BRI Remittance)
- PT Asuransi BRI Life (BRI Life)
- PT BRI Multifinance Indonesia (BRI Finance)
- PT BRI Danareksa Sekuritas (BRI Danareksa Sekuritas)
- PT BRI Ventura Investama (BRI Ventures)
- PT BRI Asuransi Indonesia (BRI Insurance)

The business segments of subsidiaries includes both conventional and Islamic financial services, remittance services, life insurance, general insurance, venture capital, and securities.

OPERATIONAL REVIEW PER BUSINESS SEGMENT

MICRO BUSINESS SEGMENT

PERFORMANCE HIGHLIGHTS OF MICRO BUSINESS DIRECTORATE

In 2020, during the Covid-19 pandemic, the performance of BRI Micro Business was generally positive both in Loan and Micro third-party funds. This indicated that BRI Micro Business was resilient in facing the Covid-19 pandemic, which inevitably affected the national economy and business. In addition, the implementation of programs and strategies that were appropriate to the situation also contributed to BRI's sound performance in 2020.

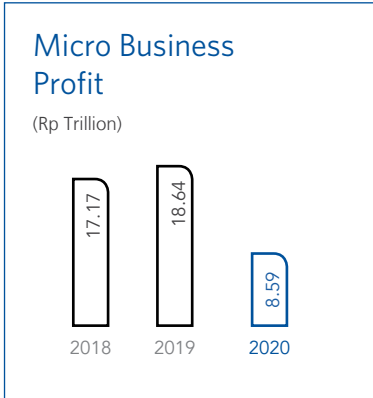
BRI programs and strategies to grow the Micro Business in 2020 are as follows:

1. Business process re-engineering.
2. Market share improvement.
3. CASA improvement.
4. Growing the loyalty of micro debtors that were affected by Covid-19 by providing loan payment relaxation through loan restructuring programs.
5. Selective growth as well as business expansion performed carefully and selectively with a focus on optimizing business potential in non-Red Zone areas.
6. The "Road to Micro-Business Sustainable Growth" initiative strategy implementation.

Although the economic recovery is still ongoing, BRI remains optimistic that it can achieve the Micro loan composition target of 40% of total loan in 2021. This is supported by BRI's experience serving the Micro segment, thousands of BRI work units spread throughout Indonesia, improved business processes, and reliable digital capabilities, as well as quality BRI human resources.

Micro Business Segment

PERFORMANCE SUMMARY



Micro Business Profitability in 2020 amounted to

Rp8.59 trillion

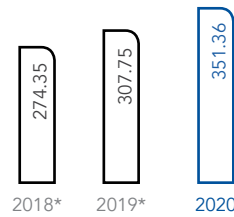
Micro Business Loans in 2020 amounted to

Rp351.36 trillion,
an increase of 14.17% compared to **Rp307.75 trillion** in 2019.



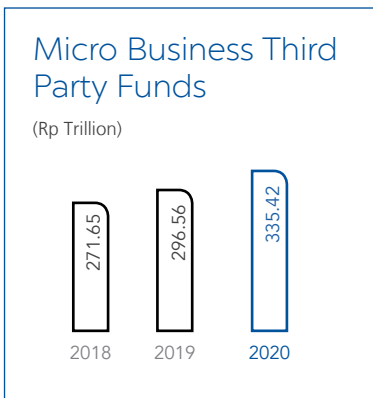
Micro Business Loans

(Rp Trillion)



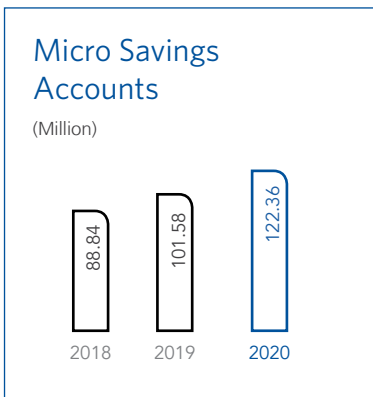
Micro Business Debtors amounted to

11.87 million debtors,
an increase of **11.44%** compared to 2019 of **10.65 million debtors.**



Micro Business Third-Party Funds in 2020 amounted to

Rp335.42 trillion,
an increase of 13.11% from **Rp296.56 trillion** in 2019.



Micro Business Savings Account stood at

122.36 million accounts,
up 20.46% compared to **101.58 million accounts** in 2019.

*) Credit amount after segment re-classification

Micro Business Segment

MICRO BUSINESS

The Micro Segment, one of the backbones of Indonesian economy, will always be the primary business for BRI. The Bank has been delivering its best services to the Micro segment since its establishment in 1895 or for 125 years in 2020. Having professional competencies in Micro Business, BRI is consistent and committed to continue to contribute to the development and empowerment of Micro Business players, aligned with their evolving needs.

In 2020, BRIVolution 1.0 concept that implements digital transformation and culture has entered the fourth of five phases to make BRI as The Most Valuable Bank in South East Asia and Home to the Best Talent. The focus of the fourth phase of BRIVolution 1.0 is to increase the penetration of Ultra Micro loan segmentation and micropayment transaction systems in the community.

The existence of Micro Business sector is part of BRI's DNA. Therefore, BRI is committed to increase the support and empowerment of the Ultra Micro segment in 2020, underpinned by the spirit of digital transformation, namely go smaller, go shorter, go faster, so that BRI financial services, such as the financing process, can be done faster at a more affordable cost. Through the affordable loan program, Ultra Micro entrepreneurs are expected to be able to maintain their business and recover as quickly as they can from the impact of the Covid-19 pandemic.

BRI now also has an Index of Micro, Small, and Medium Enterprise (SME) called BRI Micro & SME Index (BMSI) to measure business activity, sentiment, and expectations of Micro Business actors on the state of the national economy. Based on the latest data from BMSI, it can be seen that the business conditions and optimism of SMEs towards economic recovery in the future is increasing.

With respect to the micropayment transaction system, the strategies to increase the system's penetration during 2020 include to promote cashless transactions using BRI's Quick Response Code Indonesian Standard (QRIS) to merchants. In addition to simplifying cash flow calculations, the benefits of using QRIS are also to support the Government's program to minimize the potential for Covid-19 transmission.

In order to provide QRIS-based transaction facilities in 2020, BRI provided assistance to merchants such as Android-based tools that can be used as a means of receiving payment notifications after transactions take place, making murals on the walls of merchants' shops, and regularly holding meetings with merchants to support the sustainability of their business.

BRI will continue to raise public knowledge on cashless transactions, especially using QRIS, so that transaction volume using this integrated system continue to increase. BRI believes that with a simple and secure payment system through QRIS, the business of Micro Business actors can be helped to grow even bigger. This growth will lead to a more positive pace of the national economy and improved public welfare.

In 2020, Micro Business loan products offered to Micro customers are Kupedes, micro loan KUR, KUR Kecil, KUR Super Mikro, and KUR TKI. Meanwhile, the Micro Business saving products are Tabungan BRI Simpedes with various variants such as Simpedes TKI, Simpedes Umum, Simpedes Impian, and Simpedes Usaha.

Micro Business Segment

MICRO BUSINESS PRODUCTS AND SERVICES

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.

KUR Super Mikro

KUR Super Mikro is a special financing facility for new customers who have never applied for a loan, which is primarily intended for workers affected by termination of employment (layoffs) or housewives who run productive businesses with a maximum loan of Rp10 million per debtor with a maximum loan period of 3 (three) years and or Investment Loan (KI) with a maximum loan period of 5 (five) years.

KUR Mikro

KUR Mikro is a financing facility for new micro entrepreneurs with a maximum loan of Rp50 million per debtor, which can be a Working Capital Loan (KMK) with a maximum loan period of 3 (three) years and or Investment Loan (KI) with a maximum loan period of 5 (five) years.

KUR TKI

KUR TKI is a financing facility that applies specifically to TKI with placements in Singapore, Hong Kong, Taiwan, Brunei, Japan, South Korea, and Malaysia with a maximum financing of Rp25 million.

BRI Simpedes Saving

BRI Simpedes Saving is a BRI savings product designed for rural communities but equipped with modern features such as ATM cards that can be used on other banking networks in the country and supported by 24-hour services from Internet Banking and Mobile Banking. There are also variants of Simpedes such as Simpedes TKI, Simpedes Umum, Simpedes Impian, Simpedes Usaha, and Simpedes Kredit Pangan. In addition, BRI Micro Business also has other saving products, namely:

1. Tabunganku
2. SimPel (Student Saving)
3. Term Deposito

MICRO BUSINESS PROGRAMS AND STRATEGIES IN 2020

In the middle of Covid-19 pandemic in 2020, BRI has adapted its programs and strategies to grow Micro Business in 2020, among others:

4. Business process re-engineering through the road to digitalization program, big data insight, and enhancement BRISpot.
5. Development of market share through optimization of work programs (referrals and financial education) and productivity of BRILink Agents, collaboration with fintech and e-commerce, literacy and inclusion in the Micro segment, debtor upgrading program, and Leveraging Social Media as Micro products marketing strategies.
6. Improvement of CASA through pipeline management system programs, acquisition, and special marketing through Teman Simpedes pocket and traditional market acquisition programs.
7. Product innovation & differentiation through the development of Micro Ultra Loan business model and optimization of closed payment system in the Traditional Market.
8. Improvement of loyalty of Micro debtors affected by Covid-19 by providing relaxation of obligations through loan restructuring programs.
9. Selective growth through the adjustment of Micro business targets with the conditions of economic slowdown as well as careful and selective business expansion with a focus on optimizing business potential in non-Red Zone areas.
10. Implement the initiative strategy "Road to Micro-Business Sustainable Growth" which is divided into four initiatives as follows:
 - a. Product Initiatives;
 - b. Business Process Initiatives;
 - c. Micro Human Resources Initiative;
 - d. Empowerment Initiatives

Micro Business Segment

MICRO BUSINESS PERFORMANCE IN 2020

In 2020, during the Covid-19 pandemic, the performance of BRI Micro Business was generally positive both in Loan and Micro third-party funds. This indicated that BRI Micro Business was resilient in facing the Covid-19 pandemic, which inevitably affected the national economy and business. In addition, the implementation of programs and strategies that were appropriate to the situation also contributed to BRI's sound performance in 2020.

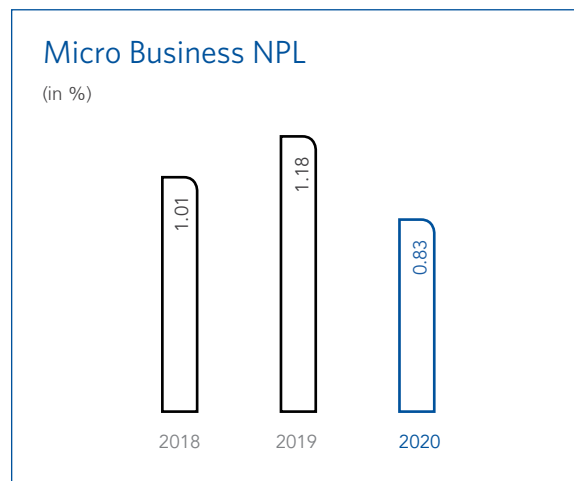
BRI Micro Business Performance 2018 – 2020

Period	Profit (trillion Rp)	Debtors (in Million)	Loan (trillion Rp)	Savings (In Million)	Third-party funds (trillion Rp)
2018	17.17	10.07	274.35	88.84	271.64
2019	18.64	10.65	307.75	101.58	296.55
2020	8.59	11.87	351.36	122.36	335.42

Micro Loan Performance

At the end of 2020, BRI Micro Business Loan amounted to Rp351.36 trillion or grew by 14.17% (yoy) compared to Rp307.75 trillion in 2019. The increase was driven by growth in the number of Micro Loan debtors, from previously 10.65 million debtors to 11.87 million debtors. The growth trend of Micro Loan was able to generate an increase in the share of Micro Loan to Total Loan from 35.8% in 2019 to 39.9% in 2020.

Strong Micro Business Loan growth was accompanied by robust loan quality. This was evident from the Non Performing Loan (NPL) ratio that stood at 0.83% in 2020, lower than 1.18% in 2019.



Micro Third-Party Funds Performance

In 2020, the BRI Micro Business Third Party Funds increased from Rp296.55 trillion in 2019 to Rp335.42 trillion as of December 2020, or by 13.11% year-on-year. Similarly, the number of Micro Business saving accounts rose from 101.58 million accounts to 122.36 million accounts.

The growth trend of the BRI Micro Business Third Party Fund in 2020 was contributed by the Low Cost Fund (CASA), which grew by 15.72% (yoy). As the result, the share of Micro Business CASA strengthened from 84.60% in 2019 to 86.56% in 2020.

Micro Business Segment

Micro Business Network

To meet product and banking service needs of Micro Business customers, BRI maintains a network of 7,385 Micro outlets per 2020. The number consists of 5,382 BRI Unit, 1,867 Teras BRI, 132 Teras Mobile, and 4 Teras Kapal. In addition, BRI also has 504,233 BRILink Agents that provide Micro Business services that are more easily accessible by Micro Business players as well as to continue to support increased financial inclusion even in the midst of the Covid-19 pandemic.

Micro Business Innovation

The improvements of Micro Business Loan and Third Party Funds during 2020 was attributable to the various innovations that BRI executed, such as:

- **Kredit Ekstra Cepat (KECE).** By 2020, BRI estimated 15 million Lower Micro entrepreneurs and the number will continue to grow in the future. BRI hopes that these Lower Micro entrepreneurs can grow and be upgraded to become Micro entrepreneurs with an active role from banking institutions. Considering the significant pipeline potential, one of BRI's initiative strategies in working on the Lower Micro segment is to launch **KECE** products. Until December 2020, BRI has successfully distributed KECE to more than 36,000 debtors with a total ceiling of Rp113 billion.
 - **Desa BRILian.** Amid the conditions of the Covid-19 pandemic in 2020, BRI continues to spread optimism of economic recovery by providing assistance and economic empowerment of rural communities through Desa BRILian program. The criteria of Desa BRILian is having Village Owned Enterprises (BUMDes), having various innovations to solve social problems, being able to improve the welfare of the community in a sustainable manner, and implementing digitization in their daily lives.
 - In 2020, BRI together with BUMDES.id has synergized to conduct a selection with the above four criteria on 531 villages. As a result, there are 125 villages that passed the selection to become
- Desa BRILian and can participate in training and capacity building online programs, before being evaluated to determine the 10 best villages. Furthermore, ten selected villages will receive assistance through the BRIncubator Goes to BRILian Village Incubation program which is expected to increase the managerial level, insight level, and performance level of each village.
- **Integration of Micro Insurance Sales Platform.** The positive growth of Micro Business in 2020 has created an opportunity for BRI to synergize with its subsidiaries by performing cross-selling of products and services. In 2020, BRI integrated the marketing of BRINS insurance products. The development of products and services is performed through digitally integrated marketing platform of the Micro Business (BRISPOT) to get a seamless customer experience. The integration of BRINS insurance products is performed by focusing on two business models, namely BRINS Micro Insurance: Rumahku and BRINS Microinsurance: Business Damage by carrying the concept of SMES (Simple, Easy, Economical, & Immediately). Evidently, this business model is well received by customers and produces more than 4 million general insurance policies, which of course supports BRINS revenue and increased Fee Based Income of BRI and BRINS.
 - **BRI Micro Business Collaboration with E-Commerce & Fintech Company.** In order to increase the scope of productive loan marketing of the Micro segment, BRI has collaborated with a number of renowned E-Commerce and Fintech such as Amarta, Modalrakyat, Grab, Gojek, Tokopedia, and Shopee. In less than six months in 2020, this collaboration has successfully delivered productive Micro -segment loan to more than 525 debtors.

Micro Business Segment

SUPPORT TO GOVERNMENT PROGRAMS

The Micro Business is also the form of supports for government programs in promoting financial literacy, financial inclusion or the economic empowerment of communities in the Disadvantaged, Frontier, and Outermost regions (3T).

To increase financial literacy and inclusion, BRI Micro Business has marketed its Basic Saving Account (BSA) products, namely Tabunganku and SimPel (Student Saving) to the public.

In the pandemic period, Micro Business is also fully committed in the national economic recovery, among others by being the main partner of the Government in the National Economic Recovery Program (PEN):

1. Conducting loan restructuring to protect loan affected by the Covid-19 pandemic.
2. Distributing Loan Interest Subsidy
3. Distributing Super Micro People's Business Loan (KUR)
4. Distributing Subsidies in the form of Assistance for Productive Micro Business (BPUM)

MICRO BUSINESS STRATEGIES IN 2021

The Micro Business target in 2021 is to strengthen and maintain BRI as a market leader of Micro Business in Indonesia. BRI realizes that the competition in Micro Business is getting tougher as the competition is not only with other banks, but also with fintech companies.

Although the economic recovery period as the impact of the Covid-19 pandemic is still ongoing, BRI optimistic that it can achieve its Micro loan composition target of 40% of total loan by 2021. This is supported by BRI's experience in serving Micro segment, thousands of BRI work units spread throughout Indonesia, improved business processes, and reliable digital capabilities, as well as qualified BRI human resources. BRI Micro Business strategies in 2021 are as follows:

1. Efficiency through CASA improvement and operational efficiency of business processes.
2. Assets Quality through loan recovery improvements.
3. Selective Growth through expansion in low-risk products and exploration of new sources of growth.
4. Community Development through empowerment and increasing the capacity and capability of Micro Business customers.
5. Carry out "SOLID Survival Strategy" by Increasing Fee Based Income, Strengthen Recovery, and New Source of Growth.
6. Implement the initiative strategy "Gaining Sustainable Micro Business" which is divided into four initiatives as follows:
 - a. Product Initiatives;
 - b. Business Process Initiatives;
 - c. Micro HR Initiative;
 - d. Empowerment Initiatives.

Micro Business Segment

PROGRAM BUSINESS LOANS

During the Covid-19 pandemic in 2020, BRI as a State-Owned Enterprise has been actively involved as a partner of the Government to implement the various programs of the National Economic Recovery (PEN). BRI has been involved in the loan restructuring program for debtors affected by Covid-19, distribution of PEN stage I and II funds, disbursement of micro loan (KUR), disbursement of loan interest subsidies, as well as the provision of Assistance funds for Micro Business Productive (BPUM) to millions of SMEs.

In 2020, in order to support the community's economy due to the impact of Covid-19, the Government issued a new scheme related to KUR, namely KUR Super Mikro. KUR Super Mikro is intended for ultra-micro customers, employees who were laid-off or housewives with productive businesses that meet some requirements, such as participating in the Micro

Business Segment assistance program and is a member of a business group.

The maximum ceiling of KUR Super Mikro is Rp10 million with an interest rate of 6%. Until the end of 2020, the Government provides additional stimulus in the form of interest subsidy of 6% to KUR Super Mikro debtors. Thanks to the interest subsidiary, debtors did not need to pay loan interest in 2020.

In addition to helping to restore the national economy amid the Covid-19 Pandemic, KUR Super Mikro also supported the reinforcement of banking services within Indonesian community. In the future, KUR Super Mikro will continue to be optimized by BRI as a form of support for Micro entrepreneurs, especially Ultra Micro, to get access to financing with affordable interest rates.

KUR GROWTH DATA

Year	Target (billion Rp)				
	Micro	Small	TKI	Super Mikro	Total
2018	69,880	10,140	224	-	80,244
2019	75,649	12,100	222	-	87,971
2020	117,000	13,000	200	10,000	140,200

Year	Loan Disbursed (billion Rp)				
	Micro	Small	TKI	Super Mikro	Total
2018	69,885	10,073	220	-	80,178
2019	75,710	12,009	181	-	87,900
2020	116,921	12,922	41	8,660	138,544

Year	Target Achieved				
	Micro	Small	TKI	Super Mikro	Total
2018	100.01%	99.34%	98.44%	-	99.92%
2019	100.08%	99.25%	81.61%	-	99.92%
2020	99.93%	99.40%	20.33%	86.60%	98.82%

*) Disbursement of KUR Super Mikro started in September 2020

Micro Business Segment

KUR DISBURSEMENT IN 2020

KUR Disbursement	31 December 2020		Target	Target Achieved
	Number of Debtors	Loan (Billion Rp)	2020 Disbursement (Billion Rp)	(%)
KUR Mikro	4,351,148	116,921	117,000	99.93%
KUR Kecil	54,883	12,922	13,000	99.40%
KUR TKI	3,036	41	200	20.33%
KUR Super Mikro	985,189	8,660	10,000	86.60%
Total	5.394.256	138.544	140.200	98.82%

The growth of KUR in 2020 was dominated by the disbursement of BRI KUR Mikro, which reached Rp116.92 trillion and to more than 4 million debtors. This was followed by the disbursement of BRI KUR Kecil amounting to Rp12.92 trillion and to more 54,883 debtors; and BRI Supermicro KUR that amounted to Rp8.66 trillion and reached 985,189 debtors.

KUR disbursement was performed by applying selective growth strategy, prioritizing prudence, and in accordance with applicable provisions. This could be seen from the quality of loan, where NPL (Non-

Performing Loan) ratio was below one percent in 2020. Another initiative that allowed BRI to disburse KUR quickly and to appropriate recipients was the BRISPOT application. BRISPOT is a digital initiative of BRI that can facilitate and simplify business processes, especially in lending. Through BRISPOT, BRI's micro-marketers are able to increase the debt management ratio and speed up the loan process, so that worker productivity can be increased. In the future, the enhancement and innovation of BRISPOT will be improved to support business processes and obtain new sources of growth.

Micro Business Segment

BPUM DISBURSEMENT IN 2020

	Progress of Disbursement	
	Number of Recipients	Amount (in million Rp)
BPUM	7,765,843	18,638,023

*) Disbursement of a customer at Rp2.4 million

BPUM is a direct cash assistance provided by the Government to micro-entrepreneurs and funded by the State Revenue and Expenditure Budget (APBN), which aims to increase the productivity of micro entrepreneurs.

In terms of BPUM disbursement, BRI has channeled Rp18.6 trillion to 7.76 million recipients in various regions in 2020. BRI is the largest BPUM distributor in Indonesia. The distribution of BPUM by BRI has relied on technology and has implemented health protocols that ensure the safety and comfort of recipients.

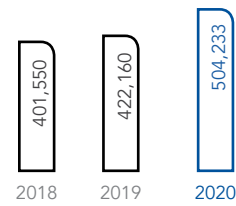
To accelerate the distribution of BPUM, BRI optimizes the data reliability as a result of digital transformation. The data allows BRI to identify customers with savings balance of less than Rp2 million and is not a current loan recipient. The data is sent to the Ministry of SMEs and Cooperatives for validation. Moreover, prospective recipients must be committed to use the Rp2.4 million fund for productive businesses.

BRILINK SERVICE BUSINESS

PERFORMANCE HIGHLIGHTS

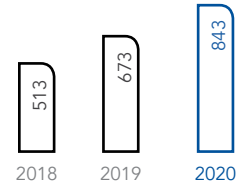
The number of BRILink Agents reached
504,233 Agents,
 an increase of **19.44%** compared to
422,160 Agents
 in 2019.

Number
of BRILink
Agents



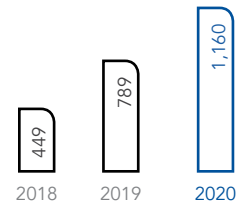
The transaction volume of
BRILink Financial amounted to
Rp843 trillion,
 an increase of **25.33%** compared
672.61 trillion
 in 2019.

Transaction
Volume
(Rp Trillion)



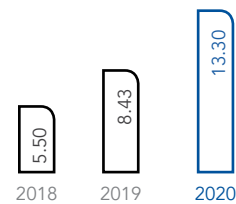
BRILink Fee Based Income amounted to
Rp1.16 trillion,
 an increase of **47.04%** compared to
Rp788.71 billion
 in 2019.

Fee Based
Income
(Rp Billion)



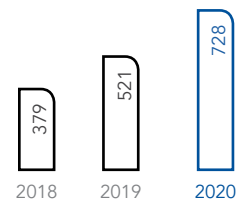
BRILink CASA amounted to
Rp13.30 trillion,
 an increase of **57.77%** compared to
Rp8.43 trillion
 in 2019.

BRILink
CASA
(Rp Trillion)



The number of BRILink transaction amounted to
728 million,
 up **39.65%** compared to
521.32 million
 in 2019.

BRILink
Transactions
(Million)



Supports the Government's programs, including by pursuing financial inclusion in the **Disadvantaged, Frontier, and Outermost regions (3T)**. **BRILink also distributes Farmer Cards and BRILink Agents synergize with Village Owned Enterprises (BUMDes) as well as non-cash food assistance (BNP) Distribution Program.**

BRILink Service Business

BRILINK

BRILink is a branchless banking service of BRI to fully support Laku Pandai (branchless banking service for financial inclusion) and LKD (digital financial services), as well as to facilitate the public to obtain financial services such as conducting banking transactions.

BRI works with customers to become Agents that can serve online banking transactions using various devices such as Electronic Data Capture (EDC) and

smart phones. BRILink Agents provides banking transaction services such as transfers, deposits and cash withdrawals, electricity bill payment, water, BPJS dues, telephone, loan purchase, installment payments, BRIZZI top-ups, loan deposits, provide referral services for BSA saving account opening and loan, and other transactions.

BRILINK SERVICES



BRILink Service Business

The role of BRILink Agents is especially important in the midst of the Covid-19 pandemic and the new normal in 2020. Through easy access to banking services, BRILink can reach more community members, whilst following the Covid-19 health protocols. Currently, BRILink Agents has served the community in 54.6

thousand villages or more than 70% of the number of villages throughout Indonesia. With the large number of the covered areas, BRI can provide a wider inclusion of financial services to the community, especially unbankable individuals.

BRILINK STRATEGIES IN 2020

In 2020, BRILink implemented a delivery channel expansion strategy by focusing the quality of BRILink Agents utilizing BRIsat technology to reach areas where cellular service is not yet available. BRI also standardize the devices used by Agents that rely on Android-based operations. BRI also performed several strategic initiatives including the development of digital ecosystems in order to improve effective and efficient services, especially to Micro customers.

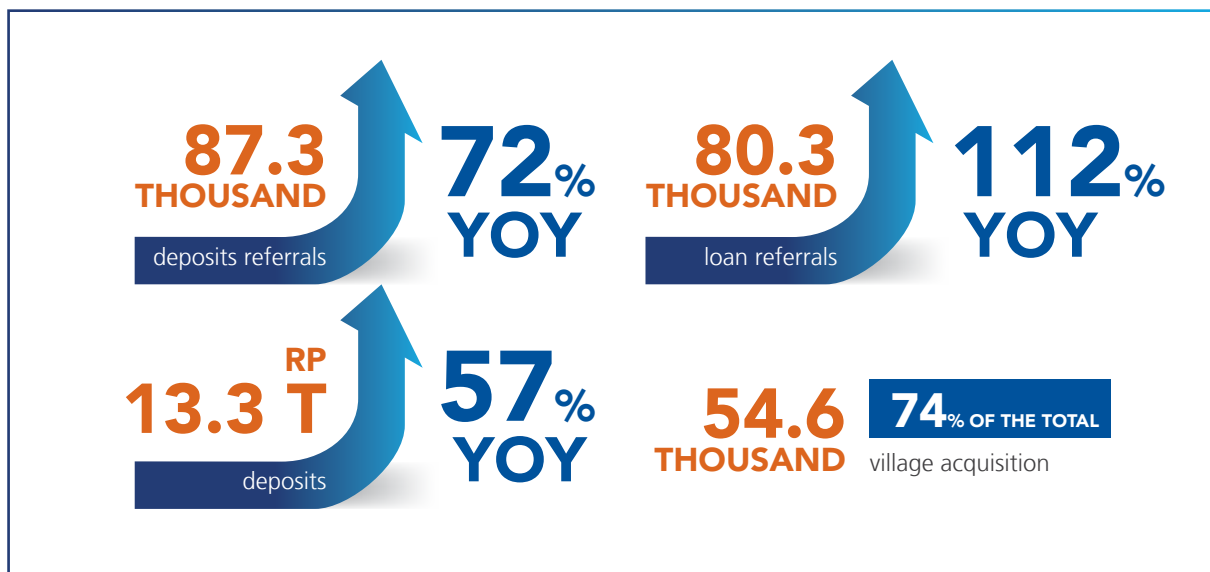
as a Micro financial ecosystem solution can perform complete purchase and payment transactions for Micro Business players. BRI is committed to continuously improving the quality and availability of banking services to all villages in Indonesia through BRILink by adding product features and maximizing collaboration with startups that have services and products worth selling and needed by the community along with digital business penetration. To standardize Agents' devices, BRI will deploy new Android EDC equipment.

Thanks to convenient account opening process and loan referrals on BRILink Application, BRILink Agents

BRILINK PERFORMANCE IN 2020

In 2020, amid the Covid-19 pandemic that impacted many aspects of life, BRILink was able to show positive performance and grow significantly. This was reflected, among others, from the number of BRILink Agents that continued to increase from the 422,160 agents in 2019

to 504,233 agents, or up 19.44% (yoy). The number and volume of BRILink transactions also increased to 728 million transactions and Rp843 trillion or grew by 39.65% and 25.33% (yoy).



BRILink Service Business

The Fee Based Income contribution from BRILink also grew to Rp1.16 trillion in 2020 from Rp788.71 billion in 2019 or up 47.04% (yoy). In addition, BRILink also increased CASA revenue to Rp13.30 trillion or up 57.77% compared to 2019 of Rp8.43 trillion. All these achievements are indivisible from the role of BRILink

Agents which has reached 504,233 Agents throughout Indonesia as well as the strategies to improve agent management and appropriate incentive structure that BRI implemented in 2020.

BRILINK STRATEGIES IN 2021

In 2021, BRILink Business focuses on the quality of BRILink Agents in improving the FBI by utilizing Android EDC for Agent classification. The expansion of the delivery channels by BRILink Agents clearly shows the role of BRILink Agents in the microfinance ecosystem, where they can be a pipeline of savings and loan customers from BRI as well as BRI partners in marketing banking products.

Improving the quality of Agents will be key to achieving of BRILink's targets in 2021. BRI continues to be committed to increase the availability of banking and financial services, targeting to cover at least 75.6% of the total villages in Indonesia.

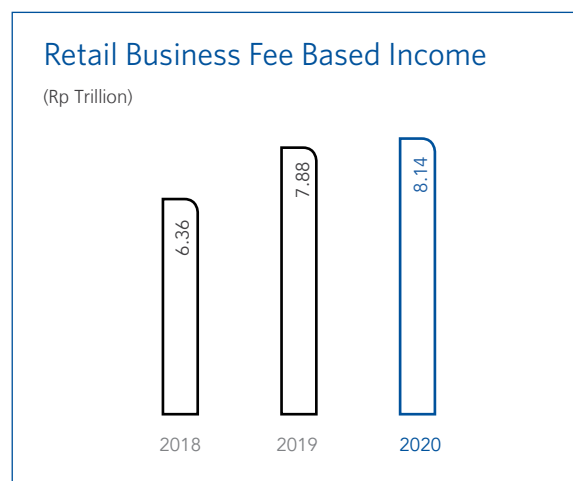
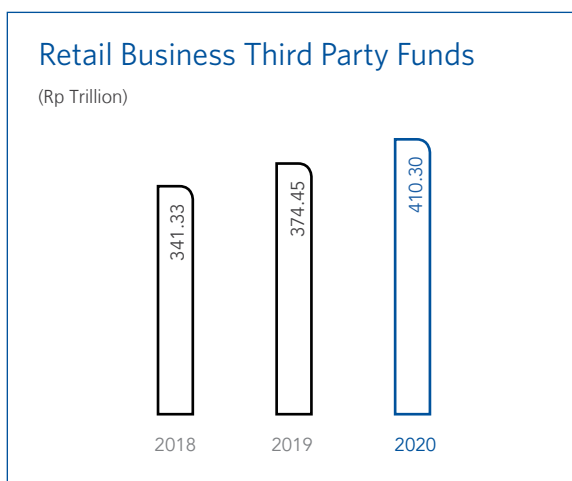
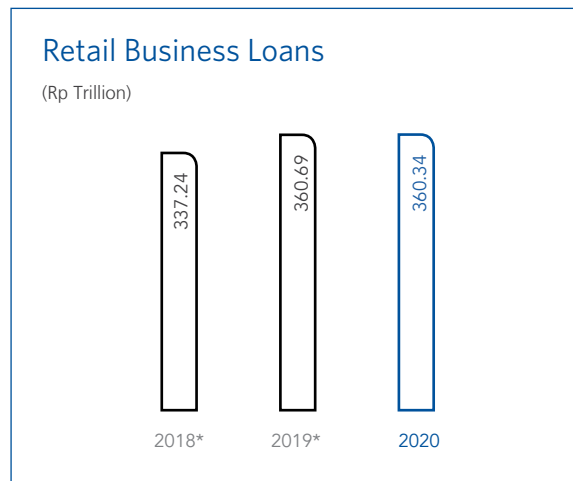
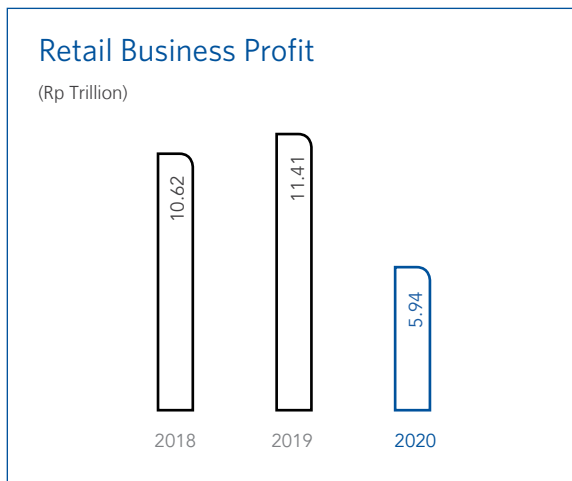
Offering convenience in savings account opening and loan referrals, BRILink Agents as a micro financial ecosystem solution can also perform complete

purchase and payment transactions for the community, especially for the micro segment. A cooperation between BRI, Pegadaian, and PNM is in place, integrating SOEs in Ultra Micro (UMi) financing through distribution of Ultra Micro (UMi) products at BRILink Agents, data exchange to strengthen analytics and co-location to increase coverage and cross-selling products through digital platforms. Furthermore, BRILink will also continue to improve the quality of services by adding product/service features and maximizing collaboration with startups that have services and products worth selling and needed by the people along with digital business penetration. In addition, BRI will standardize the devices of Android-based Agents, which will certainly offer more benefits in supporting digital business activities.

RETAIL BUSINESS SEGMENT

PERFORMANCE HIGHLIGHTS

- Retail Business Net Profit in 2020 amounted to Rp5.94 trillion
- Retail Business Loan in 2020 amounted to Rp360.34 trillion, slightly decreased by 0.1% compared to Rp360.69 trillion in 2019
- Retail Business Third-Party Funds in 2020 amounted to Rp410.30 trillion, an increase of 9.57% compared Rp374.45 trillion in 2019
- Fee Based Income of Retail Business in 2020 reached Rp8.14 trillion, an increase of 3.36% compared Rp7.88 trillion in 2019.



*) Loan performance following segment re-classification

SMALL AND MEDIUM BUSINESS

PERFORMANCE HIGHLIGHTS OF THE SMALL & MEDIUM DIRECTORATE

The Covid-19 pandemic brought new challenges in the development of BRI Small & Medium Businesses in 2020. The SME segment compensated sluggish business growth by maintaining loan quality through loan restructuring in accordance with the applicable provisions and by channeling various stimulus to save and empower SMEs. BRI has been a key partner of the Government in supporting the success of the National Economic Recovery Program.

Programs and strategies of BRI in developing Small and Medium Businesses in 2020 include:

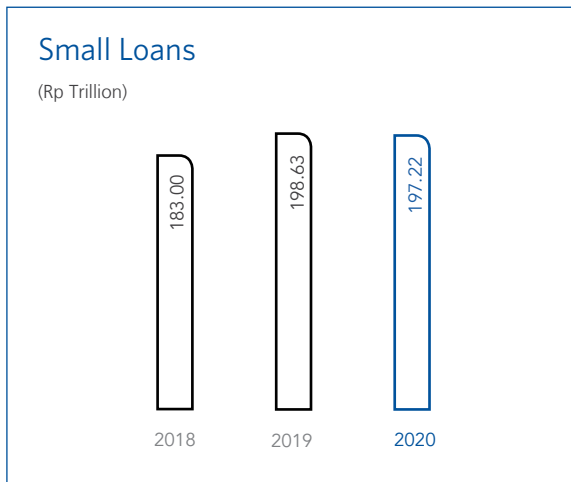
1. Development of Loan Invoice Financing digital platform application, BRISpot Retail, and Sales Planning System application.
2. Implementation of collectability automation.
3. Conducting marketing programs in accordance with the conditions of business competition.
4. Optimization of Value chain business.
5. Implementation of pipeline management forum.
6. Increase the capacity and competence of marketers, as well as partnerships with P2P lending companies.
7. Clustering agricultural commodities.

To develop and strengthen Small and Medium Businesses, BRI will strengthen its positioning by seeking new sources of growth, strengthening the digital ecosystem, business follow stimulus, maintaining loan quality with selective growth, value chain-based loan, and increasing transaction based, as well as supporting SME upgrading program. BRI believes that SMEs still have a strategic role in the domestic economy because the large number of business units, high labor absorption, and a significant contribution to national economic growth.

Small and Medium Business

PERFORMANCE HIGHLIGHTS

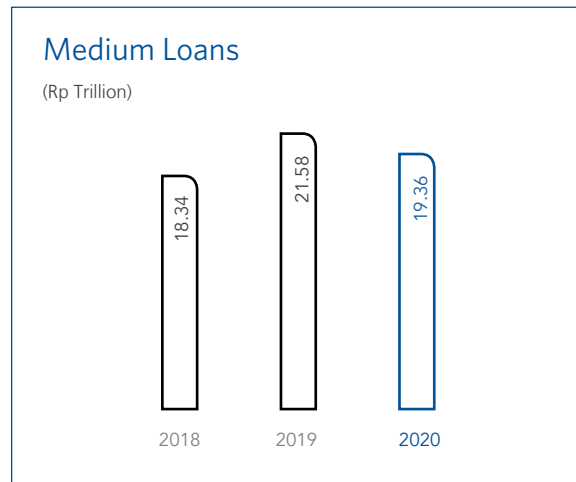
1. Small business Loan amounted to Rp197.22 trillion, a slight decrease of 0.71% compared to Rp198.63 trillion in 2019.
2. Although the total Small Business Loan decreased, KUR Kecil was able to grow by 20.56% to Rp26.30 trillion.
3. Medium Business Loan amounted to Rp19.36 trillion, down 10.27% compared to Rp21.58 trillion in 2019. The decline was line with the decline in national economic conditions due to the Covid-19 pandemic, which reduced the level of public consumption and loan demand.



The situation in the Covid-19 pandemic in 2020 required BRI Small and Medium Businesses to quickly adapt by implementing a selective expansion strategy and employing increased prudence. In the pandemic, Small & Medium Businesses selectively apply expansion protocols according to the zones of financing regions and industrial sectors affected by Covid.

The zones were divided into green, yellow, and red zones. The zone identified the significance of the sectors affected by the pandemic in order to facilitate decision-making in each area. The expansion protocol for marketers aims to ensure that Small & Medium Businesses can continue to grow with loan quality maintained.

BRI continues to show its commitment to save and revitalize Small and Medium Enterprises (SMEs). The difficult conditions faced by SME players during the Covid-19 pandemic encouraged BRI to restructure and distribute various stimulus, so that SMEs can survive and quickly rebound. In the implementation



of restructuring and distribution of various stimulus, BRI refers to the Regulation of the Financial Services Authority (POJK) and the Regulation of the Minister of Finance (PMK) related to the National Economic Recovery (PEN) program.

The POJK and PMK in question are POJK Number 11/POJK.03/2020 on National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of Corona Virus Disease 2019 (POJK 11) and extended by POJK Number 48/POJK.03/2020. PMK Number 85/PMK.05/2020 on Procedures for Granting Interest Subsidy/Margin Subsidy for Loan/Financing of Micro, Small, and Medium Enterprises to Support the Implementation of the PEN Program (PMK 85); and PMK Number 71/PMK.08/2020 on Government Guarantee Procedures through Guarantee Entities Appointed in the Framework of the Implementation of the National Economic Recovery Program (PMK 71), as the basis for BRI Small and Medium Business to issue KMK (Working Capital Loan) Tangguh, or loan with government guarantee.

Small and Medium Business

Throughout 2020, Small & Medium Businesses have restructured the loan of 140,040 Covid-19 affected debtors with an outstanding amount of Rp87.70 trillion as a form of support to debtors amid the pandemic. The restructuring scheme provided by Small & Medium Businesses varies, such as the restructuring schemes with adjustment of loan interest rates, loan period extension, and deferment of principal and/or interest payments.

In addition, Small & Medium Businesses were distributed loan with a guarantee scheme in

accordance with PMK 85 to finance working capital in order to recover and develop the Debtor's business due to the Covid-19 pandemic. The product's name is KMK Tangguh and offers a maximum ceiling of 10 billion. Total loan disbursed under KMK Tangguh in 2020 amounted to Rp8.7 trillion and were distributed to 14,396 debtors. By sector, the loan was given to General Trade & Retail sector at 79%, followed by Agriculture, Hunting & Forestry at 5.8%, and Industry & Processing at 5.1%. BRI has the largest market share of more than 80% compared to other national banks.

SMALL & MEDIUM BUSINESS PRODUCTS

Through the Small and Medium Business, BRI offers products that suit the needs of customers, namely:

1. Working Capital Loan

Productive loan facilities for financing business operations in production process or additional working capital. The advantages of this product are the loan term and repayment in accordance with the business character of the debtor and New Account Sweep.

2. Investment Loan

Productive loan facilities for purchasing, constructing, expanding, renovating, or refinancing of capital goods. This product has a number of advantages such as the loan term in accordance with the cash flow capabilities of the debtor.

3. Partner Loan/Supply Chain Financing

- KMK Pre-Financing is a working capital loan facility to vendors/suppliers to finance working capital needs during project implementation of BRI Partner Main Companies.
- KMK Post-Financing is a working capital loan facility to vendors/suppliers to finance the takeover of receivables for project completion billing of BRI's Partner Main Companies.

- KMK Distributor (Distributor Financing) is a working capital loan facility to distributors/agents, specifically for payment of product purchases to BRI's Partner Main Companies.
- Partner Investment Loan is an investment loan facility for the purchase, construction, expansion, renovation, including refinancing of fixed assets in order to support the business operations of BRI's Partner Main Companies. These products have several advantages, including:
 - Attractive interest rates and loan fees.
 - Collateral Relaxation and Own Fund Sharing.
 - Digital operation through the Supply Chain Module in the BRI Cash Management System.

4. Dynamic Loan

Dynamic Loan is a Working Capital Loan or Investment Loan that offer loan interest rate incentives that is automatically adjusted every month, based on the distribution of financial transactions and the performance of Giro BRI debtors in the previous month. It offers more attractive loan interest rate than conventional loan and New Account Sweep.

Small and Medium Business

5. Retail Loan with Fixed Installment Pattern

A productive loan facility for the purpose of working capital and investment intended for retail segment debtors with an installment payment system in the form of principal and interest with a fixed amount. The product offers fixed installment and other benefits, including:

- Loan term up to 5 years
- The maximum installment of 80% of RPC.

6. Invoice Financing through Investree Platform (Fintech Peer To Peer Lending)

BRI collaborates with financial technology (fintech) companies, among others, in the distribution of invoice financing with cooperation schemes conducted through online platforms.

- Digital and fast loan service procedures, while maintaining the principle of prudence.
- Relatively low loan costs
- No additional collateral

SMALL & MEDIUM BUSINESS STRATEGIES IN 2020

In 2020, to develop Small and Medium Businesses, the strategies implemented by BRI include optimizing and accelerating digital transformation to support more dynamic growth. The strategies of BRI Small and Medium Business in 2020 are:

1. Development of Digital Loan Invoice Financing Platform Application
2. Development of a point-to-point notification system for RM in the BRISpot Retail Application to maintain loan quality.
3. Implementation of collectability automation.
4. Development of Sales Planning System application in medium loan processing business.
5. Optimizing the use of BRISpot Retail to increase the productivity of Commercial Retail loan.
6. Performing marketing program activities for Small & Medium Loan Business that are adapted to the conditions of business competition.
7. Value chain business optimization, especially with potential corporate customers.
8. Discipline of pipeline management forum implementation in order to support the growth of quality loan.
9. Improving the capacity and competence of marketers (RM & BM) through education and training programs.
10. Performing partnership collaborations with peer to peer (P2P) lending companies.
11. Clustering agricultural commodities.
12. Implementation of SMS dunning feature to Small segment customers.
13. Products/scheme initiatives/customized acceleration of loan granting for debtors with Company invoices.

SMALL & MEDIUM BUSINESS PERFORMANCE IN 2020

In 2020, Small and Medium Loan amounted to Rp216.59 trillion, a slight decrease of 1.65% yoy compared to Rp220.21 trillion in 2019.

This trend is due to the weak demand for loan, especially for small and medium loan (Non-KUR) due to the Covid-19 pandemic.

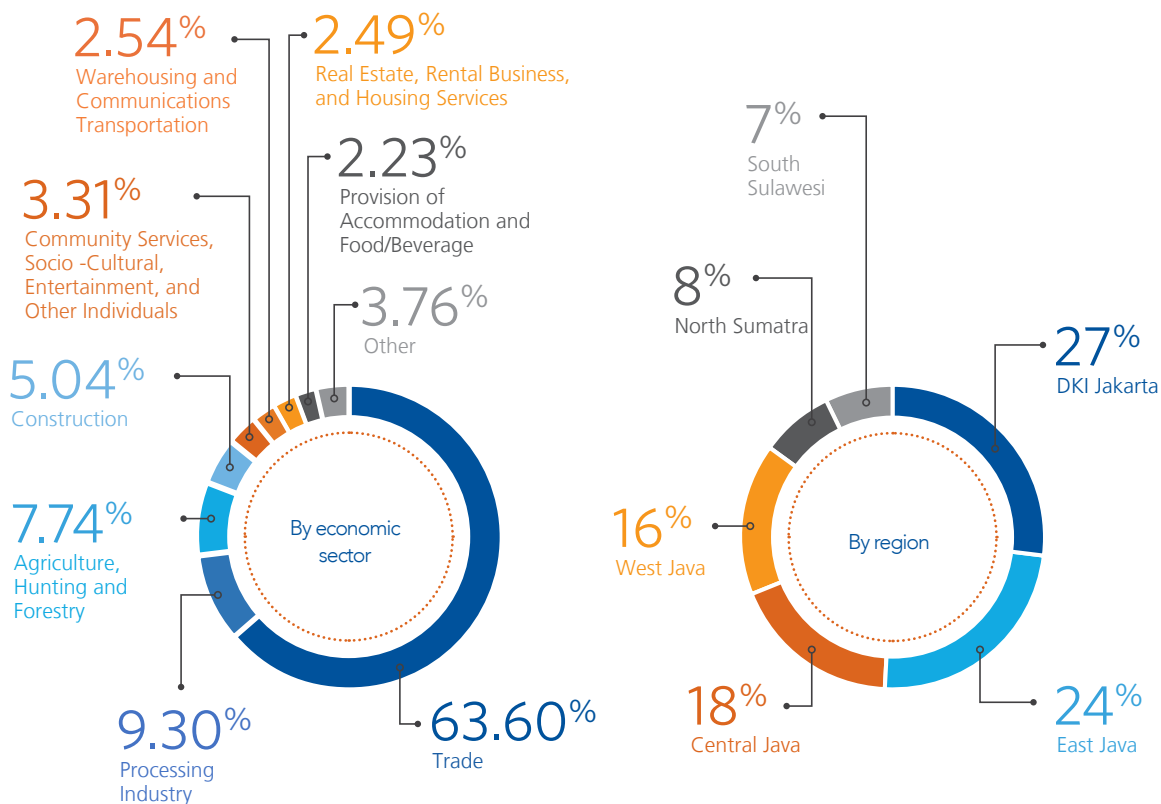
In the midst of the pandemic, the focus of Small and Medium Businesses growth was the distribution of low-risk loan, such as Loan with Government Guarantee scheme (KUR Kecil and KMK Tangguh). In 2020, Small and Medium Businesses have a significant growth in

KUR Kecil of 20.65% from Rp21.79 trillion in 2019 to Rp26.29 trillion in 2020.

In addition, Small and Medium Businesses have also distributed KMK Tangguh amounting to Rp8.7 trillion to more than 14 thousand debtors. KMK Tangguh is a loan with a government guarantee scheme in order to implement the Government's National Economic Recovery Program (PEN).

By region and economic sector, the distribution of BRI SME loan in 2020 are as follows:

Small and Medium Business



In March 2020, the Directorate of Small & Medium Business established the Value Chain Department to capture business potential coming from the value chain business of corporate and institutional customers. The realization of value chain loan volume until the end of 2020 amounted to Rp21.53 trillion with the number of value chain loan accounts as many as 3,314 accounts.

In addition, the Value Chain Department opened new business potential during 2020 through cooperation with 10 principal Partners (Pelindo 3, Pelindo 2, AKR Corporindo, Perusahaan Gas Negara (PGN), Central Proteina Prima (CPP), Semen Indonesia Group, Ministry Defense/TNI/POLRI & BNPB, Unilever, Apical, and

Charoend Pokphand Indonesia). Until the end of 2020, the realization of the additional cooperation resulted in a financing volume of Rp1.87 trillion with an OS of Rp650 billion.

BRI has also performed synergies with Fintech in the form of P2P partnerships. BRI collaborated with Fintech Investree with a distribution volume reaching Rp436.94 billion by the end of 2020.

Small and Medium Business

SUPPORT TO GOVERNMENT PROGRAMS

Through Small & Medium financing, BRI participates in supporting government programs, especially in increasing the number of entrepreneurs and increasing the access of small, retail, and medium entrepreneurs to additional venture capital needs, reducing poverty, increasing jobs, and reducing unemployment.

During the pandemic, BRI also supported the implementation of the National Economic Recovery Program (PEN), among others, by restructuring loan to save loan affected by the Covid-19 pandemic, as

well as by distributing Small Loan with Government Guarantee Scheme (KMK Tangguh), which reached Rp8.7 trillion to more than 14 thousand debtors.

BRI has supported Government programs, especially in increasing the number of middle-class entrepreneurs, increasing the absorption of labor and reducing the unemployment rate.

SMALL & MEDIUM BUSINESS STRATEGIES IN 2021

The uncertainty as to when the Covid-19 pandemic will end is a challenge for SME segment in 2021, as impacted sectors are still struggling and consumption remains low. However, with economic growth projected to be stronger than 2020, supported by the ongoing National Economic Recovery (PEN) program in 2021, SME segment is confident that new business opportunities will emerge in 2021. There are several strategies in the Small & Medium segment in 2021 to support business development with stable loan quality, they are:

1. Selective Growth, focusing on the expansion of economic sectors that are still good and growing in order to maintain loan quality.
2. Follow Stimulus business model, focusing on financing on Guaranteed loan and subsidized.
3. Value chain business optimization, with extensification and intensification strategies.
4. Improvement of transaction based by CASA mastery and debtor's operating account in BRI.
5. Enhancement of business process digitization in BRIsport Retail, Loan Invoice Financing, and Sales Planning System.
6. Optimizing the use of BRIsport Small Loan to increase the effectiveness and productivity of loan.
7. Increasing the capacity of marketers through RM and Pinca competency improvement programs.
8. Expansion of partnership with peer-to-peer lending companies.
9. Supporting SME upgrading through Boosters programs.

CONSUMER BUSINESS

PERFORMANCE HIGHLIGHTS OF CONSUMER DIRECTORATE

Covid-19 pandemic restricts public movement, especially face-to-face. This will certainly change the behavior of society in banking transactions, so the products and services that are easily accessible through mobile and internet-based devices is needed by public.

Responding to this change in society's behavior and the rapid adoption of digital technologies, banks are accelerating the transformation into new business models by, among others, (1) Preparing the banking ecosystem that has now expanded its functions into 3 levels, namely core business, banking ecosystem, non-banking ecosystem (2) developing the bank as a financial supermarket (3) shifting from Mobile first to mobile only.

The business model is built on customer preferences (1) Bank as a partner in an ecosystem, (2) convenient, secured, and personalized experience at every customer touch point (3) integration of physical and digital services to meet customer needs.

Thus, the Directorate of Consumers accelerate the digital transformation in 2020 which focuses on:

1. Customer education using digital -based products (digital onboarding),
2. Development of digital products and services,
3. Digitization of business processes,
4. Improving the competence of workers to have data mindset and digital mindset.

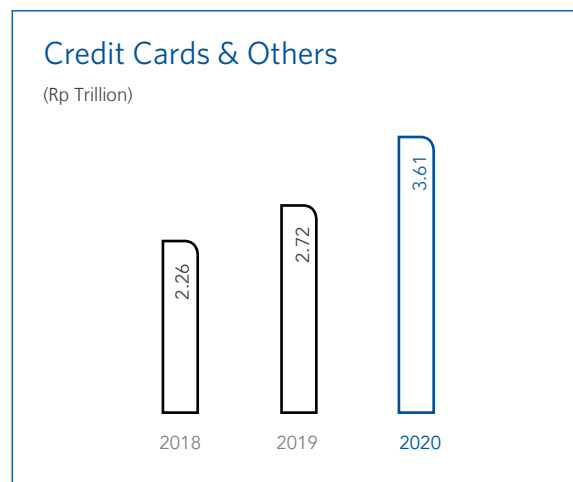
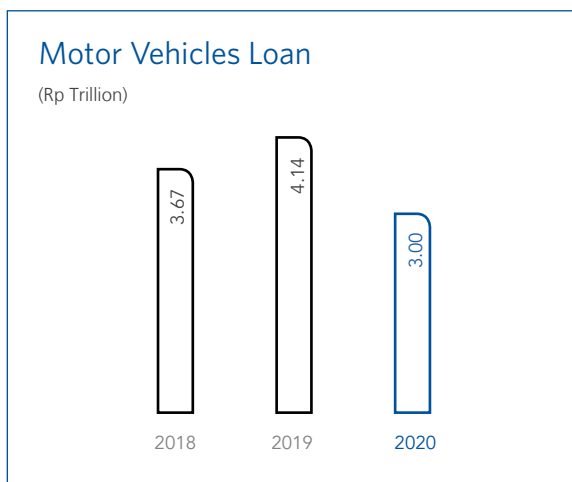
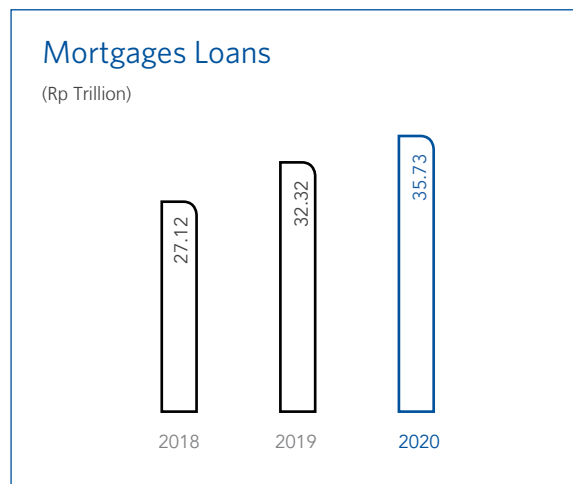
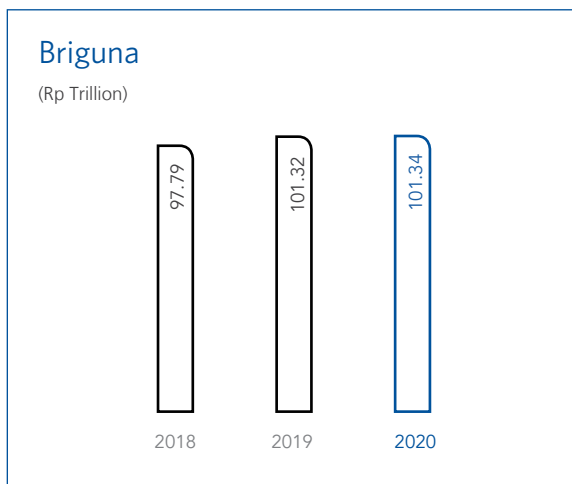
In line with the 3 main focuses of consumer business in raising low -cost funds, selective expansion of high-yield consumption loan, and growing fee income derived from transactions, the Consumer Directorate launched various innovations and activities in 2020.

Consumer Business

CONSUMER LOANS BUSINESS

PERFORMANCE HIGHLIGHTS

- BRIGuna Loan in 2020 amounted to Rp101.34 trillion, an increase of 0.02% compared to Rp101.32 trillion in 2019.
- Mortgage Loan in 2020 amounted to Rp35.73 trillion, an increase of 10.57% compared to Rp32.32 trillion in 2019.
- Motor Vehicles Loan in 2020 amounted to Rp3.00 trillion, a decrease of -27.48% compared to Rp4.14 trillion in 2019.
- Credit Cards & Other Consumers amounted to Rp3.61 trillion, an increase of 32.47% compared to Rp2.72 trillion in 2019.



Consumer Business

CONSUMER LOANS BUSINESS PRODUCTS

BRI's Consumer Loan business offers products that make it easier for individual customers to obtain various consumer goods needs such as houses, vehicles, and other consumer goods. BRI Consumer Loan provides competitive interest rates and a fast process. The BRI Consumer Loan products available in 2020 are:

1. BRIGuna

Multipurpose loan is addressed to fixed income segment. The product variants are BRIGuna Karya, BRIGuna Purna, BRIGuna Umum, BRIGuna Pendidikan, and BRIGuna Talangan.

BRIGuna Karya is an Unsecured Loan facility (KTA) from BRI that is provided to prospective debtors/debtors with a source of payment (repayment) derived from a source of fixed income (salary). BRIGuna Karya can be used to finance various customer needs, from productive to non-productive needs, for example: the purchase of movable/immovable goods, home improvements, college/school needs, treatment, marriage, and others.

BRIGuna Purna is a loan given to prospective debtors/debtors whose source of payment (repayment) comes from fixed income (pension money). This can be used to finance productive and non-productive needs, such as purchase of fixed/non-fixed assets or for house improvement, work/school needs, medical treatment, to fund their children's wedding, and others.

BRIGuna Umum is a loan for prospective debtors/debtors whose source of payment (repayment) comes from fixed income (salary) since the beginning of the work until retirement. This can be used for purchase of fixed/non-fixed assets or for house improvement, work/school needs, medical treatment, to fund their children's wedding, and others.

BRIGuna Pendidikan is a special loan for S2 and S3 (postgraduate) students who already have fixed salary or income.

2. Mortgage Loans (KPR)

KPR is a consumer mortgage loan for the new/used purchase, takeover, construction and renovation with objects such as residential houses,

shop houses, and office houses. There are several types of KPR that are tailored to the customer's characteristics, namely:

- a. Special Mortgage loan for Civil Servants, Military, and Police Personnel is a BRI Non-Subsidized Regular Mortgage loan that has been adjusted to facilitate housing financing to Civil Servants, Military, and Police Personnel.
- b. Subsidized Mortgage loan (KPRS) dan Mortgage loan for Teachers and Education Personnel is a program to provide KPP and KPR Sejahtera (FLPP) facilities to teachers and education personnel. This product has a number of advantages including free administration and provisioning costs as well as competitive interest rates.
- c. KPRS ASRI is a subsidized housing financing program aimed at Low Income Communities (MBR), including ASN, TNI, and POLRI with a maximum basic salary limit of Rp4 million. KPRS ASRI products have a number of advantages including competitive interest rates, free administration and provisioning fees, a minimum down payment according to the provisions of Loan to Value (LTV), and a maximum tenor of 20 years or reaching retirement age.
- d. KPRS/FLPP (Housing Financing Liquidity Facility) is a subsidized home financing program aimed at MBRs with a maximum basic salary of Rp4 million.

3. Motor Vehicles Loan (KKB)

KKB is a credit for financing of two-wheeled vehicles, premium two-wheelers, and four-wheelers that is done through a direct pattern and a cooperation pattern.

4. Credit Cards

Credit card is a card-based, non-collateral loan that provides ease and convenience in transacting at partner merchants. Amid the increase of working from home (WFH) activity in 2020, BRI has also provided easy loan facilities through several digital service initiatives, namely CERIA digital loan product and Paylater Card.

Consumer Business

In the midst of the increase activity of the public to Work From Home (WFH) in 2020, BRI has also facilitated the lending through several digital service

initiatives, namely digital lending CERIA and Paylater Card.

DIGITAL LENDING

CERIA is an application on smartphones that provides customers the ease of obtaining financing in e-commerce transactions with a maximum limit of up to Rp20 million. CERIA has taken advantage of digital verification, credit scoring, and digital signature technology, and is able to process loan application in less than 10 minutes with choices of loan tenor up to 12 months. Loan application can be done digitally without direct interaction with a branch office or face to face with bank employees.

Meanwhile, the Traveloka Paylater Card is a synergy of BRI with Traveloka Paylater which creates a comprehensive digital payment ecosystem. Traveloka PayLater Card registration can be done easily by customers from home and is supported by quick verification system. Approval of applications is done through an efficient and sophisticated credit assessment process.

CONSUMER LOANS BUSINESS STRATEGIES IN 2020

Overall, BRI plans to implement a number of strategies for the development of Consumer Loan Business in 2021. These strategies include:

BRIGuna

- BRIGuna Bidding with Pre-Approval method
- Marketing of Briguna Purna in collaboration with frontline personnel
- Development of Cooperation Partner Dashboard
- Risk improvement and mitigation with New Scoring for Agencies and individuals/prospective debtors
- Development of Briguna Smart features
- Expansion of cooperation in the form of Cooperative Brigades
- Bank Yudha Bhakti Take Over

Mortgage and Motor Vehicle Loans

- Development of Mortgage and Motor Vehicle Loans Collection System
- Synergy of BRI Motor Vehicle Loans and BRIFinance
- Distribution of Subsidized Mortgage (FLPP, BP2BT, and SSB)

Credit Cards & Digital Lending

- Optimization of database management leads
- Optimization of merchant/cooperation partner database acquisition
- Acquisition of indicative income database with digital signature
- Government Credit Card for LN and APBD Working Units
- Corporate card for distributor financing
- Cobranding Traveloka Pay Later, Affinity Card program (Goes To University)
- Acquisition of merchants and customers for Ceria digital lending

Consumer Business

CONSUMER LOANS BUSINESS PERFORMANCE IN 2020

In 2020, BRI Consumer Loan Business was able to grow positively amid contracted loan performance of commercial banks industry-wide due to Covid-19. BRI's Consumer Loan business increased to Rp140.68 trillion from Rp136.36 trillion in 2019 or grew by 3.17% (yoy). This achievement was attributable to the growth across almost all types of BRI consumer loan.

BRI was also able to maintain the quality of Consumer Loan, as evident from the Non Performing Loan (NPL) rate at a safe level, despite experiencing a slight increase from 1.12% in 2019 to 1.41% in 2020.

The following section discusses the performance of BRI Consumer Loan in 2020 by type of product.

BRIGuna

BRIGuna Outstanding Loan amounted to Rp101.34 trillion, an increase of 0.02% compared to Rp101.32 trillion in 2019. With this performance, BRIGuna Loan maintained its position as the top contributor to Salary Based Loan business with a market share of 27.4%. In addition, BRIGuna is also still the largest contributor of BRI consumer loan with a share of 70.53%. BRIGuna NPL rate was also kept at a comfortable 0.93%.

In 2020, the Briguna business process runs 100% digitally through BRISPOT External digital platform that is integrated and can be accessed by potential debtors.

In order to improve the welfare of the National Civil Apparatus (ASN) in retirement, BRI has also synergized with Taspen in 2020, offering BRIGuna Kiosk Warga, a financing facility with easy requirements and accompanied by a training program. The goal is to facilitate a healthy growth of customers' business and to support the Micro sector as Indonesia's economic backbone.

Mortgages Loans (KPR)

The outstanding of BRI's Mortgage Loan amounted to Rp35.73 trillion, an increase of 10.61% compared to Rp32.32 trillion in 2019. The double-digit growth raised the share of Mortgage Loan to total Consumer Loan from 23.00% in 2019 to 24.87%, as well as strengthening the market share of BRI mortgage in the industry to more than 7%. At the same time, loan quality was kept under control at 2.63%.

In 2020, BRI Mortgage was acknowledged as a pioneer of online mass credit contracts for the distribution of Housing Financing Liquidity Facility Mortgages (FLPP). FLPP distribution was done not only to support the Government's program, but also to show BRI's commitment to continuous innovation, especially during the pandemic where social distancing has become a norm. BRI is proud to introduce this strategy, and it has also been used as an example by the Housing Financing Fund Management Center (PPDPP) of the Ministry of Public Works and People's Housing for other FLPP distributor banks. In addition, BRI actively organizes webinar series with topics ranging from investment education to home ownership tips for millennials.

Currently, BRI's mortgage can be applied through the BRISPOT application for convenient mortgage submission. Thanks to BRI's various innovations during the pandemic, BRI's mortgage product grew by 10.57% year-on-year in 2020.

Motor Vehicles Loans

BRI Outstanding KKB amounted to Rp3.00 trillion, a decrease of -27.48% compared Rp4.14 trillion in 2019. Two events contributed to the decrease; first, the appointment of BRI Finance as a distributor of Direct KKB in order to execute synergy between BRI and its subsidiaries and, second, the downturn in motor vehicle sales nearly throughout 2020, which triggered a fall in demand due to the pandemic. The impact of the pandemic also affected the NPL of BRI's KKB, which grew to 2.03% compared to 2019 NPL. This was in line with the NPL of KKB industry-wide, following increasing pressure since the pandemic started in first quarter of 2020.

Credit Cards

BRI's credit card outstanding stood at Rp3.52 trillion, a significant 31.41% growth compared to Rp2.68 trillion in 2019. This increase was driven by, among others, BRI's initiatives to strengthen digital services, namely CERIA digital loan product and Traveloka Paylater Card, amid the implementation of Large-Scale Social Restrictions (PSBB) by the Government during 2020.

Consumer Business

Digital Lending

BRI's Digital Consumer Loan performance through the CERIA application has shown a significant development in 2020. Its outstanding stood at Rp21.2 billion with sales volume and number of users of Rp61 billion and 11,676 users, respectively.

Meanwhile, the BRI outstanding Digital Consumer Loan via Traveloka Paylater Card amounted to Rp342.2 billion with a sales volume of Rp680.1 billion. For users who have utilized the Traveloka Paylater Card, the number has reached 44,819 users per year 2020.

SUPPORT TO GOVERNMENT PROGRAMS

BRI has always supported government programs to improve the welfare of the community. One of the Government's programs is to minimize the backlog of housing supply vis-a-vis housing needs. In this case, the Government has provided housing financing complemented with FLPP (Housing Financing Liquidity Facility) program. BRI also supported the move by channeling FLPP loan to Low Income Communities, the civil servants, and military and police personnel.

In addition, Consumer Business also supports the National Economic Recovery Program, among others, by conducting credit restructuring affected by the Covid-19 pandemic.

CONSUMER LOANS BUSINESS STRATEGIES IN 2021

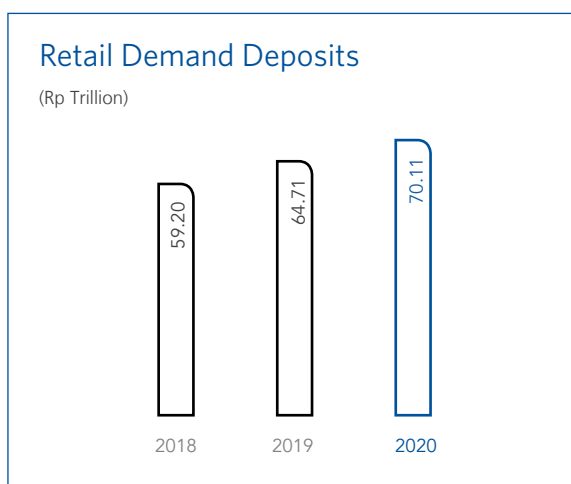
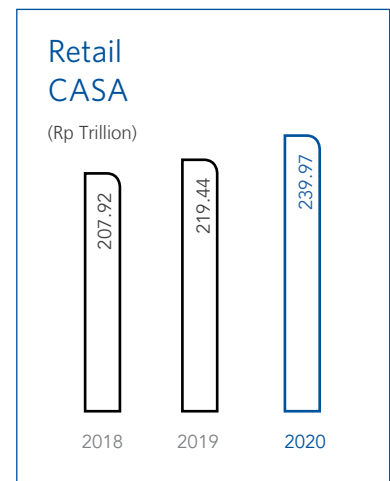
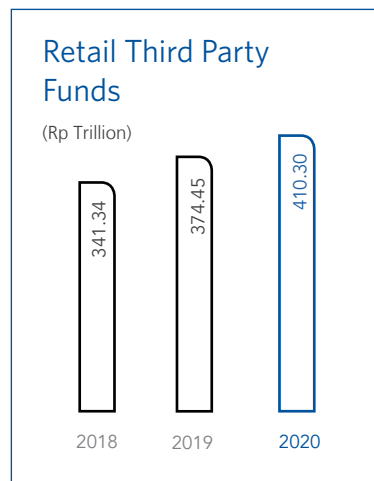
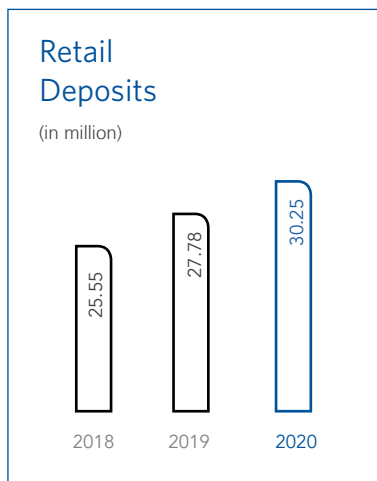
In 2021, the Consumer Loan Business will continue to promote healthy loan growth with strategies that include:

- Strengthening Briguna as a market leader salary-based loan through Digital Onboarding
- Improving mortgage market share in suburban areas
- Fully digital product & business process digitalization (BRISPOT Consumer for Customer)
- Co-Brand Credit Card collaboration to serve various segments
- More aggressive penetration of CERIA as a Digital Lending product

RETAIL DEPOSITS BUSINESS

PERFORMANCE HIGHLIGHTS

- The number of Retail Deposits stood at 30.25 million accounts, an increase of 8.89% compared to 27.78 million accounts in 2019
- Retail Third Party Funds amounted to Rp410.30 trillion, an increase of 9.57% compared to Rp374.45 trillion in 2019
- Retail CASA amounted to Rp239.97 trillion, an increase of 9.35% compared to Rp219.44 trillion in 2019
- Retail Demand Deposits amounted to Rp70.11 trillion, an increase of 8.33% compared to Rp64.71 trillion in 2019
- Retail savings amounted to Rp169.91 trillion, an increase of 9.81% compared to Rp154.73 trillion in 2019



Retail Deposits Business

RETAIL DEPOSITS BUSINESS PRODUCTS

BRI has a variety of Retail Deposits products to meet the needs of all customers. In 2020, Retail Saving products include:

BRI BritAma Umum Savings

BritAma Umum Savings Product provides customers with a variety of ease of banking transactions with the support of e-banking facilities and real time online system, allowing customers to make transactions anytime and anywhere. In addition, BritAma Umum also provides free accident insurance coverage, full e-banking features, and competitive interest rates.

BRI BritAma Bisnis

BritAma Bisnis Product provides customers with a variety of convenience in conducting banking transactions that support business players, with the support of e-banking facilities and real time online system that will allow customers to transact anytime and anywhere. BritAma Bisnis also has free accident insurance coverage, excellent e-banking features, competitive interest rates, as well as more detailed transaction logging in the passbook and statement reporting via email.

BRI BritAma Muda Savings

BritAma Muda provides a special design of elegant debit card for the youth segment, as well as providing a variety of services in banking, supported e-banking system and real-time online. The feature allows customers to transact anytime and anywhere. In

addition to the three products above, BRI also has competitive savings in its segments, such as:

1. BRI Junio and Junio Rencana
2. BritAma Rencana
3. BritAma Mitra
4. BritAma TKI
5. BritAma savings in foreign currencies (USD, SGD, AUD, EUR, CNY, AED, HKD, GBP, JPY and SAR)
6. SiMuda
7. Hajj Savings

DEPOBRI (BRI Deposits)

BRI time deposits is an investment option for customers and is available in a variety of currency options, both rupiah and foreign currencies with competitive interest rates. This product is suitable for customers who seek a greater return than saving products. For the convenient account opening, customers may apply through any BRI branch office located throughout Indonesia or through the Internet Banking.

With an affordable initial deposit, customers are also given the flexibility to choose the mechanism of interest payment, either transferred to the primary account or added back to the term deposit (add on). BRI has also developed the scripless deposit product to accommodate the needs of customers with multiple tickets. Scripless deposit is a deposit that is proof of the placement of funds in the form of email notification so that customers can manage their deposit accounts more effectively and efficiently.

RETAIL DEPOSITS BUSINESS STRATEGIES IN 2020

In 2020, the growth of BRI Third-Party Funds (TPF) was focused on obtaining low-cost funds, namely Current Account and Savings Account or CASA. Marketing activities followed a three-prong strategies, namely acquisition, retention, and maintenance. In developing the Retail Savings Business, BRI made a recent breakthrough, namely the BRI Digital Saving, a fully digital BRI account opening platform. BRI Digital Savings has been placed on various BRI Channels, as well as on a number of third party applications/websites

that work with BRI such as Traveloka, Grab, Link Aja, BliBli, OVO and Bukalapak.

BRI also built a digital platform as a solution for various ecosystems, such as BRIMOLA for 3 kg LPG entrepreneurs, smart billing for real estate, property and other retail businesses and Junio Smart for schools, parents, and students that also impacted the growth of CASA that stood at Rp24.73 trillion as of December 2020.

Retail Deposits Business

To reward customers, BRI has launched the latest loyalty program, BritAma FSTVL in 2020. The program aims to provide appreciation for the loyalty of all BritAma savings customers. Loyal customers have the opportunity to win hundreds of exciting prizes, including the grand prize of Toyota Vellfire.

Furthermore, the Bank has also implemented a variety of local and national level programs that aim to focus on strategies such as Focus Ecosystem Payment, Database Optimization, and Sales Force Management. The programs executed in 2020 are, among others:

1. RTGS Out Giro Program
2. BritAma FSTVL
3. BRI Point
4. Merchant Program
5. IBBIZ program
6. RM Investment
7. RM Digital Ambassador

In addition to marketing programs, BRI also endeavored to grow CASA through cross selling activities, especially with retail, medium, consumer, and value chain corporate loan customers.

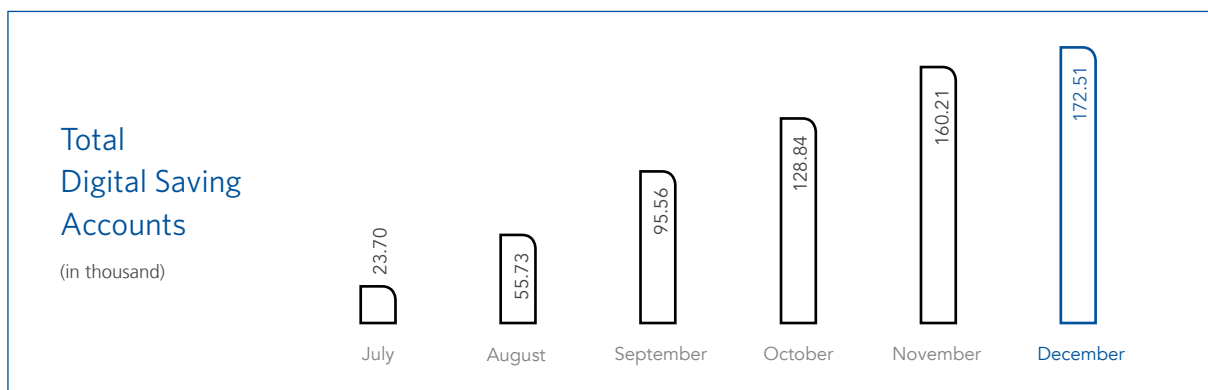
RETAIL DEPOSITS BUSINESS PERFORMANCE IN 2020

In 2020, BRI Retail Third-Party Funds experienced an increase of 9.57% (yoy) to Rp410.30 trillion from Rp374.45 trillion in 2019. This increase was in line with the increase in the number of Retail Saving Business accounts which reached 30.25 million accounts or up 8.89% compared to 27.80 million accounts in 2019.

Based on the type of retail savings, BRI Retail Giro grew to Rp70.11 trillion or up 8.33% (yoy) compared to Rp64.71 trillion in 2019. Retail savings also increased to Rp169.91 trillion, up 9.81% compared to Rp154.73 trillion in 2019. The growth in both channels of low-cost funds raised the share of CASA to BRI's total retail savings portfolio to Rp239.97 trillion, or up 9.35%

from Rp219.44 trillion in 2019.

Meanwhile, the performance of BritAma Digital Savings service for the first six months since its launch on July 7, 2020 was very promising. This was reflected in the number of new account openings through Digital Savings that stood at over 172 thousand accounts per December 2020. The value of savings per account also continued to show an increase and amounted to Rp3.2 million per account as of December 2020.



Retail Deposits Business

SUPPORT TO GOVERNMENT PROGRAMS

BRI is committed to support Government programs, especially in improving financial literacy in the community. This was shown by, among others, BRI SiMuda savings that support OJK's financial literacy

initiative. The product is also a vehicle to educate young people about insurance and mutual funds investment.

RETAIL DEPOSITS BUSINESS DEVELOPMENT STRATEGIES IN 2021

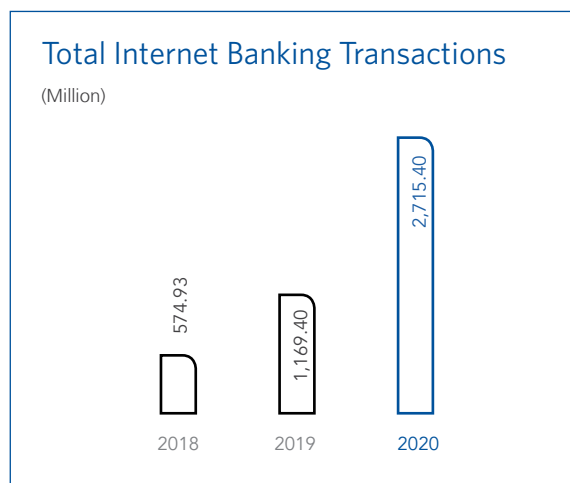
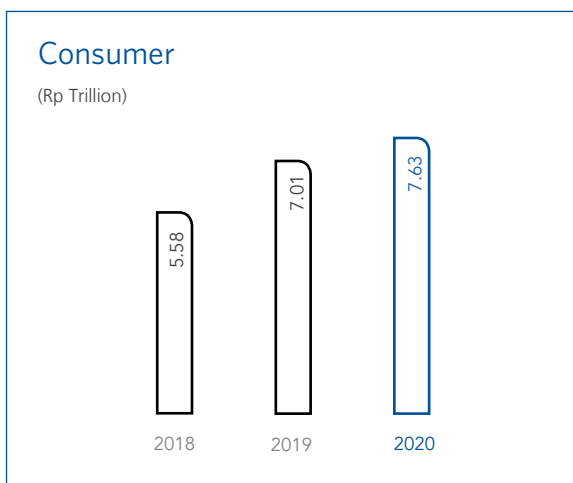
In 2021, the Retail Deposits Business will remain focused on increasing CASA by utilizing digital technology. Retail Saving Business development strategies 2021, include:

1. Continuous onboarding digitization to facilitate the opening of Saving accounts, with the development of Digital Saving using face recognition and digital signature technology.
2. Expanding the access account opening digitally in the BRI internal platform, the subsidiary platform, and work with e-commerce platform, FinTech and other third-party digital platform.
3. Solution selling, by prioritizing the bundled offers to address customers' needs and build a payment ecosystem in the emerging ecosystem.
4. Launch a loyalty program with interesting campaigns such as Britama FSTVL and BRI Point.
5. Strengthen cross selling culture among employees and RM Fund
6. Develop a digital ecosystem platform in to build a payment ecosystem in schools, universities, residences, and retailers.

RETAIL BANKING SERVICES BUSINESS

PERFORMANCE HIGHLIGHTS

- Fee Based Retail Income amounted to Rp7.63 trillion, an increase of 8.73% compared to Rp7.01 trillion in 2019
- The number of internet banking transactions stood at 2.72 billion, an increase of 132.2% compared to 1.17 billion in 2019.



RETAIL BANKING SERVICES BUSINESS PRODUCTS

The Covid-19 pandemic in 2020 became a momentum for BRI to accelerate digital transformation to serve customers better, faster, and more securely. As part of its digital transformation, BRI offered digital products and innovations in response to customers’ needs in the new normal. BRI’s customer-centric digital platforms that prioritize customer experience that the Bank introduced in 2020 are:

BRI Internet Banking

A banking facility that customers can use to access savings accounts through the internet. BRI internet banking has various advantages such as intuitiveness and convenient user interface, where customers can transact securely and at any time.

BRI SMS Banking

BRI e-banking service can be used to access customers’ saving accounts via mobile phones. SMS banking will serve the needs of customers’ banking transactions with two types of services, namely menu-based and plain text. Menu-based SMS uses a set of menus as transaction command. Meanwhile, plain text is an SMS Banking service by sending transaction orders to number 3300.

BRIImo

BRIImo is an internet data -based digital finance application that provides convenience for customers to transact with attractive user interface and user experience (UI/UX). Other interesting features such as online account opening, card-less cash withdrawal,

Retail Banking Services

savings account, promo info, login with fingerprint / face ID, and transaction statement of up to 12 months. In 2020, changes have been made to the platform's appearance, with some additions to meet the growing needs of customers. In the future, BRImo is expected to be a one stop solution for all BRI customers.

BRIZZI

An electronic money that serves as a payment tool in shopping transactions or other transactions at merchants. All BRIZZI transactions can be done at all merchants using the BRI EDC machine. BRIZZI top up is now also easy and can be done at partner merchants, such as Alfamart, Indomaret, Alfamidi, Yomart, and others. In addition, the BRIZZI card can also be used for toll road payment, train ticket purchase, parking, and to access public transportation such as Transjakarta.

Wealth Management

BRI Wealth Management has a variety of investment products to facilitate customers who seek to increase the value of their assets. BRI Wealth Management investment products include Retail State Bonds, Retail Sukuk, Retail Saving Bonds, Sukuk Savings, Government

Bonds (SBN) in Forex Retailed (INDON & INDOIS), rupiah-denominated Government Bonds, Swap Deposit, and Financial Institution Pension Funds (DPLK).

In addition to these investment products, BRI works with trusted and leading Investment Managers with a variety of Mutual Fund product variants, including money market Mutual Funds, fixed income, mixed funds, stocks, and protection.

BRI has Bancassurance investment products that offers their unique selling point in order to meet the needs of diverse customers. BRI Bancassurance customer portfolio is divided into three segments, namely micro, retail, and priority segments.

BRI Prioritas Services provides banking services to Selected Individuals of BRI Prioritas, which not only include banking services and services in general, but also financial and investment planning consulting services, insurance (Bancassurance), and pension fund planning.

RETAIL BANKING SERVICES BUSINESS STRATEGIES IN 2020

Some of the programs and strategies undertaken by BRI to develop the Retail Banking Services Business in 2020 are as follows:

1. Focusing on Fee Based Income growth.
2. Improving service excellence, especially the reliability and network connection of the system with better database management.
3. Focusing on increasing debit card users and SMS notification features, as well as bundling with
4. increasing the number of BRImo users as super-apps.
4. Focusing on merchant acquisition according to the MIWON segment (Millennial, Women, and Netizen).
5. Expanding cooperation with e-commerce merchants.
6. Building transaction ecosystem through BRI products.
7. Expanding BRIZZI acceptance.

Retail Banking Services

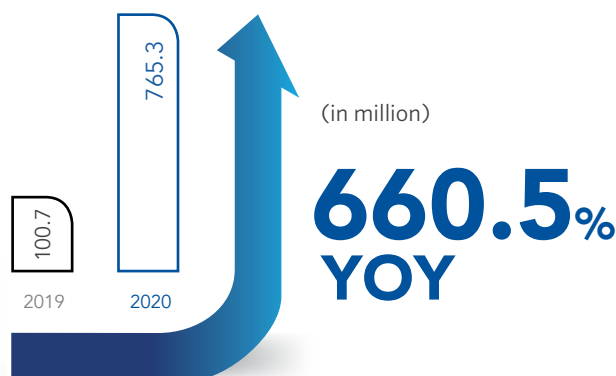
RETAIL BANKING SERVICES BUSINESS PERFORMANCE IN 2020

In 2020, the volume of BRI Internet Banking transactions (including BRImo) reported a growth of 132.20% (yoy) to 2.72 billion compared to 1.17 billion transactions in 2019. Meanwhile, the number of BRImo transactions soared by 660.48% (yoy), from 100.70 million transactions in 2019 to 765.80

million transactions. With this impressive growth, BRImo's contribution to the total BRI Internet Banking transactions jumped from 8.61% in 2019 to 28.20% in 2020.



Launched in 2019, BRImo is Internet-based digital financial application using newest UI/UX, providing attractive features e.g online opening account, Card-less cash with drawal, and fingerprint / face ID login



Meanwhile, BRI Internet Banking users (including BRImo) also increased to 25.92 million users or grew by 33.17% (yoy) compared to the same period last year.

The increasing trend of transactions on various digital platforms affected conventional e-banking transactions such as at ATM, which showed a slowdown. In 2020, the number of ATM transactions grew by only 0.59% (yoy), from 3.72 billion transactions in 2019 to 3.75 billion transactions in 2020.

The development of BRIZZI performance also continued to show positive growth during 2020. This was reflected from the number of BRIZZI cards which increased to 19.34 million cards or grew by 15.20% (yoy) compared to the same period last year.

Meanwhile, BRI Wealth Management reported positive growth in 2020 amid the Covid-19 pandemic. Asset Under Management (AUM) in BRI Wealth Management amounted to Rp131.77 trillion, or up by 13.42% as per November 2020. The growth was mainly driven by customers' preference of re-visiting their financial

Retail Banking Services

plan in order to stay financially sound and to minimize financial risks during the pandemic. Along with the increase in AUM, Fee Based Income from BRI's investment and bancassurance products also increased significantly to 28.46% (yoy).

The investment instrument that is the mainstay product for customers or investors under BRI Wealth Management services in 2020 was government bonds, or SBN. Issued by the government, SBN was considered one of the safest investment instruments. Sales of SBN through BRI increased almost twice from the previous year's sales, which was 185% (yoy) with a market share of sales approaching 12%. As a distribution partner, BRI recorded total sales of SBN Retail in the primary market of Rp9 trillion in 2020. In addition, the bancassurance business during the pandemic also showed an increase, especially in Life and Health Insurance products.

To grow Wealth Management services in 2020, BRI identified several strategies, including strengthening financial management education to customers, as well as preparing a reliable and professional Relationship Manager (RM) from BRI Priority Service Center to be able to provide advisory services. The RMs can act as a Financial Advisor for customers and provide references to any bank or non-bank products that suit the customers' risk profiles. This feature should be especially helpful for millennials with limited understanding on investment. Consumer business contributed 50.2% to the total FBI of BRI in 2020 and posted an amount of Rp7.63 trillion, growing strong by 8.7% (YoY) compared to Rp7.01 trillion in 2019. FBI revenue from transactions accounted for 60.1% of total FBI Consumers in 2020.

SUPPORT TO GOVERNMENT PROGRAM

BRI is fully committed to supporting government programs, including all programs relating to improving financial literacy and the provision of electronic payment instruments. BRI's support towards the increased use of electronic payment instruments is carried out through BRImo which is a digital internet data-based financial application and the BRIZZI card that can be used for various payment needs, such as toll road, shopping, etc.

BUSINESS DEVELOPMENT STRATEGY OF RETAIL BANKING SERVICES IN 2021

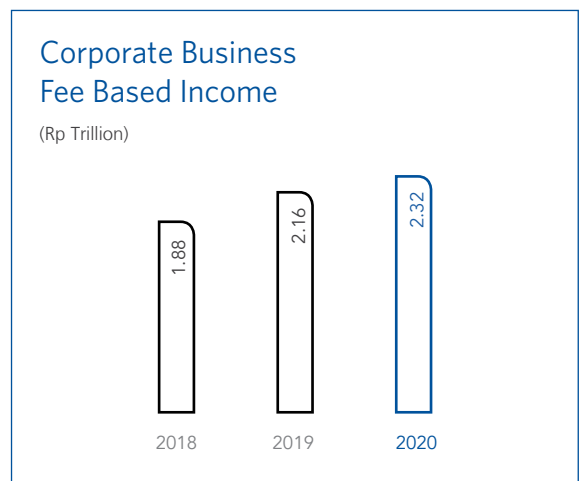
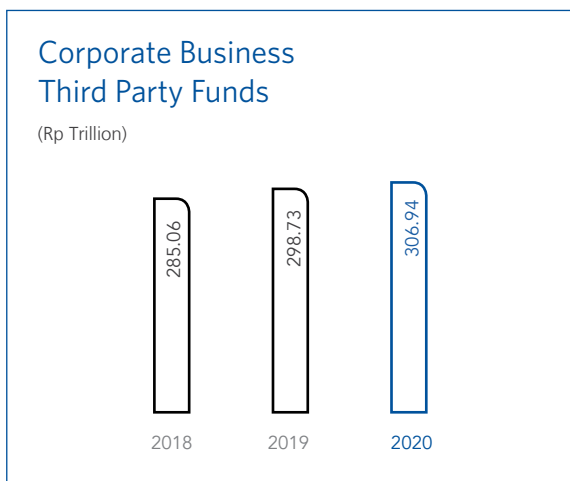
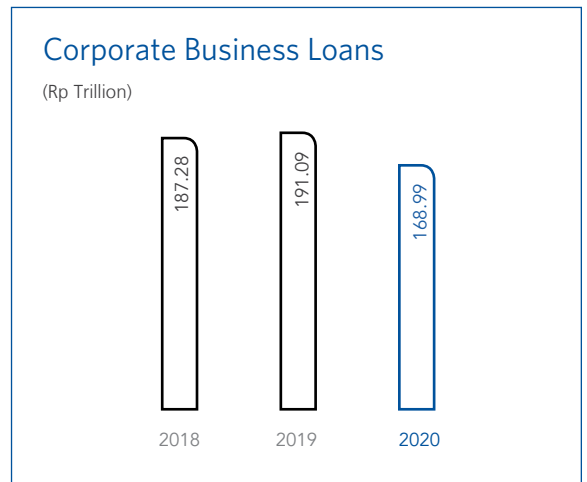
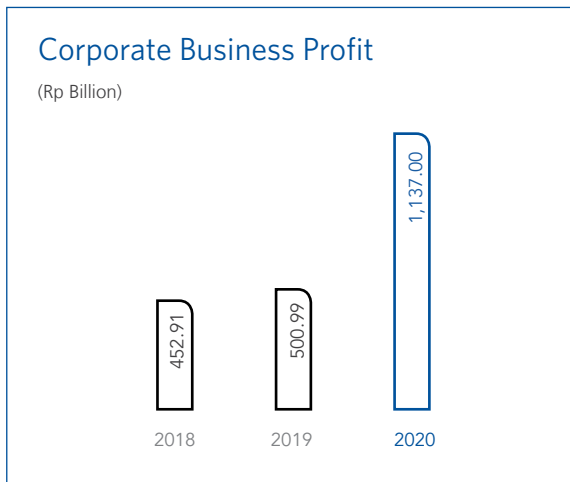
In 2021, Retail Banking Service will continue to grow fee-based income, especially in digital transactions. The strategies are as follow:

1. Supporting the vision of Indonesia Payment System (SPI) 2025 through financing products to create closed payment transactions
2. Reinventing Wealth Management business
3. Priority Customer Service Support System
4. BRImo Super Apps
5. Global Payment Collaboration
6. Cross selling of BRI Group's products through sales culture program.
7. Strengthen the micro and retail payment ecosystem.

CORPORATE BUSINESS SEGMENT

PERFORMANCE HIGHLIGHTS

- Corporate Business Profitability amounted to Rp1.14 trillion in 2020, an increase of 126.95% compared to Rp500.99 billion in 2019.
- Corporate Business Loans amounted to Rp168.99 trillion in 2020, a decline of 11.57% compared to Rp191.09 trillion in 2019.
- Corporate Business Third-Party Funds amounted to Rp306.94 trillion in 2020, an increase of 2.75% compared to Rp295.73 trillion in 2019.
- Fee Based Income of Corporate Business amounted to Rp2.32 trillion in 2020, an increase of 7.31% from Rp2.16 trillion in 2019.



SOE CORPORATE BUSINESS, INSTITUTION FUNDS, AND TRANSACTION BANKING

PERFORMANCE HIGHLIGHTS OF INSTITUTIONAL AND SOE RELATIONS DIRECTORATE

The Covid-19 pandemic has weakened the economy at global and domestic level, and posed significant challenges to Indonesia's banking sector, including BRI and customers of SOE business, institutional funds, and transaction banking. Heightened competition compounded the challenges and dynamics in 2020. Nevertheless, BRI Institutional and SOE Relations Directorate has successfully overcome these challenges and delivered stable performance. BRI managed to achieve the results thanks to the implementation of various programs and appropriate strategies. SOE Business, Institutional Funds and Transaction Banking carried out the following programs and strategies in 2020:

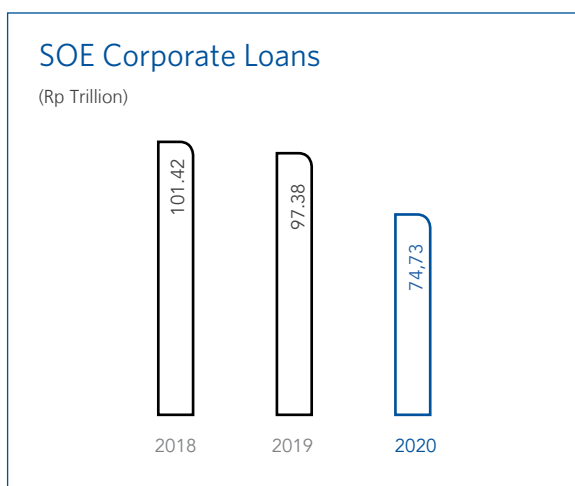
1. Increasing loan growth selectively.
2. Improving asset quality.
3. Enhancing fee-based income & other operating income through transaction banking.

BRI's Institutional Relations and SOE Directorate also conducted several initiatives to ensure the growth of the business in 2020. These initiatives include accelerating organization transformation and Human Capital, as well as improving customer services which consist of improvement of digital-based products and platforms.

In addition to continuously applying previous strategies and initiatives in 2020 that remains effective to strengthen performance and facing challenges in the future, the Directorate of Institutional Relations and SOE will also implement other strategies, including: increasing the CASA ratio through transaction services and optimizing the value chain in order to increase the profitability; establishing Bank guarantees as one of the excellent products in 2021; increasing the trade finance business; as well as enhancing the cash management system platform, trade finance, supply chain, and Bank guarantee, both in terms of feature comprehensiveness and reliability.

SOE CORPORATE LOANS BUSINESS

PERFORMANCE HIGHLIGHTS



- The outstanding of SOE Corporate Loans reached Rp74.73 trillion, a decrease of 23.26% from Rp97.38 trillion in 2019.

SOE CORPORATE BUSINESS PRODUCTS AND SERVICES

The scope of products and services of SOE and Corporate Business in BRI includes savings management, providing various types of financing tools, as well as various transaction banking and business banking services. The business sectors served

by SOE Corporate Business include the infrastructure, construction, upstream to downstream commodities and its supporting businesses, manufacturing, transportation, energies, and the service sector.

SOE CORPORATE BUSINESS STRATEGY 2020

In 2020, amid the Covid-19 pandemic, SOE Corporate Business development delivered by BRI was focused on selectively channeling credit, improving credit quality by creating exit strategies for non-performing debtors, improving the risk management system of the credit process, enhancing the competence of Human Capital (HC), and optimizing business profitability by increasing customers’ business transactions through the development of an integrated service system.

SOE Corporate Loans Business

BRI has also drawn up other initiative strategies to develop the SOE Corporate Business in 2020, including: SOE Corporate Business Loans:

1. Implementing the client service team as an integrated approach in serving corporate customers.
2. Reviewing the credit process (simplified & regularly reviewed) of the customer's current condition.
3. Optimizing the use of the Corporate Dashboard.
4. Implementing the Fraud Detection System.
5. Developing tools for the Corporate Early Warning System (EWS).
6. Optimizing activities that refer to the Building World Class Wholesale Bank (Industry Specialist, Enhance in Wider Business Perspective, Benchmarking, Negotiating and Advisory Skills, IRA).

SOE CORPORATE BUSINESS PERFORMANCE 2020

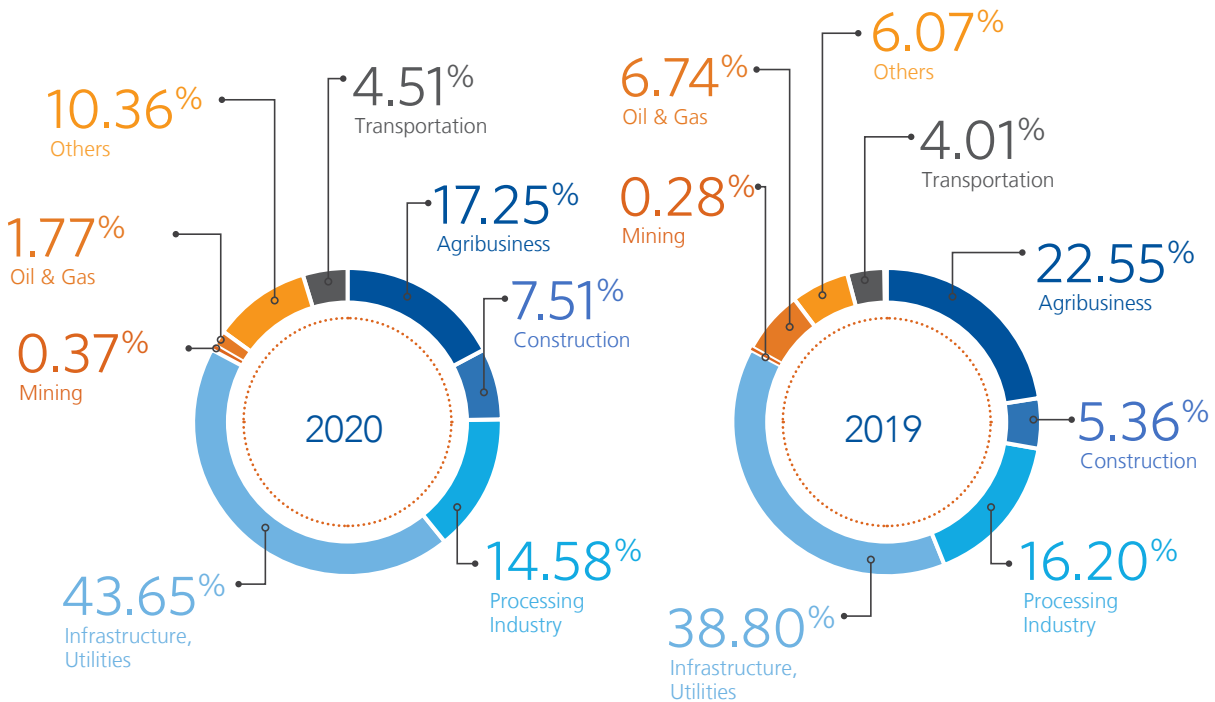
In 2020, the covid-19 pandemic delivered tremendous impacts on the dynamic of the economy in Indonesia and in the world. The performance of SOE Corporate Business in BRI was also affected by the pandemic. This condition was reflected by the outstanding SOE Corporate Business that contracted to Rp74.73 trillion compared to 2019 of Rp97.38 trillion.

The trend of credit contraction in the corporate segment was aligned with BRI's strategy applied during

the pandemic, namely being selective in channeling credit and being more focused on growth in the MSME segment.

Based on the economic sector, the decline in outstanding was caused by the Oil and Gas Sector, the Manufacturing Sector, and the Agribusiness Sector. Meanwhile, economic sectors of the transportation, infrastructure and construction sectors demonstrated improvement.

SOE Corporate Loan by Economic Sector 2020:



SOE Corporate Loans Business

SUPPORT TO GOVERNMENT PROGRAM

Throughout 2020, the SOE Corporate Business played an active role in supporting the Government development programs, including infrastructure development, which is one of the Government's priority programs to improve connectivity and to accelerate economic growth. As support to increase the infrastructure development, SOE was involved in the project execution from financing to technical implementation.

BRI, as one of the SOEs in the financial services sector, provides full support for this program through syndicated financing and other schemes. In addition, BRI also participates in financing SOEs to support export and import transactions in support of domestic economic activities.

In 2020, the SOE Division provided its support to the following government programs:

1. Infrastructure financing for national strategic projects, such as the Trans Java and Trans Sumatra toll roads construction, power plants, seaports, airports with bilateral schemes or syndicate with another Bank.
2. Energy sector financing, namely credit provision through state power company PLN to complete the 35,000 MW project.
3. Transportation sector financing, namely credit provision through KAI (Indonesian Railways Company) for LRT development serving Jakarta, Bogor, Depok, and Bekasi cities.
4. Covid-19 vaccine procurement.
5. Taking an active role to protect the economy through restructuring in the corporate segment.
6. In addition, BRI also participates in financing SOEs to support export and import transactions in domestic economic activities.

SOE CORPORATE BUSINESS STRATEGY 2021

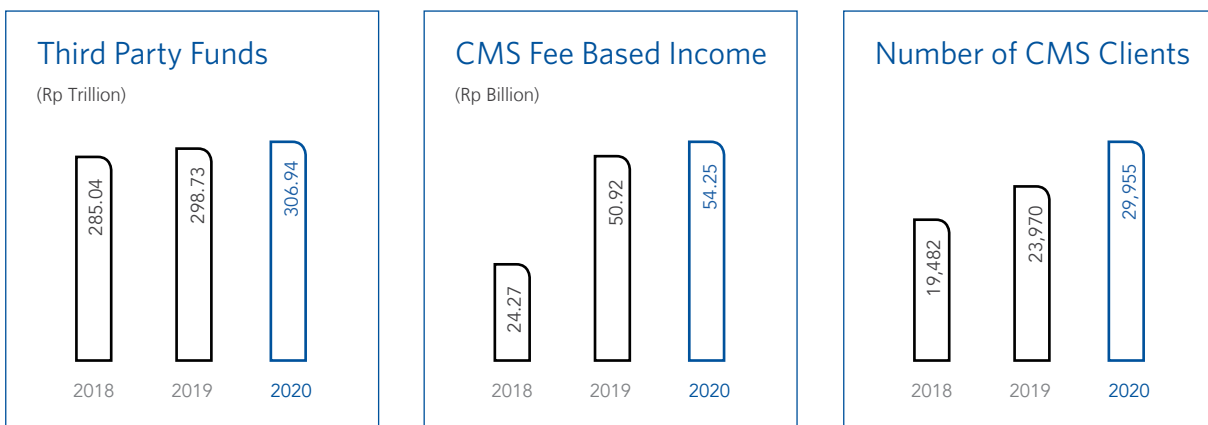
In 2021, to develop SOE Corporate Business, BRI will continuously focus on growing loans selectively with increased prudence, improving credit quality, and increasing business profitability, especially from the transaction banking business line. The other strategies to develop SOE Corporate Business in 2020, are as follows:

1. Implementing a client service team to provide integrated banking solution services to corporate customers.
2. Conduct a Loan Review of the customer's current condition as material for the EWS and Division Expansion Plans.
3. Using the corporate dashboard as a means to support the implementation of the client service team.
4. Increasing profitability through transaction-based (strengthening transaction banking) and optimizing synergy with the BRI Group.
5. Implement an early warning system.
6. Implementing the activities that refer to Building World Class Wholesale Banking.

INSTITUTION FUNDS AND TRANSACTION BANKING

PERFORMANCE HIGHLIGHTS

- Deposits of the Institution Funds Business amounted to Rp306.94 trillion, an increase of 2.75% compared to Rp298.73 trillion in 2019.
- Fee Based Income of Cash Management System amounted to Rp54.25 billion, an increase of 6.54% compared to Rp50.92 billion in 2019.
- Client Cash Management System reported 29,955 Clients, an increase of 24.97% compared to 23,970 Clients in 2019.



PRODUCTS AND SERVICES OF INSTITUTION FUNDS & TRANSACTION BANKING

Institution Funds Business

BRI plays a major role in institutional business, providing banking products and services for state institutions or agencies, with funding from the State Budget (APBN).

The banking solutions provided include management of savings services, cash management system (CMS), distribution of social assistance, distribution of salaries and performance benefits for civil servants, and other banking services to capture the needs of non-ministry institutions or agencies, including digital banking services and value chain to allow BRI to serve the entire business ecosystem. The customers in this segment include ministries or government institutions, the National Armed Forces/the Indonesian National Police, public service agencies, regional governments, and state universities.

Transaction Banking Business

The transaction banking business plays a role of accelerating funding and increasing fee-based income. This role places the segment as an important pillar in safeguarding BRI's business sustainability in 2020 and in the future. The targets of the transaction banking business segment are companies and/or institutions that require complex financial transactions that can be managed independently.

In addition to host-to-host collaborations with the Corporate Business Division, Institutional Division, Small and Medium Business Division, and International Business Division, the products, and services offered by the transaction banking business are as following:

Institution Funds and Transaction Banking

1. BRI Cash Management System application, an internet-based banking financial service solution with a User Interface and User Experience (UI / UE) that is ideal for customer needs. The advantages of CMS BRI are easily accessible by mobile, user-friendly, real-time, adequate security features, and equipped with transaction features that support the needs of financial transactions in general which also can be customized (customized) to suit the customer's needs.
2. BRI Current Account, a product that serves customers' transactional needs by facilitating withdrawal (Check/ Bilyet Current Account) that can be accessed via ATM or via digital platform through BRI's CMS.
3. BRI Trade Finance, a comprehensive and integrated export service for exporters/ importers through Letter of Credit (L / C) or Non-L/C and Domestic Letter of Credit (SKBDN).
4. BRI Bank Guarantee, a service for Bank guarantee through the Bank Guarantee Facility.

INSTITUTION FUNDS AND TRANSACTION BANKING STRATEGY 2020

Institution Funds Business

The competition to raise deposits has become more intense from year to year. For this reason, BRI has prepared several strategies in 2020, including:

1. Improving CASA composition through closed payment system based on digital banking. The feature of banking product and the Bank's subsidiaries also were aligned and improved in accordance with the need of ministries and agencies' financial management, as well as the allocation management of state budget for ministries down to the regional work units.
2. Institutions Funds Business focused on increasing the utilization and optimization of the Value Chain Dashboard and Account Planning to increase the profitability of the corporate segment and form a new value chain business.
3. BRI increased the development of cooperation platforms with several institutions in order to support the company's profitability in terms of fee-based income
4. BRI Institutional Funds Business implemented several work programs including Smart Sim, Other Government Digital-Account Applications (RPL), Tax Identification Number (TIN) Smart Card with Kartin 1 Platform (Kartin One), Development of online Tax Payment Slip payment systems for Universities managed by Institutional Businesses, Development of payment systems Online Non-Tax Government Revenue (PNPB), Pension Payment Application Development (Digitalization), Unsecured Loans (KTA)/e-KTA Application Development, and Salary Distribution Application Development (Digitalization).

Transaction Banking Business

In 2020, the Transaction Banking business focused on expanding market share and providing fully integrated banking services. Market share expansion has been carried out through customer base expansion by strengthening Transaction Banking capabilities through digital channel optimization for CMS, Current Account, Trade Finance, and Bank Guarantee transactions.

1. BRI Cash Management System Strategy. BRI has implemented several strategies to develop CMS to become part of the Integrated Financial Solutions in 2020, the strategies were as follows:
 - a. Optimization of the end-to-end CMS platform (BRICaMS).
 - b. Focus on increasing Fee Based Income on Transaction Banking by increasing the utility of the cash management feature.
 - c. Increase customer transactions in one business ecosystem through the Corporate Billing Management (CBM) feature in the CMS to improve Vendor Financing and Distributor Financing transaction services.
2. BRI Current Account Strategy
 - a. **Marketing & Product Development.** Optimizing value chain potential through value chain acquisition programs for corporate customers in certain business sectors, such as consumer goods, in order to increase Current Account transactions through BRI.

Institution Funds and Transaction Banking

- b. System & Monitoring Strengthening.**
Monitoring acquisition through the flow of fund in each segment and by using current account dashboard.
 - c. Culture Development.**
Strengthening Funding Structure, Cross Selling for transaction-based (CMS and BRIVA).
- 3. BRI Trade Finance Strategy
 - a. Customer/Marketing Growth.** Acquisition of potential customer's candidate of trade finance by optimizing insurance limit/scheme (Customer Acquisition), re-mapping existing customers, and re-focusing pipeline as marketing database of exporters and importers customers (Customer Retention).
 - b. Policy & Product Development.** Conducting review of the regulation in the trade finance business process.
- c. Business Improvement Process.**
Implementing digital channel on trade finance transaction through BRI CMS Trade.
- 4. BRI Bank Guarantee Strategy
 - a. Marketing Growth.** A relationship manager focuses his/her role as a manager and marketing officer of bank guarantee and to drive cooperation with Insurance Company related to the services provided through bank guarantee.
 - b. Business Improvement Process.**
Implementing digital channel for bank guarantee transaction through New Platform of bank guarantee, maintaining the acceleration of SLA issuance, improving the business process related to the authority of bank guarantee termination, and providing a counter for bank guarantee services.

INSTITUTION FUNDS AND TRANSACTION BANKING PERFORMANCE 2020

Institution Funds Business

In 2020, BRI's Institution Funds Business successfully raised deposits amounted to Rp306.94 trillion or up 2.73% from Rp298.73 trillion in 2019.

Transaction Banking Business

Through various product innovations and business strategy that appropriately addressed the challenges in 2020, Transaction Banking Business posted positive performance, as reflected in the achievement of fee-based income.

1. The BRI's Cash Management System Performance CMS in general demonstrated performance in 2020. The number of clients stood at 29,955 clients or grew by 24.25% (yoy) compared to 23,970 clients in 2019. This increase was driven by an increase of clients in the Corporate and Retail segments. Meanwhile, by frequency, BRI CMS

transaction significantly improved to 51.47 million transactions in 2020 or up 24.25% (yoy) compared to 41.43 million transactions in 2019. The Retail Segment has contributed the largest increase with the total growth of 28.38% (yoy).

In addition, transaction volume in 2020 increased to Rp2.924 trillion or up 11.39% (yoy) compared to Rp2.625 trillion in 2019. The largest improvement of transaction volume was delivered by Retail segment that grew by 33.42% (yoy). As these results indicate, the use of transaction platform grows throughout the pandemic in 2020. Meanwhile, CMS recorded substantial growth in the number of clients by 5,985 clients, representing general customers and institutional customers, as BRI supported account restructuring program initiated by the Ministry of Finance.

Intitution Funds and Transaction Banking

BRI Cash Management System Performance

Segment	Performance	2018	2019	2020	Δ (yoy)
Corporate	Number of clients (individual account)	3,040	4,493	7,178	59.76%
	Transaction frequency (thousand transactions)	6,379	9,570	10,573	10.48%
	Transaction volume (trillion Rp)	1,096	1,804	1,829	1.37%
Retail	Number of clients (individual account)	16,442	19,477	22,777	16.94%
	Transaction frequency (thousand transactions)	32,982	31,859	40,900	28.38%
	Transaction volume (trillion Rp)	502	821	1,095	33.42%
Total	Number of clients (individual account)	19,482	23,970	29,955	24.97%
	Transaction frequency (thousand transactions)	39,361	41,429	51,474	24.25%
	Transaction volume (trillion Rp)	1,598	2,625	2,924	11.39%

In terms of Fee Based Income, BRI CMS was able to generate Rp54.25 billion of FBI in 2020 or up 6.53% (yoy) from Rp50.92 billion in 2019. This value reflected BRI's competence in growing the Fee-Based Income of CMS for the last three years, despite being in the middle of the Covid-19 pandemic.

Fee Based Income Performance – BRI's Cash Management System

Description	2018	2019	2020	Δ (yoy)
Fee Based Income of BRI CMS (million Rp)	24,271	50,922	54,249	6.53%

2. BRI Current Account Performance

In 2020, BRI Current Account Performance demonstrated 14.19% (yoy) growth or amounted to Rp183.3 trillion. The largest increase was contributed by the Corporate segment that grew by 9.31% to Rp111.98 trillion.

BRI Current Account Performance

(in billion Rp)				
Description	2018	2019	2020	Δ (yoy)
Corporate	117,125	102,446	111,725	9.06%
Non-corporate	59,293	65,436	71,277	8.93%
Total	176,418	167,842	183,002	9.03%

3. BRI Trade Finance Performance

The transaction volume of BRI Trade Finance in total amounted to Rp291 trillion in 2020. Fee-based income from BRI Trade Finance in 2010 stood at Rp1.49 trillion.

BRI Trade Finance Performance

(in billion Rp)				
Description	2018	2019	2020	Δ (yoy)
Transaction Volume	182,561	268,772	291,721	8.54%
Fee Based Income	1,323	1,661	1,495	-9.99%

Intitution Funds and Transaction Banking

4. BRI Bank Guarantee Performance

During 2020, the volume transaction performance of BRI Bank Guarantee rose by 45.37% (yoy), or at Rp43.3 trillion. Along with this enhancement, fee base income increased by 16.99% (yoy) to Rp221 billion.

BRI Bank Guarantee Performance

(in billion Rp)				
Description	2018	2019	2020	Δ (yoy)
Transaction Volume	30,926	29,787	43,302	45.37%
Fee Based Income	98	189	221	16.99%

SUPPORT TO GOVERNMENT PROGRAM

Through its Institutional Funds Business, BRI manages fund from the Stated Budget with the support of digital technology. This is in the line with the Government's program in developing a cashless society to promote economic efficiency.

INSTITUTION FUNDS AND TRANSACTION BANKING BUSINESS STRATEGY 2021

In 2021, Institution Funds and Transaction Banking Business will focus on the collection of the low-cost fund (current account) and fee-based income of transaction banking by optimizing digital technology. The strategies are as follows:

1. Support the Government's programs to recover the national economy and to accelerate the digital banking development to increase acceleration, accuracy, and transparency of Indonesia's finance management.
2. Enhance CASA composition driven by digital banking that is suitable to the financial management needs of ministries and public agencies.

NON SOE CORPORATE LOAN BUSINESS, SYNDICATION BUSINESS AND NON BANK FINANCIAL INSTITUTION SERVICES

PERFORMANCE HIGHLIGHTS OF THE CORPORATE BANKING DIRECTORATE

The Corporate Banking Directorate serves customer's needs in the segment of a non-SOE corporate and non-bank financial institution by offering integrated banking solutions for fund management service and lending facilities and reliable financial services. From an internal perspective, Corporate Banking Directorate has contributed in maintaining BRI's business growth in 2020.

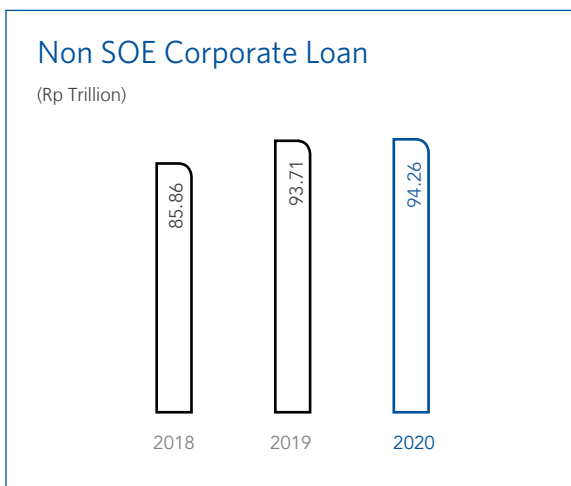
BRI's program and strategies in growing the Non-SOE Corporate Loan Business, Syndication Business, and Non-Bank Financial Services Institutions (NBFIs) in 2020 are as follows:

1. Improve credit quality through relaxation and restructuring programs, strengthen risk management risk, and become selective in the credit channeling process.
2. Enhance business profitability through the development of an integrated service system to grow the sustainability of customer's business transactions.
3. Prioritize credit channel to the project of infrastructure, agribusiness, electricity, and Strategic National Projects (SNPs).
4. Create Value Added through the Value Chain Development in customer's business scope.
5. Increase the synergy between BRI's subsidiaries, the commercial banks, Financing Institutions, as well as other financial institutions.

The business prospect of Corporate Banking is expected to recover in 2021 thanks to the sound performance of the Corporate Banking segment in 2020 as well as and signals of economic recovery in connection with Covid-19 pandemic response where vaccination has started.

NON-SOE CORPORATE LOAN BUSINESS

PERFORMANCE HIGHLIGHTS



- Non-SOE Corporate Loan Outstanding amounted to Rp94.26 trillion, stable performance compared to Rp93.71 trillion in 2019.

PRODUCT AND SERVICES OF NON-SOE CORPORATE BUSINESS

The Non-SOE Corporate Business serves large scale non-SOE customers, providing products and integrated financial service solutions, both long-term loans in substantial amount, and fund placement and management. Moreover, in providing loan facilities, non-SOE Corporate Business strives to optimize the opportunities in value chain business and cross selling so as stimulating the growth of Small and Medium Scale Enterprises (SMSE) or BRI Consumer's Business.

Non-SOE Corporate Business primary customer targets are in the agribusiness and non-agribusiness segments. Financing in the agribusiness sector prioritizes export commodities with competitive advantages and multiplier effects to the Micro, Small and Medium Enterprises (MSME). Meanwhile, the non-agribusiness segment delivers loan to a number of industries such as the manufacturing, infrastructure, and utility industry as well as the oil and gas industry.

Non-SOE Corporate Loan Business

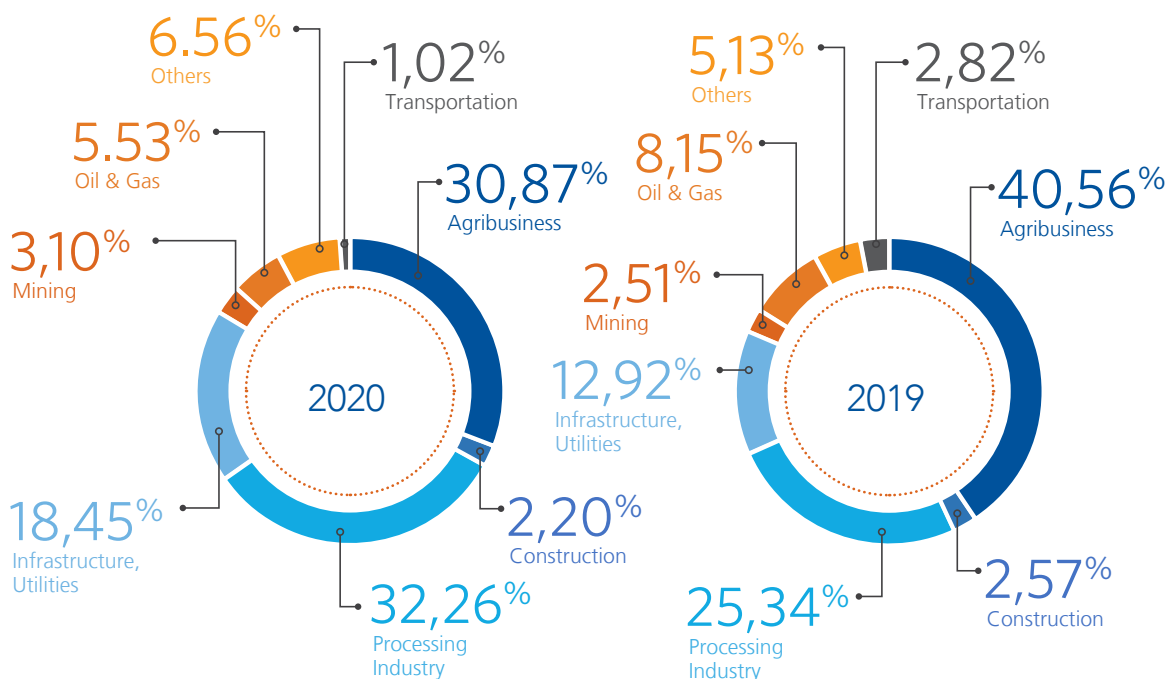
NON-SOE CORPORATE BUSINESS STRATEGY 2020

BRI endeavored to stimulate the growth of Non-SOE Corporate Business amidst the Covid-19 pandemic throughout 2020 by maintaining sufficient growth level, focus on improving credit quality, and increasing business profitability.

1. Improve credit quality. Actions to restore credit quality have carried out by compiling exit strategy for debtor affected by pandemic such as delivering relaxation and restructuring program, carrying out risk management system improvement, being more selective in the lending process, and enhancing the Human Capital competence.
2. Increase Business Profitability. To enhance business profitability, the Bank focused on growing customer's business transactions through the integrated service system development and the implementation of profitability management to every customer.

NON-SOE CORPORATE BUSINESS PERFORMANCE 2020

In 2020, the loan outstanding of Non-SOE Corporate Business amounted to Rp94.24 trillion, or relatively stable compared to Rp93.71 trillion in 2019. The loan portfolio of Non-SOE Corporate Business is contributed primary by the Processing Industry with a share of 32.26% and Agribusiness Industry at 30.87%.



Non-SOE Corporate Loan Business

SUPPORT TO GOVERNMENT PROGRAM

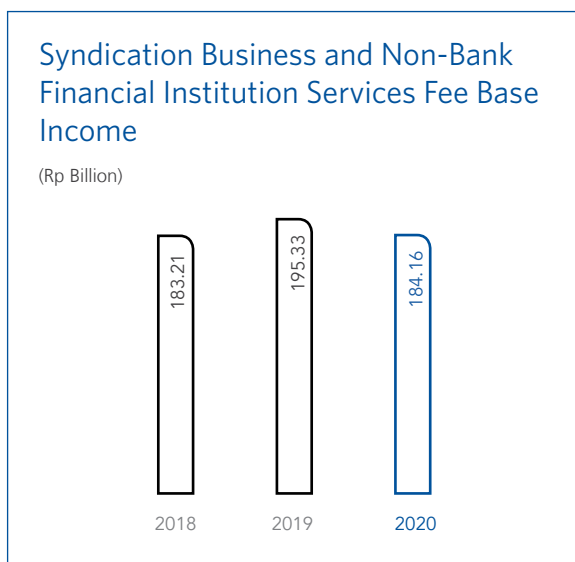
As the Bank's support to the government program, through Non-SOE Corporate Business BRI provides financing in the export-oriented business sectors, such as oil palm commodities, and corporations engaged in basic infrastructure, such as electricity and transportation.

NON-SOE CORPORATE BUSINESS STRATEGY IN 2021

1. Conduct selective expansion to business sectors that are not or least affected by the Covid-19, such as the food-based industry, namely Agriculture and Food Processing.
2. Prioritize in syndication loan to maintain corporate segment proportion as well as to distribute risk.
3. Focus on delivering facilities to big companies with a value chain and trickle down credit to MSME segment.
4. Focus on distributing non-cash loans, uncommitted line, and transaction facilities to big companies that are able to give value chain for transaction and fund volume.
5. Maintain existing asset portfolio through providing relaxation that generates quality of asset under management.

SYNDICATION BUSINESS AND NON-BANK FINANCIAL INSTITUTION SERVICES

PERFORMANCE HIGHLIGHTS



- Fee-Based Income of BRI's Syndication Business and Non-Bank Financial Institution Services amounted to Rp184.16 billion compared to Rp195.33 billion in 2019.

PRODUCTS AND SERVICES OF SYNDICATION BUSINESS AND NON-BANK FINANCIAL INSTITUTION SERVICES

BRI's Syndication and Non-Bank Financial Institution Services Business facilitates syndicated loan, and provides limit on Committed and Uncommitted facilities to Non-Bank Financial Industry (NBFI).

Syndicated loan is offered to corporate customers that require a large amount of financing and is supported by more than one creditors. BRI is highly experienced in handling syndicated credit, with services include playing the role as arranger, facility agent, escrow agent, and guarantee agent services. BRI has also handled several business sectors, such as infrastructure, electricity,

manufactures, oil and gas, trading/hospitality/restaurant, plantation, mining, and property.

In terms of services for NBFI customers, BRI provides, among others, security line, forex line, short-term loan, intraday, bank guarantee, and guarantees for various needs. Meanwhile, the NBFIs targeted by BRI to channel the Bank's loans include multi finance companies, general and life insurance companies, special financial institutions, and other non-bank financial institutions.

Syndication Business and Non-Bank Financial Institution Services

SYNDICATION BUSINESS AND NON-BANK FINANCIAL INSTITUTION SERVICES STRATEGY 2020

In 2020, BRI through its syndication business focused on channeling credit to infrastructure, agribusiness, electricity, and Strategic National Projects (SNPs). In addition to credit distribution, the Syndication Business also strives to generate added value through the value chain in syndication customers business and supporting the growth of the trickle-down segments, particularly the segment closely related to Micro, Small, and Medium Enterprises (MSME).

In order counter the impact of the Covid-19 pandemic during 2020, BRI's Syndication Business endeavors to maintain assets quality by performing relaxation and restructuring programs according to the Government and regulators. In addition, BRI Syndication Business actively synergizes with BRI's subsidiaries, SOE banks,

national commercial banks, and regional development banks (RDBs), foreign banks, and other financial institutions. Stronger collaboration was aimed to drive the entire growth of BRI's Fee Based Income.

Meanwhile, in terms of Non-Bank Financial Service Institutions, the strategies to increase Fee Based Income include focus on providing various facilities, such as guarantee facilities and Bank Guarantee to Insurance companies, intraday facilities to Securities Company, and cooperation expansion with a strategic partner in order to optimize business opportunity, especially to the partner that deliver value chain business to the other BRI business segments.

SYNDICATION BUSINESS AND NON-BANK FINANCIAL INSTITUTION SERVICES PERFORMANCE 2020

In general, BRI's Syndication and Non-Bank Financial Institution Services Business performance was stable in the midst of tremendous challenges in 2020. This performance was reflected in the fee-based income of Rp184.16 billion. FBI slightly decreased by Rp195.33 billion yoy. The decrease was intricately linked to macroeconomic conditions affected by Covid-19, which

influenced the fee-based income from syndicated projects during the year. Moreover, in 2020 BRI focused on providing the relaxation and restructuring facilities for syndicated loans and maintained existing asset quality.

SUPPORT TO GOVERNMENT PROGRAM

Throughout 2020, BRI has participated in the syndicated projects for toll road construction, refineries for B30 and B50 Programs, development of an ultra

super critical Coal-Fired Power Plant (PLTU) that is part of the 35,000 MW fast track program, and LRT infrastructure financing.

Syndication Business and Non-Bank Financial Institution Services

SYNDICATION BUSINESS AND FINANCIAL INSTITUTION SERVICES STRATEGY IN 2021

1. Carry out the business focus re-positioning through value chain, Government projects, and financing in the green sector.
2. Develop integrated IT System for syndicated credit operations.
3. Collaborate with foreign banks in international syndication.
4. Increase the acquisition of insurance investment funds (deposit) by continuously maintaining optimum margin contribution for BRI.
5. Optimize fee and transaction from transaction product of banking solution.
6. Drive the success of the work program in initiative strategies of capital market ecosystem.
7. Enhance profitability through optimizing fee income and transactions from intraday facilities and special bank guarantee for a securities company.
8. Expand business through the facilitation of escalating and transaction banking solutions to increase BRI's revenue and assets.
9. Increase joint financing facility, maintaining banking prudence and continue to be selective.

INTERNATIONAL, TREASURY, AND CAPITAL MARKET SUPPORTING BUSINESS

PERFORMANCE HIGHLIGHTS OF TREASURY AND GLOBAL SERVICES DIRECTORATE

The Treasury & Global Services (TGS) Directorate covers three main business segments, namely treasury business, international business, and investment services. In line with BRI's vision to be The Most Valuable Banking Group in Southeast Asia in 2025, in 2020 TGS Directorate focused on Strong Presence of Treasury & Global Services in Indonesia strategy and committed to continuously improve contribution

towards PT Bank Rakyat Indonesia performance, both through the increase in revenue (interest and non-interest) and better efficiency. The TGS Directorate's contribution to the total of BRI performance increased 11.45% for interest income and 14.49% for non-interest income throughout 2020. The followings are the TGS Directorate performance in the last three years:

(billion Rp)

Component	2018	2019	2020	Growth (yoy)
Total Non-Interest Income	1,812	2,139	4,284	102%
Treasury Business	1,367	1,599	3,764	
International Business	269	331	282	
Investment Services	176	209	238	
Total Interest Income	11,377	11,551	12,596	9%
Treasury Business	11,310	11,500	12,505	
International Business	67	51	91	
Total	13,189	13,690	16,880	23%

The TGS Directorate performance grew significantly, particularly in the non-interest income category that rose by 102% yoy in 2020 and effectively supported BRI's sustainable business growth. Through this focus

strategy, TGS Directorate continuously endeavors to increase the market share in each business segments, namely:

International, Treasury, and Capital Market Supporting Business

1. Treasury Business, BRI focused on growing revenue and market share through activities in securities market and foreign exchange transaction. In 2020, the Treasury Business successfully increased its income by 138.71% year-on-year. The growth was contributed by the increase of capital gain, both realized and unrealized, at 81.31% year-on-year and the revenue of forex and derivative transactions, both realized and unrealized, at 716.20% year-on-year. In addition, Treasury Business actively raised funds other than TPF with an efficient interest rate to support BRI's business expansion. In securities market, the Treasury Business attained "The Best Prime Dealer" award for 3 (three) consecutive years since 2017 in the annual Prime Dealer event of the Indonesian Finance Ministry. The award proved BRI's commitment to increase BRI's presence in the national treasury business. The growth of Treasury Business activities was also driven by the increase in transactions among foreign clients, both from banks or other financial institutions, which rose by 175% year-on-year in 2020.

2. *International Business focused on performing digitalization as a strategy to increase productivity in 2020. The results of the strategy were reflected among others in growing market share in the remittances that reached 24.50% in 2020 from 18.89% in 2019. Today, BRI has Remittance Representatives to optimize the potential of remittance transactions from several countries, namely Malaysia, Taiwan, South Korea, Saudi Arabia, and United Arab Emirates. The growth in business performance was also driven by networking activities with the banking institutions that were continuously conducted amid the pandemic. The Regional Development Bank (RDB) was set as one of the targets in International Business market in 2020. There were 27 RDBs that cooperated with BRI in 2020 with 187 BRI products on offer.*

3. In Investment Services, BRI focused on the development of investment support services to clients that own, trade, deposit, and issued securities, including Financial Institution Pension Fund (FIPF).

BRI has several leading services, namely custodian bank and trustee, as well as payor bank and administration bank of Customer Fund Account (RDN). In 2020, Assets Under Custody (AUC) of BRI as custodian bank grew by 14,3%. The performance increase of BRI as custodian bank was driven by the increase in the customer's number by 10.7%, which was the result of the cooperation with Investment Managers in asset management services. Furthermore, BRI was appointed as the single custodian bank by BP TAPERA (Public Housing Savings Management Agency), and with this appointment BRI focused on the infrastructure development of custodian service to manage Tapera fund. The trustee service completed investment support services, especially for clients that exercise corporate actions, such as the issuance of securities as well as merger and acquisition. Other activities to support the capital market ecosystem are facilitating the service of payor bank and Administration Bank of Customer Fund Account (RDN), which demonstrated significant growth. In 2020, RDN grew 78% higher than the RDN growth in Indonesia that reached 60%.

BRI also has Financial Institution Pension Fund (DPLK) offered through BRIFINE (BRI Future Investment). Through this product, BRI was able to assist the Bank's customers, corporate and individual, to plan their wealth during retirement. In 2020, BRI DPLK in 2020 posted 25.7% growth of Assets Under Management (AUM), exceeding industrial growth rate of 12.9%. The increase mainly came from BRI's customers, both in corporation and retail. BRI DPLK market share also increased by 13.9% in 2019 to 15.4% in 2020.

International, Treasury, and Capital Market Supporting Business

- Overseas Work Unit (UKLN) builds its focus in line with primary business segments in the country where it is located. Today, BRI has several overseas units, including BRI New York Agency, BRI Singapore Branch, BRI Timor Leste Branch, BRI Hong Kong Representative Office, and BRI Cayman Island. One of the units' main tasks is business matchmaking between buyers or sellers in each country with BRI customers in Indonesia, both for export and import transactions. In North America, BRI's overseas unit's cooperation with the Indonesia Trade Promotion Center (ITPC) in the continent succeeded in elevating MSMEs, whose products can now be found in marketplaces such as Amazon.

TGS Directorate also performed series of transformations under the Triple Transformation Initiative, namely Business Development and Process Transformation, Digital Transformation, and Human Capital Transformation. The Triple Transformation was continuously delivered to grow the Directorate's productivity that is expected to be a sustainable contributor to BRI's performance growth in line with TGS Directorate's 2020 tagline, "Contributing More".

Human Capital Transformation through Culture Activation Program carried out by TGS Directorate created a notable effect on employees' productivity and was driven by programs that promote employee engagement. The STAR TREK (Strategic Alignment to Raise Treasury & global services' contribution through Exploring & capturing unexplored marKets) initiative

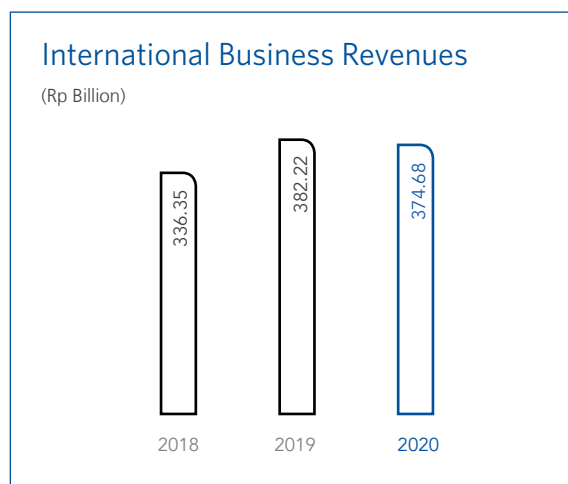
represents Human Capital Transformation philosophy inspired by the Star Trek series; the mission is to find and explore a new world. The movie reflects TGS Directorate philosophy that to optimize not only existing potentials but also to explore the new frontiers.

TGS Directorate's vision in 2021 is to be The Most Profitable Treasury & Global Services in Indonesia by consistently optimizing Triple Transformation that contains strategic initiatives that were formulated to increase TGS Directorate contribution towards BRI. These strategic initiatives consist of five focus areas, namely operational efficiency through digital transformation and business process, prudent business expansion through comprehensive market deepening, customer-driven product development, actively managing asset based on investment policies, and promoting collaboration with BRI subsidiaries to embody BRI's vision as The Most Valuable Banking Group in Southeast Asia in 2025.

INTERNATIONAL BUSINESS

PERFORMANCE HIGHLIGHTS

- In 2020, the International Business segment generated total revenues that amounted to Rp374.68 billion. This represents a sound performance in the midst of economic deceleration due to Covid-19 pandemic.



PRODUCT AND SERVICES OF INTERNATIONAL BUSINESS

The International Business Division delivers BRI's capability and experience in serving the needs of customers' financial activities toward products and services in correspondent bank, remittance business, and banknotes business. All of these business fields have significantly contributed income growth in terms of interest income, fee-based income, and/or has notable potential in increasing funding or driving trickle down business of BRI.

BRI International Business Services is supported by the presence of Overseas Work Units in New York, Cayman Island, Singapore, Hongkong, Timor Leste. A new unit is planned to be opened in Taipei 2021. In addition, BRI has Remittance Representative to capture remittance business services in Malaysia, South Korea, Taiwan, Saudi Arabia, United Arab Emirates, Hong Kong, and Japan.

BRI International Business was also supported by professional workers with international certifications, such as Certified Documentary Credit Specialist (CDCS), Certified Specialist for Demand Guarantee (CSDG),

Certified International Trade Finance (CITF), and Certified Trade Finance Professional (CTFP) that are updated regularly. This demonstrates BRI's commitment to become the trusted and reliable business partner that provides the best Business International services that keep up with customers' business development.

BRI's International Business partners with more than 1,279 Correspondent Banks around the world, 16 foreign currencies, 85 Remittance Companies, and supported by BRI's Work Units across Indonesia. BRI also provides purchases and sales of foreign currency real-time, offering 22 foreign currencies across operational work units around Indonesia.

The BRI international business development is supported up by the Correspondent Banking Business Team, Remittance Business Team, Banknotes Business Team, Overseas Channel Management & Development Team, and Bank Line Management Team. The products and services from each team that are designed to capture customers' needs are:

International Business

1. Correspondent Banking Business Products

- a. Bank Guarantee Issuance Under Counter Guarantee, namely the Issuance of Local Bank Guarantee for project owners issued based on Counter Guarantee that is received by Correspondent Bank.
- b. LC/SKBDN Refinancing Business, namely short-term financing distributed by BRI to Issuing Bank based on underlying trade transactions in a form of LC/SKBDN.
- c. LC/SKBDN Confirmation Business namely added guarantee from BRI delivered to a beneficiary based on LC/SKBDN issued by counterpart bank (issuing bank).
- d. Risk Participation Business, the overtaking of some or the entire risk of payment claims (bank risk or country risk) with underlying trade that referred to the provision in Banker's Association Finance and Trade (BAFT).
- e. Banker Acceptance, a short-term liquidity facility that is provided by BRI as the lender or funding bank with underlying trade LC/Non-LC.
- f. Bank to Bank Forfaiting Business, overtaking of payment claims without regress with an underlying trade transaction that refer to the Uniform Custom Rules for Forfeiting (URF).

2. Remittance Business Development Products

Remittance (Fund Transfer), or the movement/ transfer of funds from senders (the originator of payment) to beneficiaries of payment. This product consists of BRIfast Incoming Remittance (Cooperation & Non Cooperation) and BRIfast Outgoing Remittance.

a. BRIfast Incoming Remittance (Cooperation & Non-Cooperation)

- BRIfast Incoming Cooperation is money transfer service into Indonesia utilizing BRIfast application and leveraging BRI Counterparts Cooperation channel overseas. This transaction commonly originates from remittance of Indonesian migrant workers.
- BRIfast Incoming Non-Cooperation is a service for receiving funds from overseas to Indonesia by using SWIFT platform. In general, this transaction is a transaction with underlying trade (export-import).

b. BRIfast Remittance Outgoing

Remittance is a transfer service for overseas beneficiaries in foreign currencies, including transfer of funds between banks within the country using foreign currencies.

3. Banknotes Business Products

- c. **Purchases and sales of banknotes**, are purchases and sales of foreign banknotes. Banknotes exchange rate negotiations are carried out through RTB Regional Office or Banknotes Business Team, International Business Division.
- d. **Banknotes Cash Withdrawals & Deposits**, namely banknotes withdrawals and deposits from and to a customer's foreign currency savings account are subject to the provision in accordance with applicable regulations and served at BRI operational work units.

4. Overseas Channel Management and Development

The list of BRI Overseas Work Unit:

a. BRI NEW YORK AGENCY

Established in 1988, BRINYA became BRI's First Overseas Work Unit to address customers' business needs, including in facilitating international trade transactions as well as payment & settlement in USD currency. BRINYA's services include Loans, Trade Finance, Treasury & Wire Transfers.

b. BRI CAYMAN ISLAND BRANCH

Established in 1992 as the Third Overseas Work Unit, BRI Cayman Island has a type B license from the Cayman Island Monetary Authority. The BRI Cayman Island was founded to accommodate transactions related to the financing of projects of the Republic of Indonesia. The branch's services include loans, trade finance and treasury.

c. BRI HONGKONG REPRESENTATIVE OFFICE

Established in 1989 as the Second Overseas Work Unit, BRI HKRO has a license as a Representative Office and was established to follow up on the liquidation of BRIFL. The role of BRI HKRO is as a representative of the BRI

International Business

Head Office in Hong Kong in communicating with all stakeholders (customers, shareholders, regulators, etc.). Currently, BRI HKRO is in the process of being upgraded to BRI Hong Kong Branch.

d. BRI SINGAPORE BRANCH BRISG

Established in 2015 as Offshore Wholesale Banking as well as a Trade-Hub between Indonesia and Asia. The opening of a BRI Branch Office in Singapore is also a BRI's step in following its customer business. BRI Singapore Branch's business activities include loan, trade finance & treasury services to customers.

e. BRI TIMOR LESTE COLMERA BRANCH

BRITL has a Level B License from Banco Central de Timor-Leste (BCTL) and officially operates from March 14, 2017. The establishment of BRI Timor Leste is intended to expand BRI's retail market by offering products in the form of loans, deposits, treasury activities, remittances, trade finance, delivery of credit reference services & financial consultants. Transactions

conducted are multi-currencies. BRI's operations in East Leste are also supported by the existence of 3 Sub-Branch Offices, namely: Futuhada Sub-Branch Office, Hudilaran Sub-Branch Office, and Audian Sub-Branch Office.

5. Bank Line Management

Bank Line Management performs several activities, including:

- a. Analysis of macro condition and the risk of counterpart country.
- b. Delivers Initiatives, analyzes, recommend and reviews of the uncommitted credit line (UCL) facility for Correspondent Banks
- c. Due diligence towards counterparts in order to establish correspondent relationships, nostro accounts and credit line analysis
- d. Formulation, socialization, evaluation and improvement of policies/regulations, products, and services of the Bank Line Management.

INTERNATIONAL BUSINESS STRATEGY 2020

BRI's International Business Division continuously performed digitalization to increase productivity amidst the pandemic and to maintain service quality in capturing the dynamic customer business needs. The Division was also committed to improving BRI income by increasing the transaction volume for the Correspondent Bank, the Remittance business, and the Banknotes business. To achieve this goal, the followings are the strategies of BRI International Business Division in 2020:

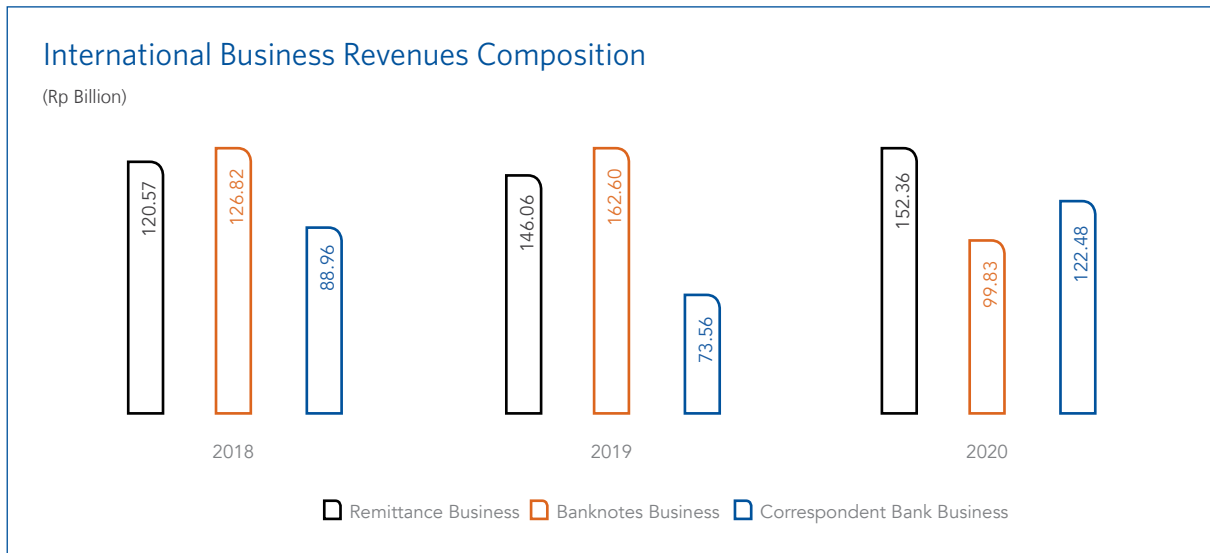
1. Increasing competitiveness
 - a. Increased the skills and capabilities of staff in the International Business Division.
 - b. Improved BRI's overseas presence through the Overseas Work Unit (UKLN).
 - c. Increased BRI International business brand awareness towards counterparts.
2. Product Development
 - a. Conducted product innovation in accordance with market developments.
 - b. Reviewed regulations on marketed product
3. Improvement of Business Process Efficiency
 - a. Automated operational transactions process.
 - b. Developed supporting business applications (digital banking).
4. Improved Customer Service Quality
 - a. Provided reward programs for employees, counterparts and customers.
5. Optimized International Business Organizations
 - a. Classification of work unit based on the potential as the basis for setting targets and KPI.
 - b. Mapped the functions of Relationship Manager and Remittance Representative, and monitored the effectiveness overseas branch offices.

International Business

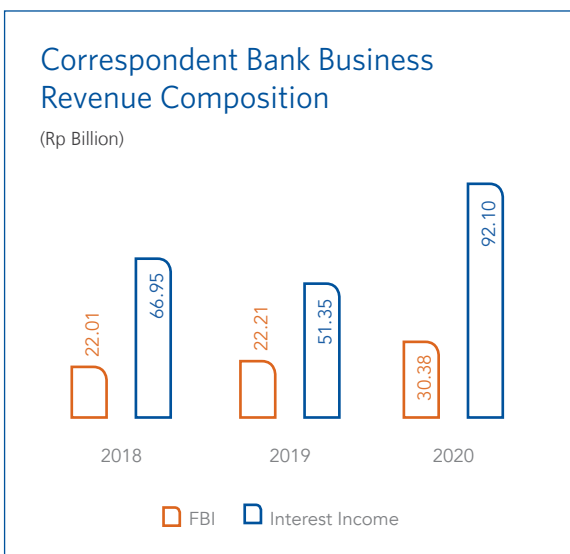
INTERNATIONAL BUSINESS PERFORMANCE 2020

In 2020, BRI's International Business posted revenues amounted to Rp374.68 billion or slightly lower by 1.97% (yoy) compared to Rp382.22 billion in 2019. The decline was mainly due to the Banknotes business which was the main growth engine in 2018 and 2019 yet dropped by 63.35% yoy to Rp99.59 billion in 2020. The Covid-19 pandemic, which demobilized the tourism sector caused a downturn in demand for foreign currency.

However, the Correspondent Bank business showed significant growth of 66.50% (yoy) to Rp122.48 billion. Similarly, remittance business improved by 4.31% (yoy) to Rp152.36 billion.



Correspondent Bank Business Performance



In 2020, the rapid growth of Correspondent Bank business was mainly supported by Guarantee Products and Risk Participation Business. In terms of share, the revenues of Correspondent Bank was mainly driven by interest income that amounted to Rp92.10 billion or up 79.36% (yoy) compared to 2019. Fee Based Income for Correspondent Bank business also rapidly grew by 36.78% (yoy) to Rp30.38 billion. In terms of transaction volume from 2018 to 2020, Correspondent Bank delivered USD305 million, USD571 million, and USD458 million, respectively.

International Business

Remittance Business Performance 2020

In 2020, BRI's Remittance Business performance showed positive growth in transaction volume, number of transactions, and fee-based income, which grew to Rp1,340 trillion, 8.12 million transactions, and Rp152.36 billion, respectively, an increase of 17.96%; 3.31%; and 4.31%.

Description	2018	2019	2020	YoY
Transaction volume (Trillion Rp)	1,251	1,136	1,340	17.96%
Number of transactions (Million)	7.03	7.86	8.12	3.31%
Fee Based Income (Billion Rp)	120.57	146.06	152.36	4.31%

In 2020, the market share of BRI remittance business primarily came from migrant workers segment that accounted for 24.53%. BRI was also the market leader in several corridors, namely in Taiwan (37.16%), Malaysia (26.83%), Korea (35.53%), UAE (52.90%), Japan (44.23%) and Hongkong (32.53%).

Banknotes Business Performance

BRI Banknotes Business in 2020 encountered dynamic challenges due to the Covid-19 pandemic that impacted BRI Banknotes Business's performance in general. The following table shows BRI Banknotes Business results.

Description	2018	2019	2020
Transaction volume (Trillion Rp)	18,804	22,851	18,378
Number of transactions (Million)	769,798	735,418	163,489
Fee Based Income (Rp Million)	126.82	162.60	99.83

Other Achievements in 2020

1. BRI has obtained a license to open a new Work Unit in Taipei, Taiwan, issued by the local authorities in August 2020.
2. BRI has acquired new remittance counterparts and established cooperation with 15 new partners.

SUPPORT TO GOVERNMENT PROGRAM 2020

1. BRI, through the New York Agency work unit actively supported the increasing exposure of Indonesian Micro, Small and Medium Enterprises (UMKM) products in North America, Latin America, and the United States. BRI leveraged the support and partnership from the Ministry of Trade of the Republic of Indonesia, Directorate General of National Export Development, Embassy of the Republic of Indonesia, the Indonesian Trade Promotion Center (ITPC) and the Indonesian Consulate General of the Republic of Indonesia in each country. One of the activities that was carried out was conducting business matchmaking called Archipelago to encourage trading activities of Indonesian MSME through 'Amazon', the world's largest marketplace. The marketed products include food and beverages, health and beauty items, as well as handicrafts, fashion, furniture, and others. Archipelago demonstrated BRI's commitment to support the Indonesian Government to increase export volume.

International Business

2. Through Hong Kong Representative Office (BRI HKRO), BRI participated in "Autumn Sourcing Week" a Hong Kong Trade & Development Council (HKTDC) Annual Event. In this virtual event, BRI HKRO promoted and supported Indonesian MSME products to penetrate the international market through business matching activities that invited new prospective buyers from various countries. This event connected more than 2,600 suppliers with around 27,000 buyers through more than 9,000 virtual meetings across various categories from toys and games, electronics and Eco Technology.
3. BRI UMKM EXPO (RT) BRILIANPRENEUR 2020 in collaboration with the Indonesian Ministry of Trade actively drove trade activities, improve exports, and increase the competitiveness of Indonesian products. The event bridged the meeting of potential buyers or sellers (business matching) abroad with business actors in Indonesia. This international exhibition successfully attracted public attention with 104,755 virtual viewers who watched the exhibition of selected MSME products online and hundreds of enthusiastic visitors who attended the exhibition on site, with health protocols in place. In addition, this exhibition succeeded in recording significant increase in transaction value and trade agreements compared to the previous year's event.
4. PT Bank Rakyat Indonesia (Persero) Tbk supported the Local Development Banks in Indonesia with a comprehensive collaboration in terms of business, operation, technology, and capacity building. By doing so, BRI can support Local Development Banks to develop their business continuously so that they are able to support the economy in their respective regions.

INTERNATIONAL BUSINESS DEVELOPMENT STRATEGY IN 2021

In 2021, BRI International Business will focus on becoming "Fully-Digitalized International Banking Services in Indonesia". Therefore, BRI has prepared the following strategies:

1. Correspondent Banking Business Strategy

a. Automated transaction of Correspondent Banking System

Digitalization and centralization of administrators for business operational processes of Correspondent Banking products through an integrated application with TiPlus, moving away from manual business processes.

b. Digitalization of Correspondent Banking Product Dashboards

from the Development of integrated dashboards with TiPlus and /CORBAS as a monitoring and evaluation tool for correspondent banking business performance both as a team, for individual RM, and for each product and account. In addition, the development is also carried out to monitor projections of the future interest income (based on the accrual data interest that will run until payment due date).

c. Collaboration between Local Development Bank - BRI

to related divisions to build cooperation with the banks to make BRI as a one stop financial solution.

d. Provision of global CBB data resources through collaboration with SWIFT

Onboarding at the SWIFT Watch platform in order to gain data access on global Correspondent Banking Business to gain market insights and to be able doing benchmark performance to the competitors.

e. Bank Loan Marketing Product

Fulfill the short-term liquidity needs of BUKU II and BUKU III banks to increase interest income and arrangement fees.

f. Exploring asset portfolio diversification

Exploring asset portfolio diversification potential by offering Correspondent Banking products to counterparty banks to build business reciprocity while increasing correspondent banking business revenue.

International Business

g. Diversify the trade finance asset market through trading asset marketplace platform.

Onboarding of trade finance assets to carry out global development towards the potential of the correspondent banking market.

2. Banknotes Business Strategy

a. New Banknotes Business

Integrate all of banknotes business activities that are accommodated in money changer application with new addition activities (the same currency banknotes for buying/selling transactions).

b. Money Changer on Wheels

Mobile Money Changer Service (using mobile services) in mainstay tourist locations such as Denpasar, Malang, Toba Lake and Lampung.

c. Money Changer Machine (MCM) services in Batam.

d. The Opening of BRI Money Changer Offsite outlets in Gili Trawangan, Entikong and Mandalika - Lombok.

e. Cooperate with e-commerce for banknotes selling and purchase business.

3. Remittance Business Development Strategy

a. Optimize revenue sources and values

Optimize revenues of remittance business other than from fee-based income, such as from FX spread, correspondent bank rebates, and other sources of income that support the growth of Bank BRI's remittance business revenue.

b. The development of BRIFast Outgoing Mobile

Outgoing remittance service by integrating BRIFast application and the BRIMO Super Apps.

c. The development of White Labelling scheme of BRIFast Incoming Mobile (Incoming remittance) service

through white labeling scheme cooperation between BRI and the counterparts.

d. Cooperate with overseas remittance companies

Build strategic cooperation with the global remittance companies to ensure sustainable growth in remittance business revenue.

4. Overseas Channel management & Development Strategy

a. Grand Opening of the BRI Branch Office in Taipei in 2021.

b. First initiation Representative Office opening in one of the ASEAN countries, proposed to the Board of BRI Directors and OJK: Vietnam /the Philippines /Thailand

5. Bank Line Management Strategy

a. Bank Line Approval System (BLAST), the decision of Vice President or Executive Vice President UCL One Day Approval to increase SLA.

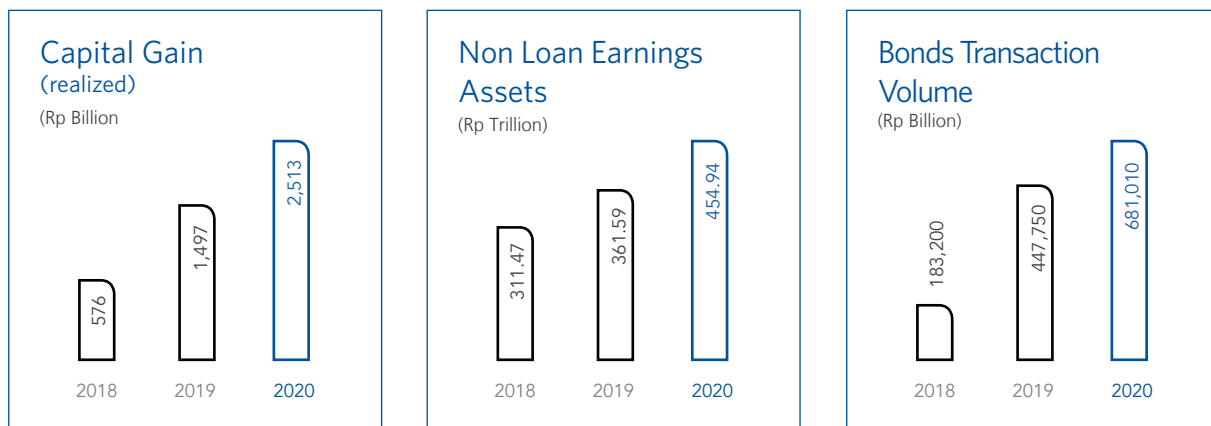
b. Dashboard Bank Line Management (BLM) Provide instant utilization data for business process efficiency and productivity enhancement

c. Development of Country Profile Analysis of macro conditions and risks of counterpart countries.

TREASURY BUSINESS

PERFORMANCE HIGHLIGHTS

1. Realized Capital Gain (realized) amounted to Rp2.51 trillion, up 67.79% compared to Rp1.50 trillion in 2019
2. Productive assets other than credit and participation amounted to Rp454.93 trillion, up 25.82% compared to Rp361.59 trillion in 2019.
3. The transaction volume of marketable securities amounted to Rp681.01 trillion, up 52,10% compared to Rp447.75 trillion in 2019, while transaction frequency increased by 82.89%.



TREASURY BUSINESS SERVICES

BRI consistently aims to be the most reliable and excellent Treasury service provider in meeting the needs of individual, corporate, and financial institution customers, such as in foreign exchange services, money market, fixed market, and derivative transactions. The activity segments under BRI Treasury Services are as follow.

1. Foreign Exchange

Currency trading with delivery at a specified date. To be able to engage in this transaction, a customer needs to have a minimum negotiation value of USD 2,500 or the equivalent, and has underlying transactions as required by applicable regulations.

2. Money Market

Money Market is where fund lending and borrowing happen as a way for banks to maintain liquidity or utilize short-term idle money. Under BRI Treasury Services, the available money market types are interbank call money, Bank Indonesia Certificate, and negotiated interest rate of on call deposit.

3. Fixed Income

Debenture or bond trading services for both government bonds and private sector/ corporate bonds.

Treasury Business

4. Derivative Products

Transaction based on a payment contract or agreement at a value that is derivative of the underlying instrument's value such as interest

rate and exchange rate, whether followed by the transfer of fund or instrument, but excluding credit derivative transactions.

TREASURY BUSINESS STRATEGIES IN 2020

In 2020, the focus of BRI'S Treasury Business was to maintain the level of revenues and market share. To that end, BRI drove its activities in the securities market and foreign exchange trading. Given the Covid-19 pandemic, BRI also paid closely attention to agile liquidity management in order to quickly adapt to changes in liquidity condition in the banking industry. BRI intended to ensure that its financial obligations were met in a timely manner, whilst maintaining sufficient and optimal liquidity level.

BRI also deepened its relationship with foreign clients and overseas businesses as part of the Treasury Services strategy in 2020. Other than to augment market share, this measure was also effective to support BRI in becoming The Most Valuable Bank in Southeast Asia. BRI also carried out a series of Transformation Efforts under the Triple Transformation Initiative: Business Development & Process Transformation, Digital Transformation, dan Human Capital Transformation, with the goal of enhancing Treasury Business' productivity. Treasury Business is expected to be a sustainable contributor to BRI's overall performance growth.

Other strategies that the Treasury Business undertook in 2020 in response to the issues and challenges at the time are:

1. Optimizing the Treasury Business to generate the highest Treasury profitability in Indonesia whilst observing rigorous and measurable risk management.
2. Developing mutual funds investment portfolio and fixed income investment, to generate optimal returns at measurable risk level

3. Expanding Treasury market coverage and client pool
4. Becoming the largest state securities provider and transaction partner in Southeast Asia
5. Maintaining an expansive network to support Treasury transactions and the growing needs of customers and their business objectives
6. Expediting pre-transaction process of Treasury, especially in the administrative phase
7. Transforming BRI's human capital to ensure that the Treasury team is supported by competent people with a global mindset
8. Maximizing the role of Regional Marketing Team and overseas branch offices to increase forex and bond transactions
9. Engaging in direct marketing that targeted foreign clients
10. Synergizing with BRI's internal divisions and subsidiaries to market Treasury products and services, such as the Wealth Management Division
11. Refining spot transaction process

The objectives of BRI's Treasury Business in 2020 was "Treasury Digital Service for Everyone", and the goals are:

1. To reach 10% market share in the national foreign currency market
2. To be the Best Fixed Income Treasury in Indonesia.

Treasury Business

TREASURY BUSINESS PERFORMANCE IN 2020

In 2020, BRI's Treasury Business was able to deliver positive performance in the midst of Covid-19 pandemic. In general, the growth is reflected in the following indicators:

1. Volume transactions of marketable securities amounted to Rp681.01 trillion, up 52.10% compared to Rp447.5 trillion in 2019, and transaction frequency rose by 82.89%. The volume of marketable securities transactions in the primary and secondary markets improved by 21.05% and 68.67% compared to 2019.
2. The volume and frequency of foreign exchange transactions for clients rose by 10.15% and 27.32%, respectively.
3. Productive assets besides loan and investment amounted to Rp454.93 trillion, up 25.82% compared to Rp361.59 trillion in 2019.
4. Capital gain profitability stood at Rp2.51 trillion, up 67.9% from Rp1.50 trillion in 2019.
5. Transactions with foreign clients, both banks and other financial institutions improved by 175%.

SUPPORT FOR THE GOVERNMENT PROGRAM

1. BRI through Treasury Business has been actively involved in assisting fund management of National Economic Recovery to save and drive the rebound of MSMEs that were affected by the Covid-19 pandemic.
2. BRI Treasury Business supported the fulfillment of the State Budget through private placement services for Indonesian Government bonds.

TREASURY BUSINESS STRATEGY 2021

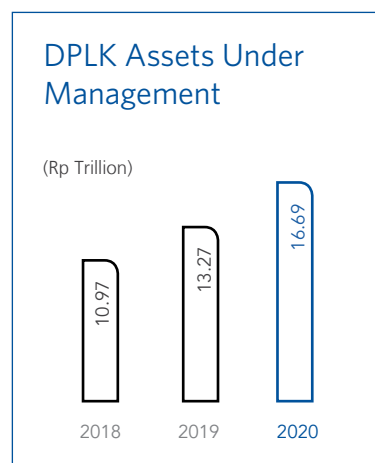
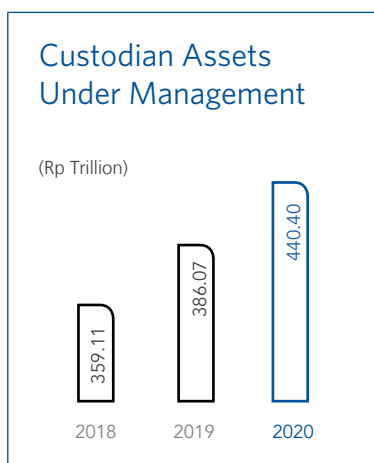
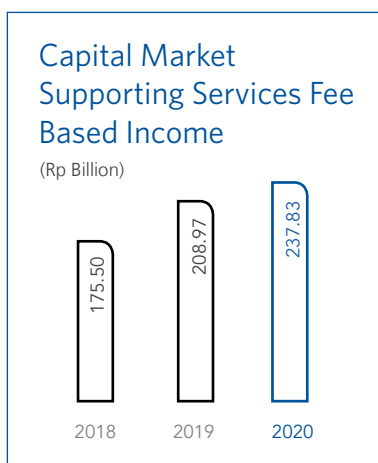
BRI Treasury Business's vision in 2021 is to have a stronger position and become The Most Profitable Treasury & Global Services in Indonesia. Treasury Business will continuously carry out several programs and strategies to increase the contribution for all BRI business, including:

1. Accelerate the implementation of Triple Transformation
2. Become Top 3 most profitable Treasury in Indonesia.
3. Be the best Forex service provider in Indonesia

INVESTMENT SERVICES BUSINESS

PERFORMANCE HIGHLIGHTS

1. Fee based income for investment service amounted to Rp237.83 billion, up 13,80% compared to Rp208.99 billion in 2019.
2. Assets managed by custodians amounted to Rp440.40 trillion, up 14.07% compared to Rp386.07 trillion in 2019.
3. Assets under management of BRI DPLK amounted to Rp16.69 trillion, up 25.7% compared to Rp13.27 trillion in 2019.



INVESTMENT SERVICES 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, Retirement Fund Financial Pension Institution (DPLK) 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, as well as Paying Banks & Administrator Bank of Customer Fund Account (RDN).

1. BRI DPLK

BRI DPLK started operating in 2006. BRI offers a variety of DPLK investments with 5 instrument options:

- a. Money Market
- b. Fixed Income
- c. Equity
- d. Syariah Money Market
- e. Balanced Syariah

Investment Services Business

BRI DPLK offers 3 fund management programs, including:

- a. Defined Contribution Pension Program (PPIP)
- b. Severance Pay Management Program (PPDP)
- c. Management of DPLK BRI Health Coverage Fund

available not only for corporate but also individual customers.

2. Trust Services

BRI is highly experienced in the trust business and is trusted by various Indonesian State-Owned Enterprises (SOE), banks and other corporations to issue obligation and Medium-Term Notes (MTN). BRI understands its duties as Trust provider to represent and protecting the interests of bond or MTN holders in accordance with provisions in the Trust agreement.

3. Trustee Services

BRI is the first Bank in Indonesia that 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. BRI Trustee Services provides:

- a. Payment Agent
- b. Investment Agent
- c. Borrowing Agent

4. Custodian Services

BRI has been performing its business as Custodian Bank since 1996 and has become the fifth largest Custodian Bank in Indonesia. The services of BRI Custodian include care securities and administration service. BRI Custodians also represent customers in the General Meeting of Shareholders and General Meeting of Bond Holders in connection to the securities they own. The benefits that the service offers to customers are:

- a. **Customization**, the services can be adjusted to the customers' needs including reporting requirements;
- b. **One Stop Service**, BRI provides a one-stop integrated service through relationship officers that provides convenience for the customers.
- c. **Reliability**, supported by reliable Information Technology system and team experienced in accounting, tax and reporting settlement, and compliance.
- d. **Experienced**, BRI is experienced in managing various types of securities, mutual funds, unit links, fund management contracts, asset backed securities and private placements.
- e. **Global network**, BRI is connected with the International network of Central Securities Depository Euro clear for global securities transactions.
- f. **Competitive Fees**, custodial fees services that are tailored to service complexity
- g. **Extensive Network**, BRI Custodians collaborate with trusted MI and with all BRI network in domestic and abroad to find the solutions for customers' investment.

INVESTMENT SERVICES BUSINESS STRATEGY IN 2020

1. Increased national of market share of BRI DPLK.
2. Increased the total Asset Under Management (AUM) of Custodian service, especially the AUM of Mutual Funds
3. 100% coverage of BRI Corporate Customers
4. BRI DPLK, Anywhere and Anytime
5. As Cooperative and Trusted Business Partner.
6. Business synergy development with e-commerce companies and BRI asset management to market mutual funds to retail customers.
7. Business synergy development with e-commerce and overseas remittance representatives to sell DPLK products.
8. Rewards for securities companies that succeeded in reaching BRI target.
9. Offering pension product or pension plan programs to BRILink Agents

Investment Services Business

INVESTMENT SERVICES BUSINESS PERFORMANCE IN 2020

In 2020, Investment Services Business was able to record an increasing in market share both in terms of asset under management (AUM) and asset under custody (AUC). Market share of DPLK by AUM compared to domestic AUM of DPLK industry rose to 15.18% from 13.90% in 2019. AUM of BRI DPLK improved 25.7% year-on-year (yoy), higher than industry growth at 7% (yoy). Market Share of Custodian Banks as asset under custody in 2020 also increased to 15.6% compared to 12.3% in 2019. Custodian management assets also increased

to Rp440.40 trillion or rose by 14.07% (yoy) from to Rp386.07 trillion in 2019, higher than industry performance that contracted around -10%. The asset managed by BRI DPLK amounted to Rp16.69 trillion, an increase of 25.77% compared to Rp13.27 trillion in 2019.

In addition, the fee-based income of investment services stood at Rp237.83 billion, up 13.70% (yoy) compared Rp208.99 billion in 2019.

SUPPORT TO GOVERNMENT PROGRAMS

BRI DPLK is committed to providing products that enable customers and Indonesian families to improve their financial preparedness and grow a sustainable income. As a development agent, BRI DPLK has the responsibility to increase financial literacy and financial inclusion through several activities such as direct selling programs and financial education to the Micro segment (BRILink Agents, PMI, and other micro customers), as well as providing financial preparation literacy assistance for university students.

INVESTMENT SERVICES BUSINESSSTRATEGY 2021

In 2021, the Investment Services Business will focus on a sustainable growth strategy through digital innovations, such as:

1. Business Process Efficiency through Digitalization
2. The addition of various kind of Product Investment Services
3. Market expansion by targeting new segments.

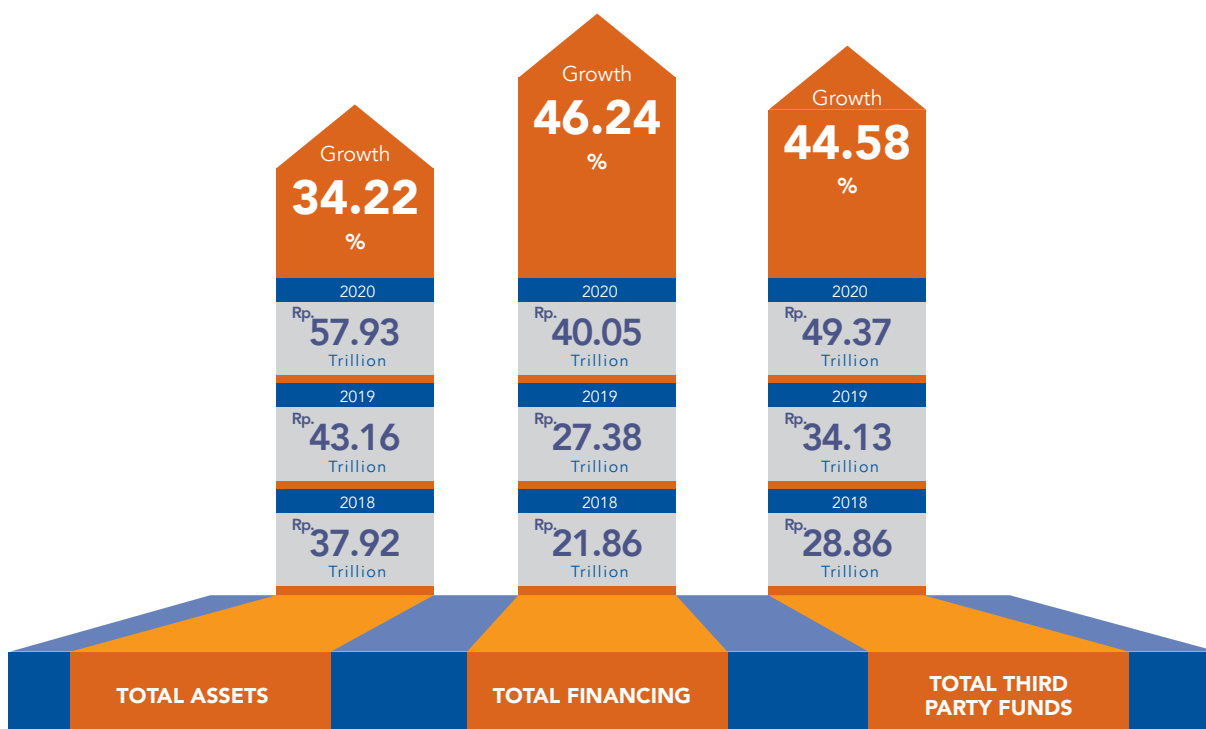
SUBSIDIARIES



BRI is the holding company of a group of financial services companies which consists of:

1. PT Bank BRI Syariah Tbk (BRIsyariah)
2. PT Bank Rakyat Indonesia Agroniaga Tbk (BRI Agro)
3. BRI Remittance Co. Ltd (BRI Remittance)
4. PT Asuransi BRI Life (BRI Life)
5. PT BRI Multifinance Indonesia (BRI Finance)
6. PT BRI Danareksa Sekuritas (BRI Danareksa Sekuritas)
7. PT BRI Ventura Investama (BRI Ventures)
8. PT BRI Asuransi Indonesia (BRI Insurance)

Subsidiaries



A. PT BANK BRISYARIAH TBK (BRI SYARIAH)

Company Profile

The establishment of PT Bank BRISyariah Tbk (hereinafter referred to as BRISyariah or Bank) began with the acquisition of Bank Jasa Arta on 19 December 2007 by PT Bank Rakyat Indonesia (Persero) Tbk. After obtaining a business license from Bank Indonesia through letter No. 10/67/KEP.GBI/DpG/2008 on 16 October 2008, BRISyariah officially operates on 17 November 2008 under the name of PT Bank BRISyariah with business activities based on sharia principles. On 19 December 2008, the Sharia Business Unit of PT Bank Rakyat Indonesia (Persero) Tbk merged into PT Bank BRISyariah. The spin off process was effective as of 1 January 2009 with the Signing by Sofyan Basir as President Director of PT Bank Rakyat Indonesia (Persero) Tbk and Ventje Rahardjo as President Director of PT Bank BRI Syariah.

BRISyariah sees great potential in the sharia banking segment. With the intention to bringing the financial business based on the noble principles of sharia banking, the Bank committed to providing the best products and services, and continue to grow positively. BRISyariah focuses on targeting various segments of society. The customer base that was formed widely throughout Indonesia shows that BRISyariah has high capability as a leading modern retail bank with various financial services according to customer needs with ease of accessibility for a more meaningful life.

Subsidiaries

To further strengthen its reputation to all stakeholders, since 2016 BRIsyariah took an important milestone in the course of its history. A process of rebranding the logo was undertaken, to strengthen BRIsyariah's brand equity, as it had become the fourth largest sharia bank, based on total assets. In 2017, BRIsyariah became the first bank which distributed Rp58,1 billion in KUR sharia to 2,578 customers. The Bank was also appointed by the Ministry of Finance of the Republic of Indonesia as the recipient for electronic state tax collector recipient bank through the second generation National Income Generation Module (MPN) for corporate and individual taxpayers. In 2018, BRIsyariah took a more decisive step by conducting Initial Public Offering on 9 May 2018 on the Indonesia Stock Exchange.

BRIsyariah focuses on targeting various segments of society. The customer base that was formed widely throughout Indonesia shows that BRIsyariah has high capability as a leading modern retail bank with financial services according to customer needs.

Management Structure

As of 31 December 2020, the composition of BRIsyariah Board of Commissioners, Board of Directors and Sharia Supervisory Board is as follows:

Board of Commissioners	
Eko Suwardi	Independent Commissioner
Sutanto	Commissioner

Board of Commissioners	
Ngatari	President Director
Kokok Alun Akbar	Director
Fidri Arnaldy	Director
Fahmi Subandi	Director
Yana Soeprianan	Director

Sharia Supervisory Board	
KH. Didin Hafidhuddin	Chairman
M. Gunawan Yasni	Member

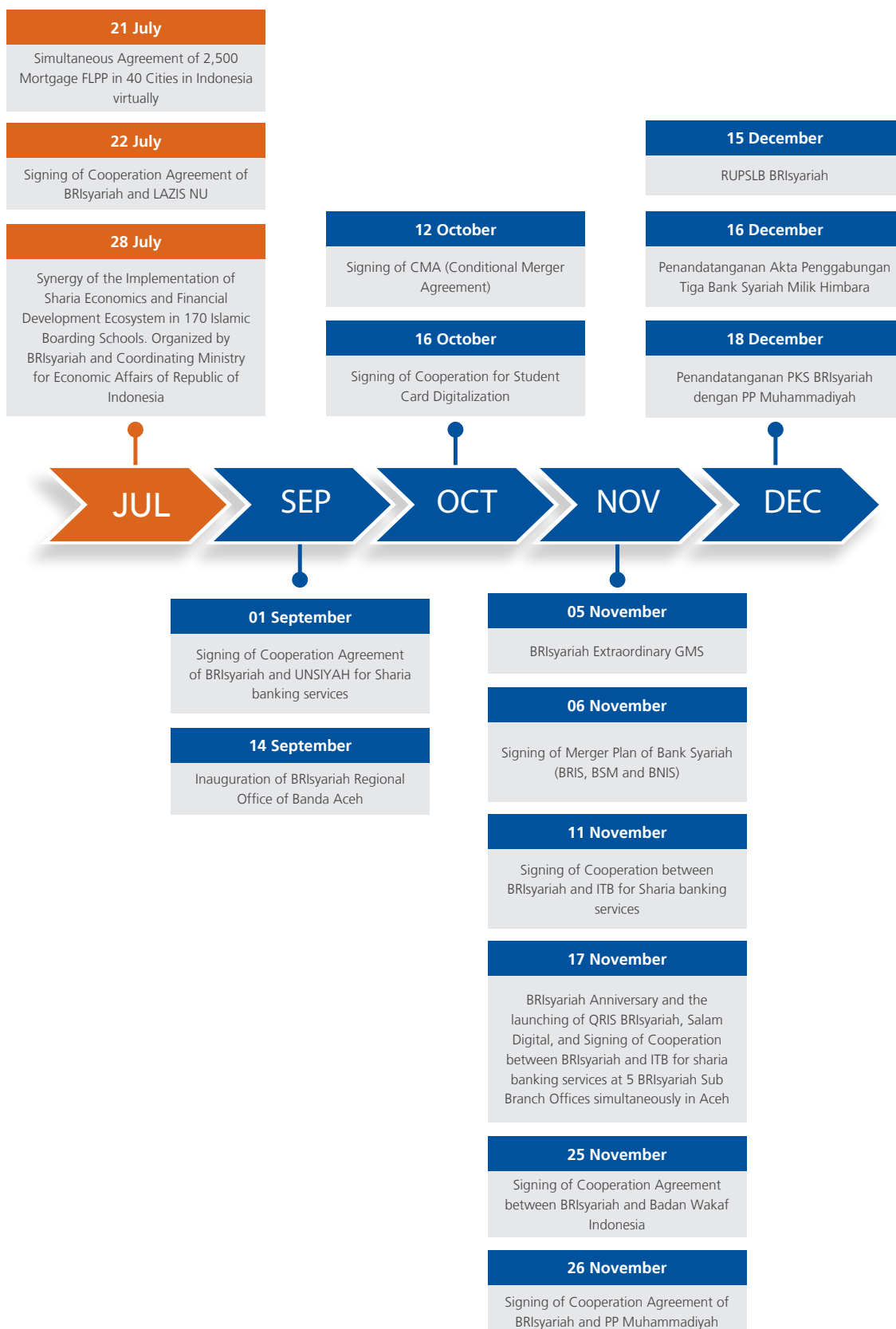
Financial Performance Review 2020

As of 31 December 2020, BRIsyariah booked total assets of Rp57.93 trillion, increased by 34.22% compared to Rp43.16 trillion as of 31 December 2019. Most part of its assets are financing earnings assets amounted to Rp40.05 trillion. The composition of earnings assets to total assets in 2020 reached 96.10%.

BRIsyariah was able to acquire third party funds (TPF) amounted to Rp49.37 trillion in 2020, grew 44.58% from Rp34.14 trillion in 2019.

Subsidiaries

Event Highlights 2020



Subsidiaries

Awards 2020

 <p>1st Place Loyalty Index, 1st Place Engagement Index, 1st Place Customer Influence Index, 1st Place Customer Purchase Index, 1st Place Customer Knowledge Index, 1st Place Customer Referral Index in Infobank 3rd Satisfaction Loyalty Engagement (SLE) Awards 2020</p>	 <p>Top Brand Award for Sharia Savings by Marketing & Top Brand Magazine</p>	 <p>i-Kurma, Digital Apps to Process Micro and KUR Financing, as the Top Innovation Choice Award by Infobrand</p>
 <p>20 Pillars of Financial Indonesia Award 2020 by Iconomics Research</p>	 <p>The Best Sharia Bank in Sharia MSME/KUR sectors at the Anugerah Syariah Republika 2020</p>	 <p>The Best Sharia Bank at Bisnis Indonesia Award</p>

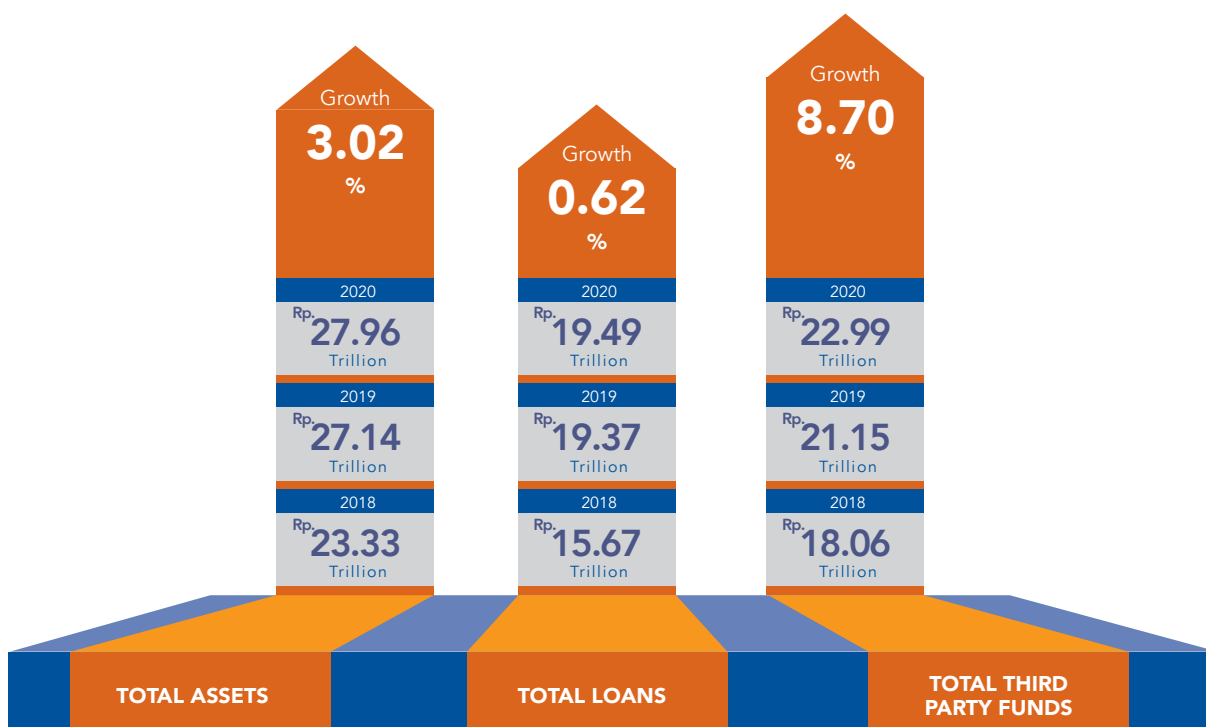
Business Development Strategy 2021

In 2020, BRIsyariah plans to exercise merger with two Sharia Commercial Banks, Subsidiaries of other SOEs, namely Bank Syariah Mandiri (BSM) dan Bank BNI Syariah (BNIS). BRIsyariah will become the Surviving Entry. Name of the three merged Sharia Commercial Banks will be PT Bank Syariah Indonesia Tbk. The business focus of the Merged Bank is Wholesale and Consumer sectors. The vision of the Merged Bank is **“Becoming one of the Top 10 Sharia Banks Based on Global Market Capitalization in the Next 5 Years”**.

Memberships in Associates Industry

- National Bank Association (PERBANAS)
- Indonesian Listed Companies Association
- Indonesian Sharia Bank Association (ASBISINDO)
- Membership of MUI National Sharia Board
- Indonesian Payment System Association (ASPI)

Subsidiaries



B. PT BANK RAKYAT INDONESIA AGRONIAGA TBK (BRI AGRO)

Company Profile

BRI Agro was established by Dana Pensiun Perkebunan (Dapenbun) on 27 September 1989, under the name Bank AGRO, which has an important and strategic role in the development of the agribusiness sector in Indonesia. As a bank focuses on agribusiness financing, since its establishment until now, the Bank AGRO loan portfolio is mostly (between 50% - 70%) disbursed in the agribusiness sector, both on farm and off farm. Bank AGRO was established with Notarial Deed Rd. Soekarsono, S.H., in Jakarta No. 27 on 27 September 1989. On 11 December 1989 obtained a business license from the Minister of Finance in accordance with the Minister of Finance Decree No. 1347/KMK.013/1989 and the Director of Bank Indonesia Decree No. 22/1037/Upps/PSbD 26 December 1989 and began commercial operations on 8 February 1990. In 2003, Bank AGRO became a Public Company based on Bapepam-LK approval No. S-1565/PM/2003 dated 30 June 2003 hence the name was changed to PT Bank Agroniaga Tbk, and in the same year listed its shares on the Surabaya Stock Exchange. In 2007, shares of Bank AGRO with the code AGRO was listed on the Indonesia Stock Exchange. In 2006, Bank AGRO upgraded its status to a Foreign Exchange Commercial Bank based on Bank Indonesia Governor Decree No. 8/41/Kep.GBI/2006 dated May 8, 2006.

Subsidiaries

On 3 March 2011, the Deed of Shares Acquisition of PT Bank Agroniaga Tbk was signed between PT Bank Rakyat Indonesia (Persero) Tbk (BRI) and Dapenbun in Jakarta. BRI officially becomes the Controlling Shareholder of PT Bank Agroniaga Tbk. As a form of joint commitment in synergy with BRI, in 2012 and in conjunction with its 23rd anniversary, Bank AGRO changed its name to PT Bank Rakyat Indonesia Agroniaga Tbk, with the commercial name BRI Agro. BRI Agro has increasingly taken steps with BRI to serve committedly. To demonstrate its seriousness, the Company continues to synergize with BRI. All Company's customers can use the Company's ATM card free of charge for all transactions in the entire BRI ATM networks throughout the country. In affirming the Company's initial focus, the agribusiness sector remains a main pillar of the Company's business, however the Company also provides loan disbursement digitally through PINANG product.

Management Structure

As of 31 December 2020, the composition of BRI AGro Board of Commisisoners, and Board of Directors is as follows:

Board of Commissioners	
Budi Satria	President Commissioner
Anna Maria Tjiadarma	Independent Commissioner
I.B.K. Suamba Manuaba	Commissioner
A.Y. Soepadmo	Independent Commissioner

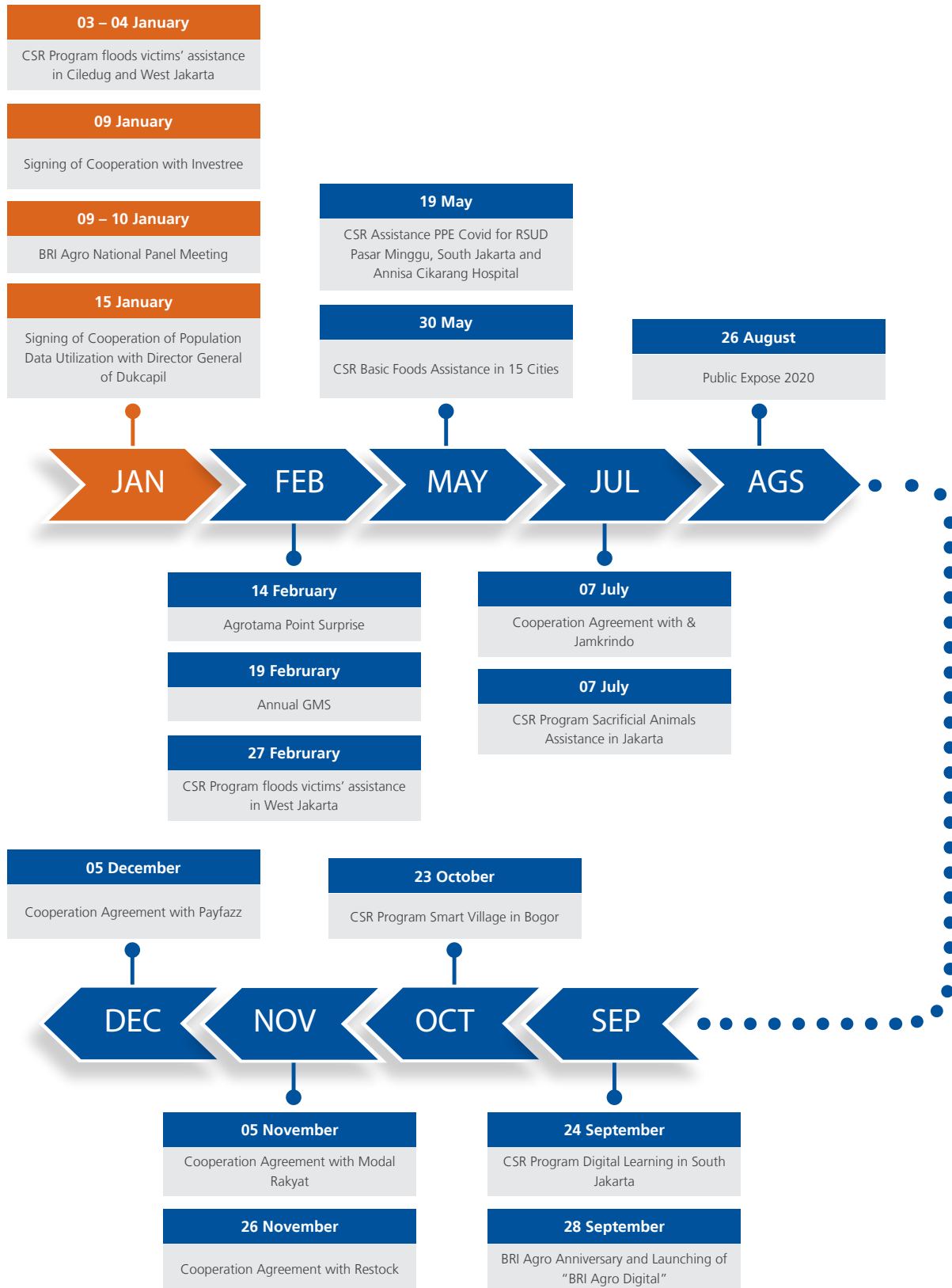
Board of Directors	
Ebeneser Girsang	President Director
Sigit Murtiyoso	Director
Arif Wicaksono	Director
Herry Prayudi	Director
Ernawan	Director

Financial Performance Review 2020

As of 31 December 2020, BRI Agro posted total assets of Rp27.96 trillion, increased by 3.02% compared to Rp27.14 trillion as of 31 December 2019. BRI Agro was able to acquire third party funds (TPF) of Rp22.99 trillion in 2020, grew 8.70% from Rp21.15 trillion in 2019.

Subsidiaries

Event Highlights 2020



Subsidiaries

Awards 2020



Digital Innovation for Excellent Performance and Top Smart Operation in Banking Industry 2020 by IT Tech 2020 dated 29 April 2020.

Business Development Strategy

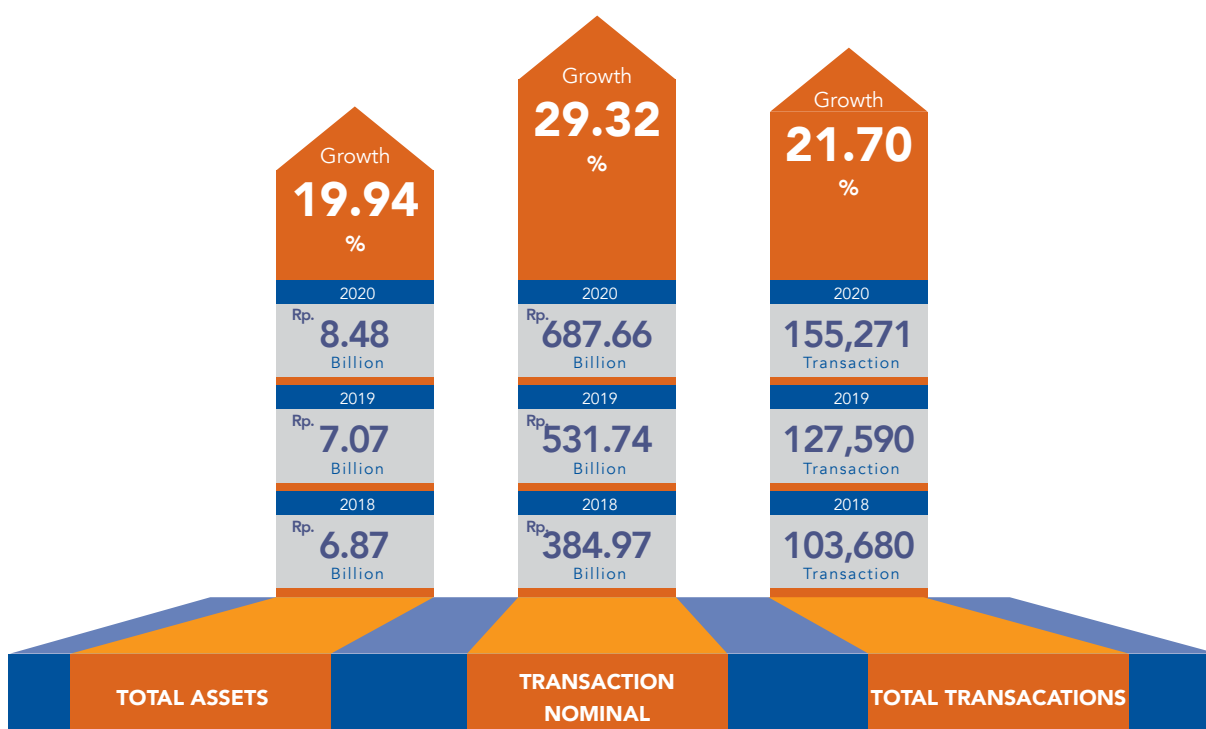
In the next 5 years, BRI Agro will carry out business model transformation to “Become a Digital Attacker Bank for Agri and Beyond”. With new business model, BRI Agro will become the Digital Attacker for BRI Group and complementing the business model of BRI as a parent entity. Going forward, BRI Agro will new capabilities in technology aspect and Human Resources by collaborating with Farmer Group and Farmer Cooperatives as well as Agri Ecosystem Fintech.

At the same time, BRI Agro will also revamp its existing business, particularly from working network, Human Resources and sound business portfolio.

Memberships in Associates Industry

None

Subsidiaries



Description: Assumption of Exchange Rate as of 31 Dec 2020: 1,812.30

C. BRI REMITTANCE CO. LTD. (BRI REMITTANCE)

Company Profile

BRI Remittance was established on 7 April 2005 in Hong Kong under the name BRIngin Remittance Company Ltd. On 16 December 2011, PT Bank Rakyat Indonesia (Persero) Tbk signed an Instrument of Transfer and Bought and Sold Notes to acquire 100% of shares of BRIngin Remittance owned by PT.BJS. On 11 October 2012, the Company's name was officially changed to BRI Remittance Co. Ltd with the Company's status as a Subsidiary Company with 100% shares owned by PT Bank Rakyat Indonesia (Persero) Tbk. On 28 September 2020, BRC obtained approval for the extension of its business license which must be renewed annually by the Hong Kong Regulator until 2022.

BRI Remittance is a business entity that has obtained a business license as a Money Service Operator from the Hong Kong Custom & Excise Department as the regulator, with the business license BRI Remittance focuses on the remittance business which are generally carried out by Indonesian migrant workers in Hong Kong and Macau as well as other operational services in accordance with the provisions. Currently, BRI Remittance has 5 branch offices and cooperation agents spread across the Hong Kong and Macau regions to expand the reach of its business and services to Indonesian citizens in Hong Kong.

Subsidiaries

Management Structure

BRI Remittance Hong Kong is led by 1 (one) Executive Director and 1 (one) Non-Executive Director, namely:

Executive Management	
Muhammad Adli Yusrizal	Non-Executive Director
Gigieh Perkasa	Executive Director

Financial Performance Review 2020

BRI Remittance's total assets as of 31 December 2020 reached HKD 4,680,213. Total remittance transactions was 155,271, an increase of 21.70% compared to 127,590 transactions in 2019.

Remittance Transaction Value at BRI Remittance was HKD 379,440,315, an increase of 27.22% compared to the end of 2019 amounted to HKD 298,264,838.

Business Development Strategy

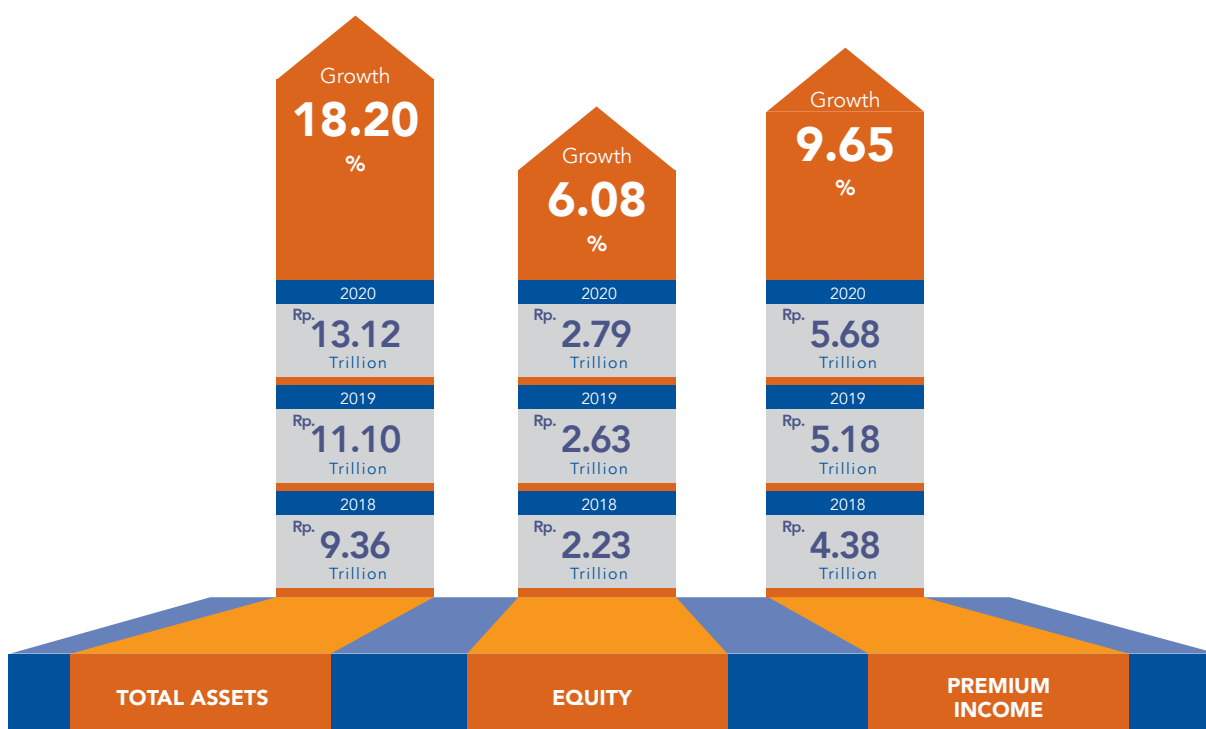
Main business development strategy in 2021 will be focusing on the following strategies:

1. Remain focusing on remittance business to increase market share by continuing and improving digital marketing activity;
2. Expansion of cooperation network in Hong Kong and other potential countries;
3. Diversification of revenues through other business activities that are permitted by the Hong Kong regulations;
4. Improvement of systems and operations through digitalization.

Memberships in Associates Industry

BRI Remittance is registered as member of Indonesian Club/BUMN Club in Hong Kong.

Subsidiaries



D. PT ASURANSI BRI LIFE (BRI LIFE)

Company Profile

PT BRI Life Insurance (BRI Life) which was originally named PT Asuransi Jiwa Bringin Jiwa Sejahtera (BRIngin Life) was established by the Dana Pensiun BRI on 28 October 1987 based on the Company's Deed of Establishment No. 116 dated 28 October 1987, made by Notary Mrs. Poerbaningsih Adi Warsito, Notary in Jakarta and has obtained a business license based on the Decree of the Minister of Finance of the Republic of Indonesia No. Kep. 181/KM.13/1988 dated 10 October 1988.

At the end of December 2015, BRI acquired 91% of PT Asuransi Jiwa Bringin Jiwa Sejahtera (BRIngin Life) and subsequently changed its name to PT Asuransi BRI Life (BRI Life). The takeover was approved and approved by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHUAH.01.03-0000524 dated 6 January 2016.

BRI Life is increasingly recognized as one of the national life insurance companies that has served more than 9.2 million customers through excellent and beneficial insurance programs. BRI Life is also supported by a variety of BRI Life insurance products that can meet the needs of the public, including AJK, Individuals, Corporations, Sharia, Bancassurance and Micro products. As of December 2020, BRI Life operates 1 head office, 6 Customer Care Centers, and 29 Customer Care Offices.

Subsidiaries

Management Structure

As of 31 December 2020, the composition of BRI Life Board of Commissioners, Board of Directors and Sharia Supervisory Board is as follows:

Board of Commissioners	
Muhammad Syafri Rozi	President Commissioner
Premita Fifi Widhiawati	Independent Commissioner
Mulabasa Hutabarat	Independent Commissioner
Eko Wahyu Andriastono	Independent Commissioner

Board of Directors	
Iwan Pasila	President Director
Khairi Setiawan	Director
Danny Cahya Rukmana	Director
Anik Hidayati	Director

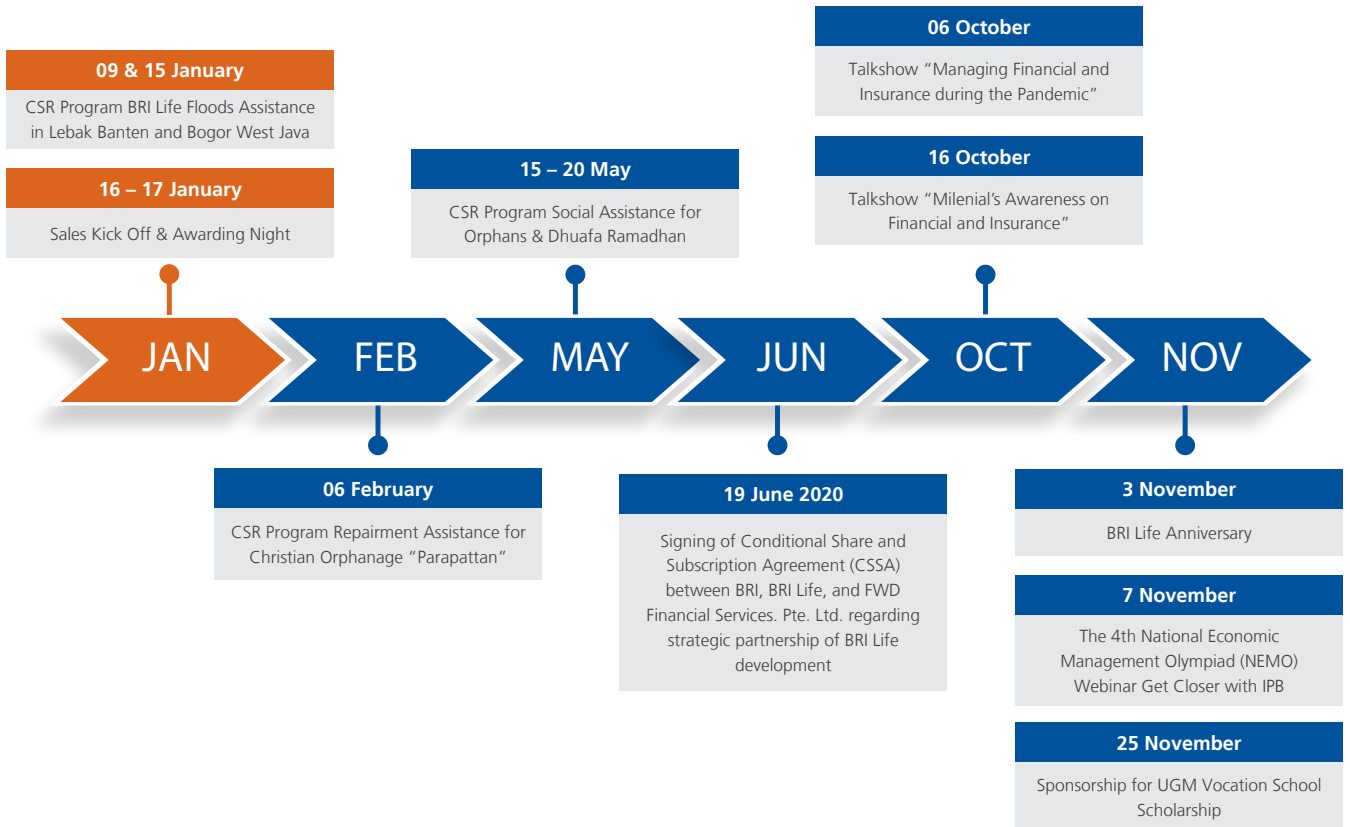
Sharia Supervisory Board	
KH. DR.Mohamad Hidayat, MBA, MH	Chairman
Ir. H. Agus Haryadi.AAAIJ, FIIS	Member
Hj. Siti Haniatunnisa, LLB, MH	Member

Financial Performance Review 2020

As of 31 December 2020, BRI Life booked total assets of Rp13.12 trillion, increased by 18.20% compared to Rp11.10 trillion as of 31 December 2019. BRI Life Premium income reached Rp5.68 trillion in 2020, grew 9.65% from Rp5.18 trillion in 2019.

Subsidiaries

Event Highlights 2020



Awards 2020



Subsidiaries

Business Development Strategy

In 2021, BRI Life will focus on strengthening its business foundations concerning people, products and processes, including optimizing marketing channels. One of the strategic steps that will be taken to accelerate this is to cooperate with international partners hence the expertise and capital owned by the partners will further strengthen the company to compete in the market.

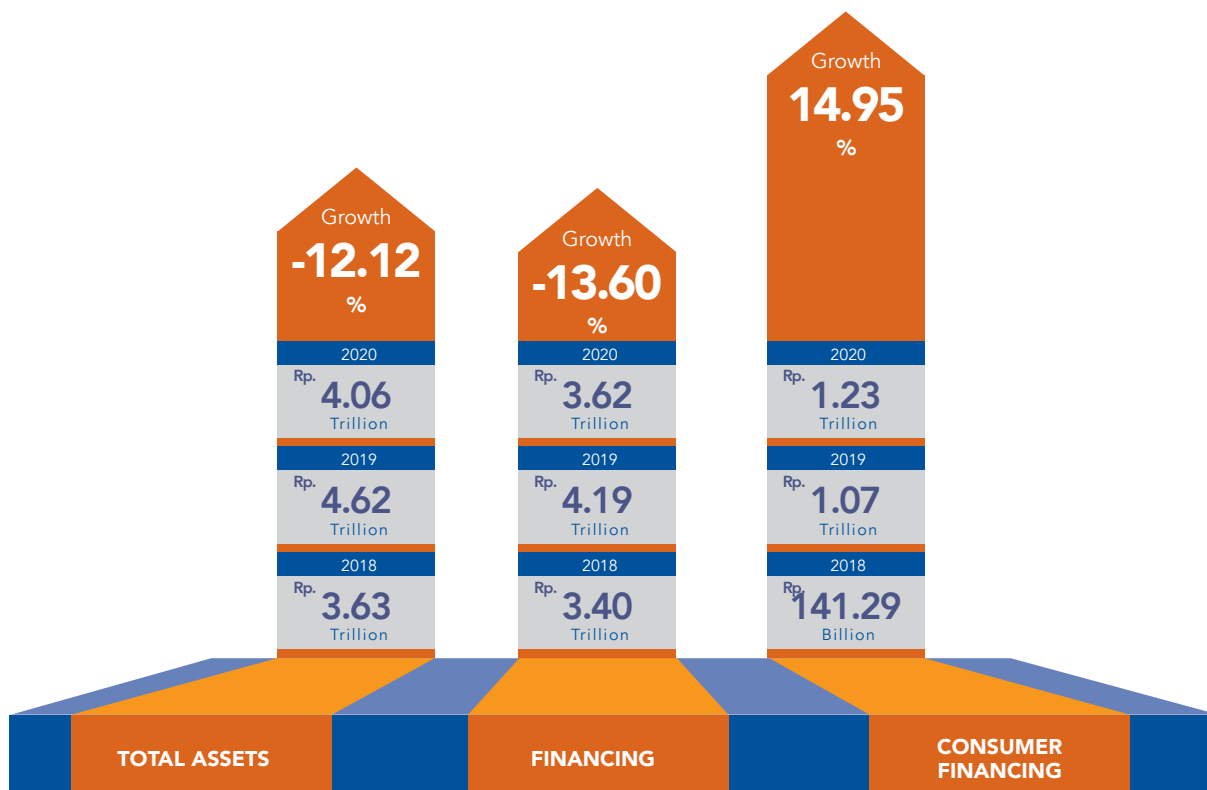
Moreover, BRI Life plans to strengthen its market share, which is currently exceeded others for the number of customers. To that end, in 2021 the company plans to develop several products related to micro insurance, priority banking, and credit insurance, which are the company's core business. To foster an effective and efficient expansion, the company will make enhancements to several systems, improve several business processes, including automation or digitalization.

For the Sharia business, BRI Life is preparing a spin-off of the sharia business unit which must be spin-off by 2024. Current preparations are in the areas of development and distribution support, organizational development and HR and digital sales channels. Historically, the Sharia business has grown quite high hence in the future it is expected to become a potential source of income for the company.

Memberships in Associates Industry

Member of Indonesian Life Insurance Association (AAJI)

Subsidiaries



E. PT BRI MULTIFINANCE INDONESIA (BRI FINANCE)

Company Profile

PT BRI Multifinance Indonesia (BRI Finance) is one of BRI subsidiary engaged in the finance sector, with a majority share ownership of 99.88%. BRI Finance was originally established in 1983 as a joint venture between The Sanwa Bank Limited, Japan and PT Bank Rakyat Indonesia (Persero) under the name of PT Sari Usaha Leasing. PT Sari Usaha Leasing is one of the pioneering companies for the financing industry in Indonesia after obtaining a business license from the Minister of Finance with Decree No: KEP-465/KM.11/1983. At the same year, BRI Finance changed its name to PR Sanwa-BRI Leasing.

In 1991, BRI Finance obtained a business license to manage a multi-finance business hence it was renamed to PT Sanwa-BRI Finance. Aligned with the merger process carried out by The Sanwa Bank Ltd, Japan to become The UFJ Bank Ltd, Japan, the name BRI Finance was adjusted to PT UFJ-BRI Finance in 2002 and became PT BTMU-BRI Finance in 2008.

Subsidiaries

On 30 September 2016, PT Bank Rakyat Indonesia (Persero) Tbk and BRI Kesejahteraan Pekerja Foundation bought BRI Finance shares from The Bank of Tokyo Mitsubishi UFJ Ltd, Japan. The 99% shareholding was officially taken by PT Bank Rakyat Indonesia (Persero) Tbk and 1% by BRI Kesejahteraan Pekerja Foundation. Aligned with the shares transfer, PT BTMU-BRI Finance changed its name to PT BRI Multifinance Indonesia with the trademark BRI Finance. This change makes BRI Finance as part of integrated financial services and the largest financial network in Indonesia to strengthen its position in the Indonesian financial industry. On 13 August 2019, PT Bank Rakyat Indonesia (Persero) Tbk granted additional paid-up capital of R100,000,000,000 (One Hundred Billion Rupiahs) to BRI Finance resulting in an increase of shareholding from 99.6% to 99.78% and 0.22% for BRI Kesejahteraan Pekerja Foundation.

Management Structure

As of 31 December 2020, the composition of BRI Finance Board of Commissioners and Board of Directors of is as follows:

Board of Commissioners	
I Komang Sudiarsa	President Commissioner
Ngalim Sawega	Commissioner
Sumantri Soewarno	Independent Commissioner

Board of Directors	
Azizatun Azhimah	President Director
Primartono Gunawan	Director
Ari Prayuwana	Director
Willy Halim Sugiardi	Director

Financial Performance Review 2020

As of 31 December 2020, BRI Finance recorded total assets of Rp4.06 trillion, decreased by 12.12% compared to Rp4.62 trillion as of 31 December 2019. This was due to a decrease of financing disbursement by 13.60% in 2020 from 2019.

However, BRI Finance consumer financing in 2020 reached Rp1.23 trillion, increased by 14.95% from Rp1.07 trillion in 2019.

Event Highlights 2020



Subsidiaries

Awards 2020



Trusted Company based on
Corporate Governance Perception Index (CGPI) – Desember 2020

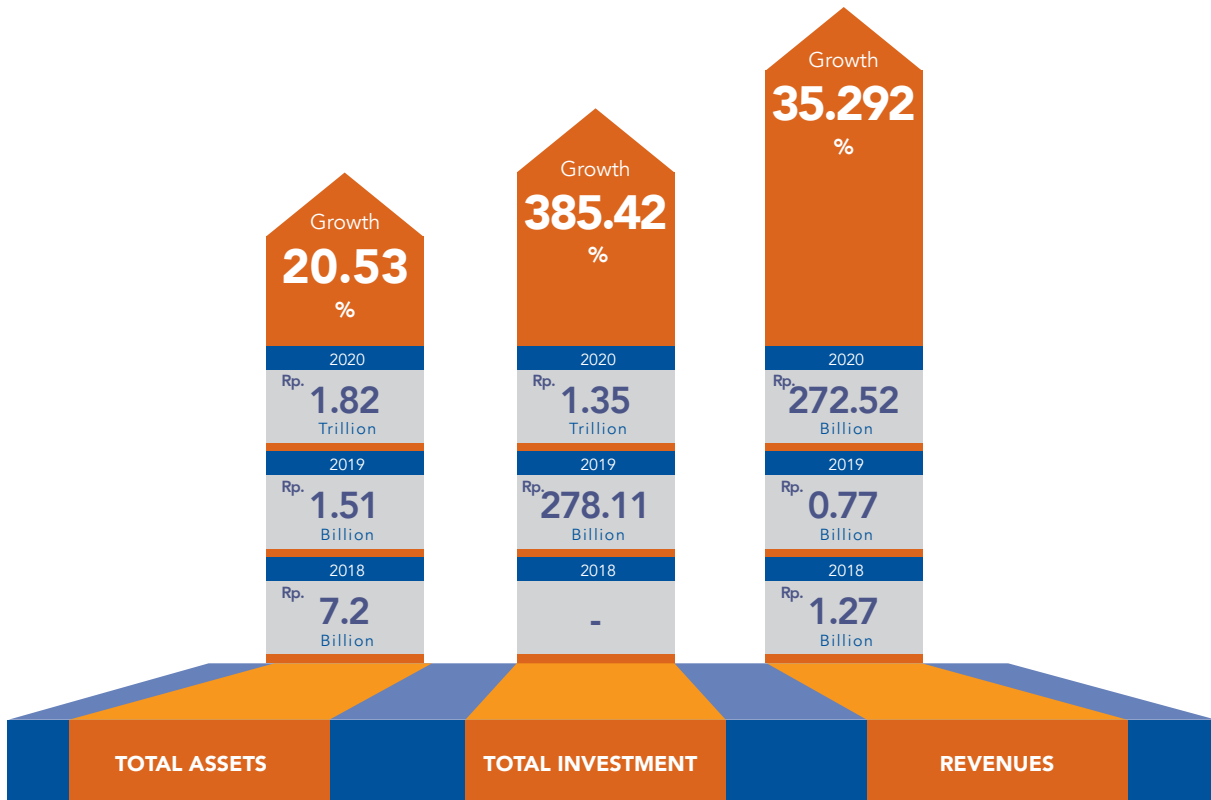
Business Development Strategy

On business development for 2021, BRI Finance will implement a joint marketing campaign and scale up the referral program with BRI and business agents. BRI Finance's future focus is on the penetration of consumer financing, specifically Motor Vehicle Loans by becoming the Single Gateway Autoloan of BRI Group, increasing multipurpose financing through funding facility products and focusing on distributing commercial financing to the BRI Group supply chain. BRI Finance will develop internal process re-engineering (MyBRIF & Scoring AI), develop predictive tools for risk management, develop and implement HR management systems as well as formulate a diversified funding strategy to support more efficient business processes. BRI Finance business expansion will be carried out by developing durables financing and conducting studies on the establishment of a Sharia Business Unit (SBU).

Memberships in Associates Industry

- Member of Indonesian Financing Services Association (APPI)
- Member of PT Rapi Utama Indonesia (RAPINDO)
- Indonesian Financing and Pawnshop Mediation Agency (BMPPPI)

Subsidiaries



F. PT BRI VENTURA INVESTAMA (BRI VENTURES)

Company Profile

PT BRI Ventura Investama (BRI Ventures) is a subsidiary of BRI that engages in Venture Capital, with BRI shares ownership of 99.97% of the total shares issued by the company. While 0.03% is owned by BRI Kesejahteraan Pekerja Foundation (YKP).

BRI Ventures currently employs 24 employees consisting of (17 employees at the Jakarta Head Office and 7 employees in Kupang, NTT). With the entry of BRI, the Company’s focus has shifted to become Corporate Venture Capital for the BRI Group.

Subsidiaries

BRI Ventures is directed to become a Corporate Venture Capital by focusing on investment in companies with high growth potential (startups), with broad market potential, solid risk management and founders who have sufficient understanding in managing their business. This is aligned with the BRI Group's strategy in developing customer-centric products and services. BRI Ventures will focus on investment in technology companies both within the scope of financial services (Fintech) and other business sectors (Non-Fintech).

BRI Ventures has obtained venture fund management approval from OJK in accordance with OJK Letter No. S-2094/NB.111/2020 dated 12 June 2020 regarding Approval for PT BRI Ventura Investama for Venture Funds Management. In this instance, the Joint Investment Contract (KIB) between BRI Ventures and the Custodian Bank has been signed and stated in the notarial Deed No. 12 dated 2 July 2020 with a venture fund named, Dana Ventura BVI Saham Alokasi Sembrani Nusantara (Dana Ventura Sembrani Nusantara). Currently, BRI Ventures has exercised equity investment through Dana Ventura Sembrani Nusantara to companies in the Non-Fintech business sector and has released an accelerator program for founders who aim to develop their startups.

Management Structure

As of 31 December 2020, the composition of BRI Ventures Board of Commissioners and Board of Directors of is as follows:

Board of Commissioners	
Hadi Susanto	President Commissioner
Arip Tirta	Independent Commissioner
Agoosh Yoosran	Independent Commissioner

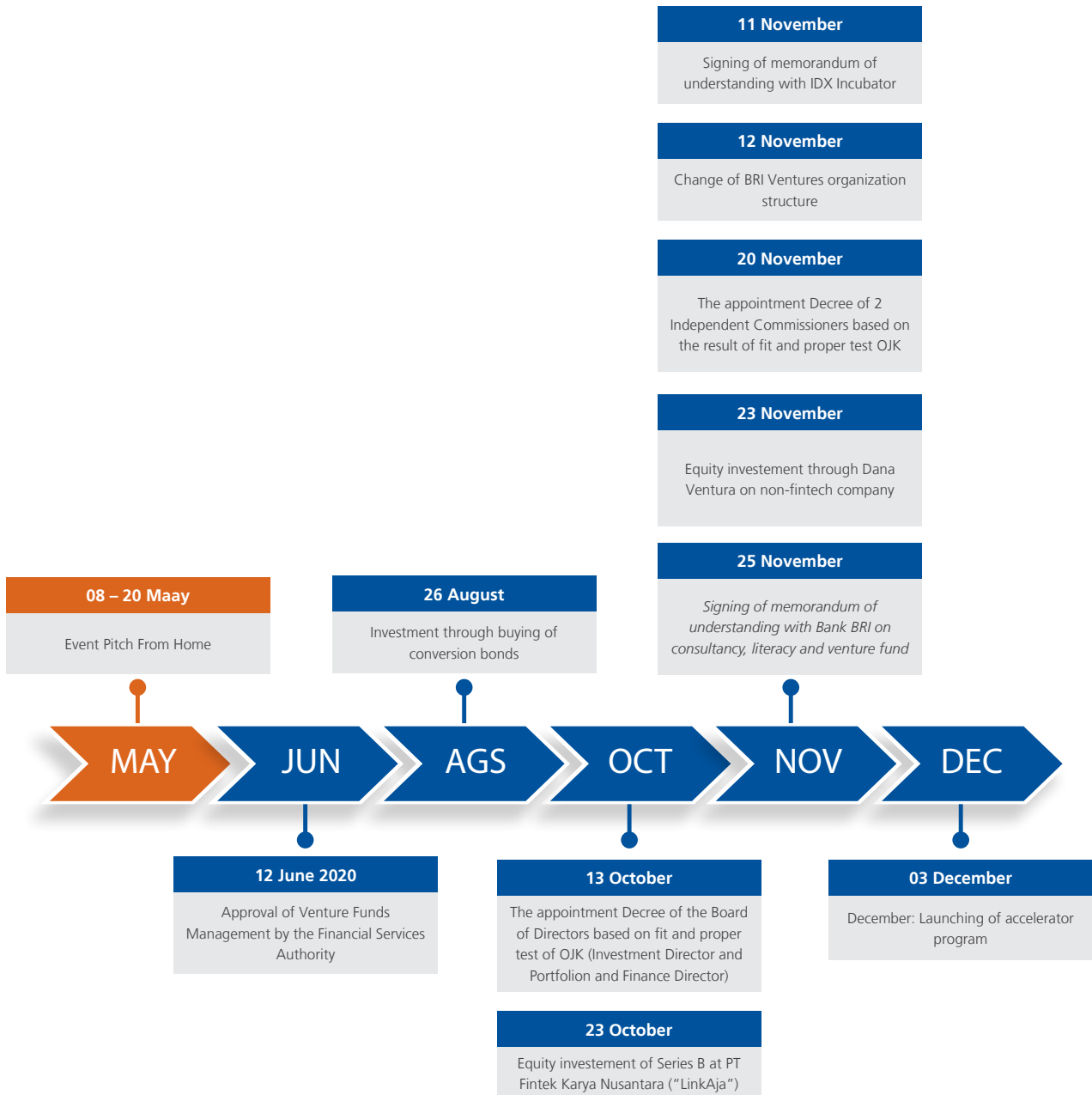
Board of Directors	
Nicko Widjaja	President Director
Yosephine Ajeng Sekar Putih	Director
William Gozali	Director

Financial Performance Review 2020

As of 31 December 2020, BRI Ventures posted a total asset of Rp1.82 trillion, increased by 20.53% compared to Rp1.51 trillion as of 31 December 2019. BRI Ventures operating revenues in 2020 was Rp272.52 billion, increased by 35,292.21% from Rp776 million in 2019.

Subsidiaries

Event Highlights 2020



Awards 2020

-

Business Development Strategy

The focus of BRI Ventures business development strategy in 2021 is Building Capability:

- BRI Ventures focuses on building investor networks and digital startups;
- Co-invest with leading Venture Capital;
- Cooperation with BRI business units to realize strategic benefits;
- Take a role as GP and seek for external investor for Dana Ventura Sembrani Nusantara.

Subsidiaries

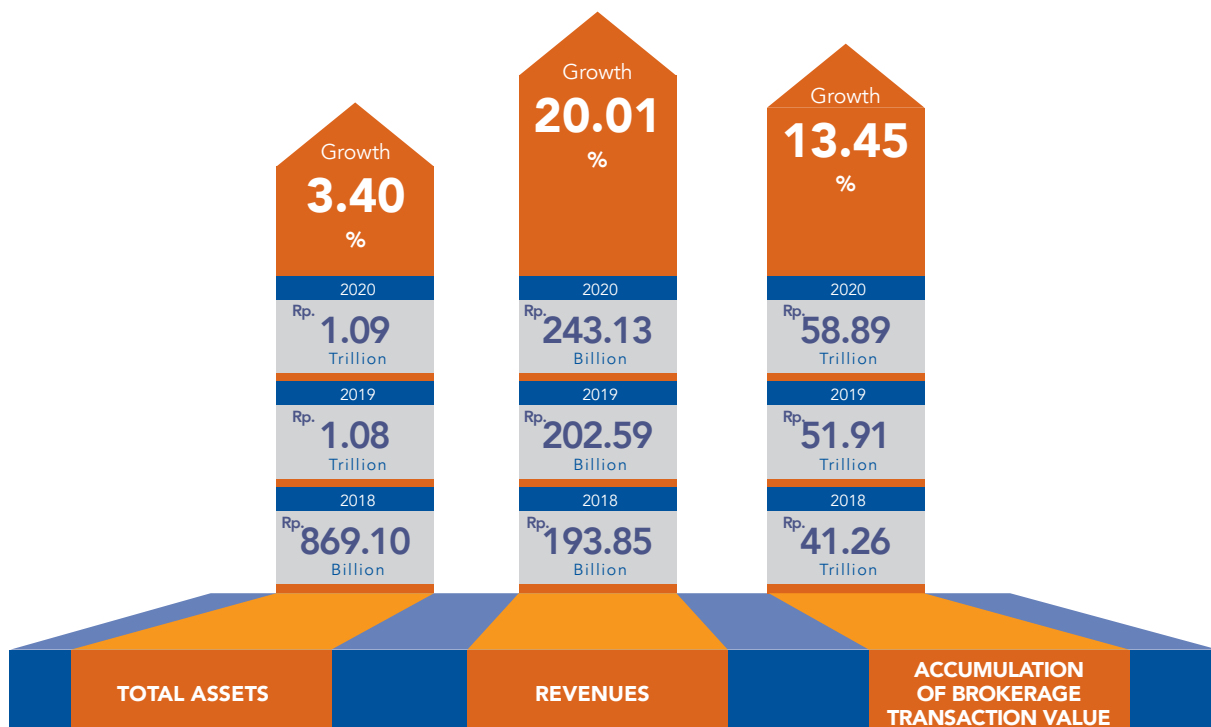
BRI Ventures' investment focus is on startups in the growth phase, namely startup companies that already have rapidly growing products and revenue. Meanwhile, BRI Ventures' investment area is in innovative companies that have the potential to increase capabilities, have a positive impact on the business, and open up access to a new ecosystem for BRI and its business groups. There are three investment segments, namely fintech (payment, lending, remittance), fintech enabler (insurance, wealth management), and beyond fintech. Meanwhile, through the Venture Fund, BRI Ventures will use it for an investment in digital startups with non financial sector main business activities, including in the "EARTH" sector, namely (e)ducation, (a)gro maritime, (r)etail, (t)ransportation, (h)ealthcare. This is done for investment diversification and expansion of BRI Ventures coverage as an extension of BRI to accelerate future innovation effort in financial products.

On financing productive businesses that have been the focus of business, the Company will continue its existing financing activities in 2021, by taking into account the healthier and more profitable quality of financing.

Memberships in Associates Industry

- Venture Capital Association for Indonesian Startups (AMVESINDO)
- Mediation Agency for Financing Companies, Pawnshops and Indonesian Venture Capital (BMPPVI)

Subsidiaries



G. PT BRI DANAREKSA SEKURITAS (BRI DANAREKSA SEKURITAS)

Company Profile

PT Danareksa Sekuritas (the Company) was established based on Notarial Deed Imas Fatimah, S.H., No. 25 dated 1 July 1992. This deed of establishment was ratified by the Minister of Justice of the Republic of Indonesia Decree No. C2-7248.HT.01.01.Th.92 dated 3 September 1992 and announced in State Gazette of the Republic of Indonesia No. 86 Additional No. 5392 dated 27 October 1992.

Pursuant to Clause 3 of the Articles of Association, the business scope of Danareksa is as a Broker Dealer, Underwriter, and other activities determined and/or approved by the Financial Services Authority, as supporting business activities to support the Company's main business activities which implementation is not contradictory with laws and regulations and based on adequate risk management to mitigate any risks that may arise.

Subsidiaries

As part of attained business licenses, the Company has also obtained approval of supporting business activities as Arrangers for MTN, NCD, Hybrid Products such as Perpetuity Notes, syndicated loans, GMTN, Global Bond and Financial Advisory from the Financial Services Authority based on Letter No. S-143/PM.21/2017 dated 16 March 2017.

On 21 December 2018, BRI acquired 67.00% shares of PT Danareksa Sekuritas from PT Danareksa (Persero). As such, BRI has since become the majority shareholder of PT Danareksa Sekuritas. This change in Shareholders composition of as outlined in the notarial deed of Masjuki, S.H., substitute of Mochamad Nova Faisal, S.H., No. 52 dated 21 December 2018 has received a Letter of Acceptance of Changes Notification to the Company Data from the Minister of Law and Human Rights in Letter No. AHU-AH.01.03-0279737 on 26 December 2018.

Management Structure

As of 31 December 2020, the composition of BRI Danareksa Sekuritas Board of Commissioners and Board of Directors is as follows:

Board of Commissioners	
Soehandjono	Commissioner
Sumihar Manullang	Independent Commissioner

Board of Directors	
Friderica Widiasari Dewi	President Director
Budi Susanto	Director
Santi Suryandari	Director
Boumediene Samurung Halomoan	Director

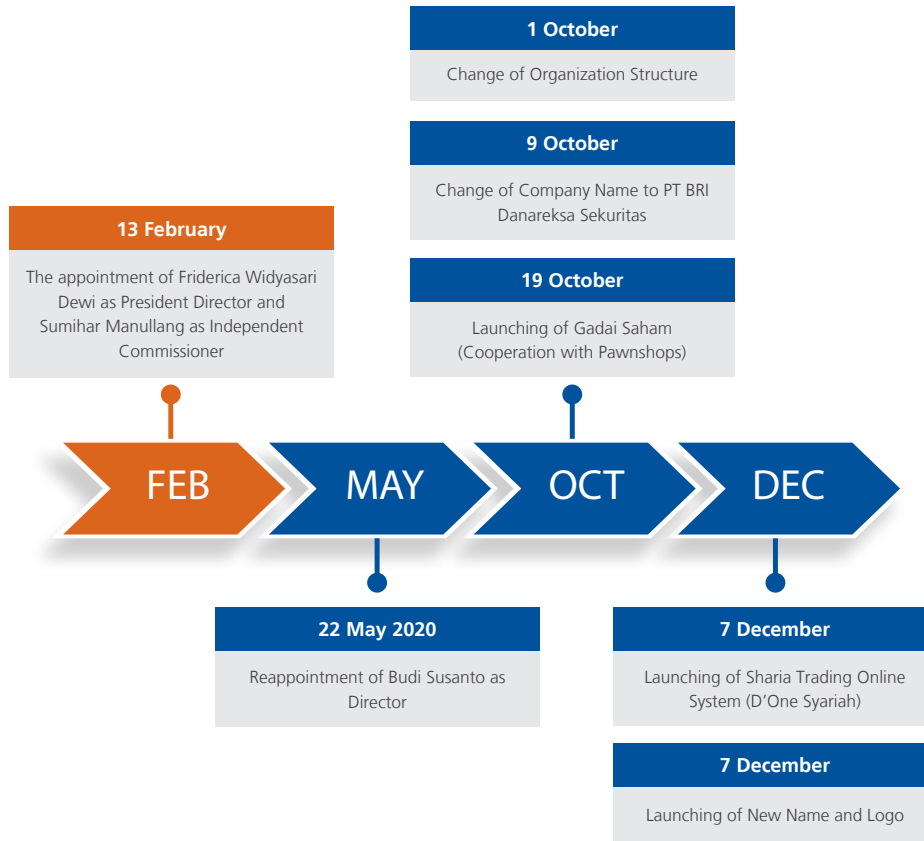
Financial Performance Review 2020

As of 31 December 2020, BRI Danareksa Sekuritas recorded total assets of Rp1.09 trillion, increased by 3.40% compared to Rp1.08 trillion as of 31 December 2019. Gross Revenues of BRI Danareksa Sekuritas was Rp243.13 billion in 2020, increased 20.30% from Rp201.96 billion in 2019.

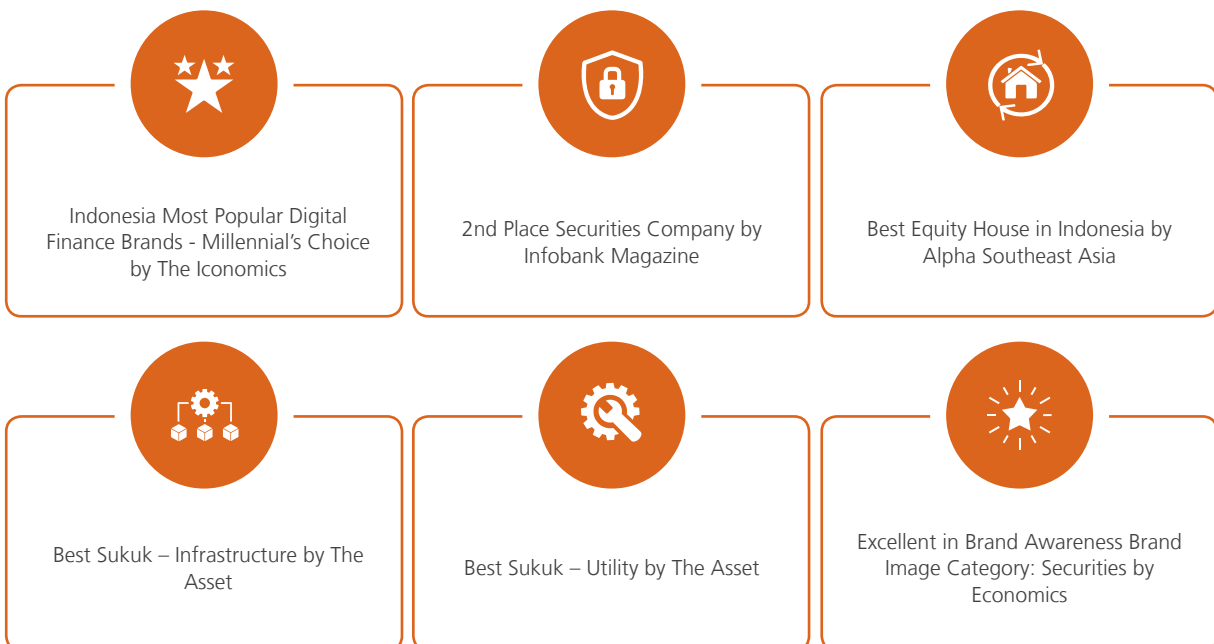
Accumulation of transaction value was Rp58.89 trillion in 2020, increased by 13.44% from Rp51.91 trillion in 2019.

Subsidiaries

Event Highlights 2020



Awards 2020



Subsidiaries

Business Development Strategy

The Company will focus on enhancing retail business through several strategies, such as:

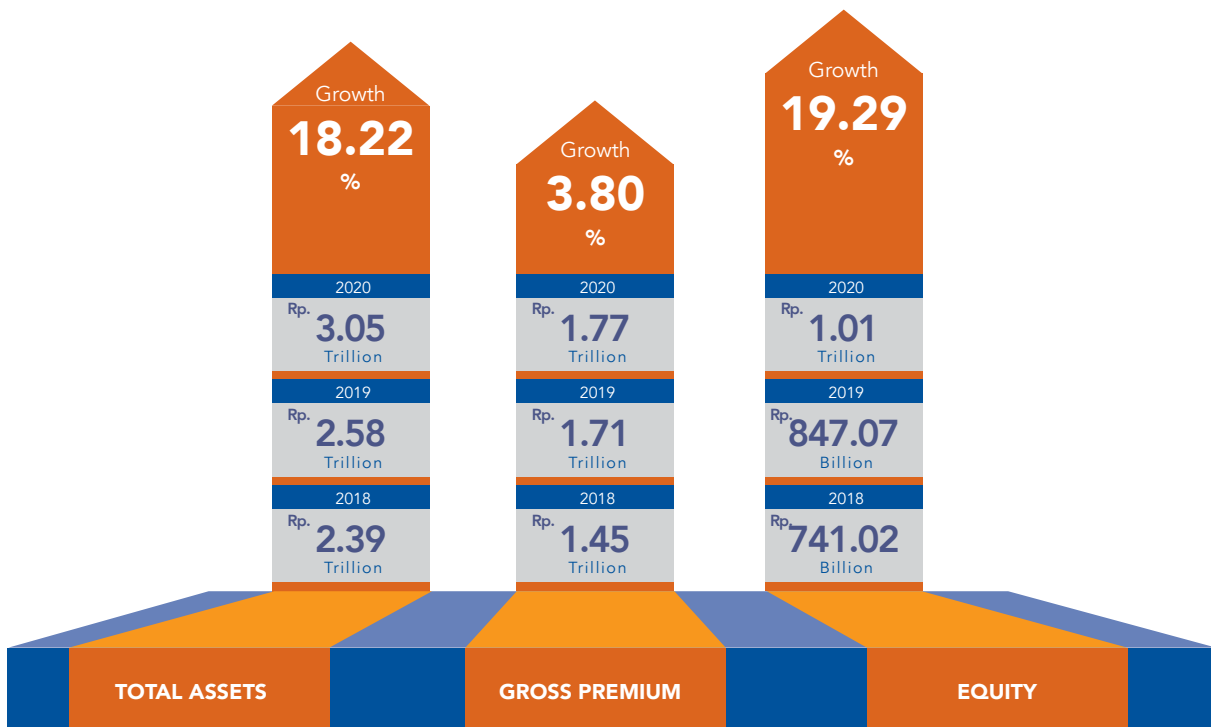
- Update of a more stable, reliable retail online trading system and according to customer needs;
- Increase the capacity and quality of retail team to support business activity, including digital transformation in all aspect of customer services by using digital platform;
- Cooperation with BRI Prioritas Service Center in big cities in Indonesia;
- Cooperation of office space in BRI for BRIDS branches.

The Company will continue promoting the growth of institution businesses through cooperation improvement with BRI group and other institution customers which have been established. BRIDS will also exercise business expansion such as underwriting, advisory and increase research coverage. On back office, business process efficiency will be carried out through system integration in all aspects, one of which is system development in risk monitoring process. Strengthening of IT infrastructure network is also become one of the pillars to ensure the Company's business continuity amid the current rapid technology development.

Memberships in Associates Industry

- Member of Indonesian Stock Exchange (AB)
- Indonesian Securities Company Association (APEI)
- Bonds Commerce Association (HIMDASUN)
- Indonesian Securities Investor Protection Program Administrator (Guarantee Program in Capital Market)

Subsidiaries



H. PT BRI ASURANSI INDONESIA (BRI INSURANCE)

Company Profile

PT BRI Asuransi Indonesia which previously named PT Asuransi Bringin Sejahtera Artamakmur is a national general insurance company established by BRI Dana Pensiun Foundation on 17 April 1989 based on notarial deed Muhaini Salim SH in Jakarta with No. 121 and ratified by the decree of Minister of Justice RI on 3 May 1989 No. C2.4160. HT.01.01 of 1989. The Company received the Commerce licensing permit from Ministry of Finance RI with ratification No. KEP128/KM.13/1989 dated 26 August 1989.

On 26 September 2019, PT Bank Rakyat Indonesia (Persero) Tbk officially acquired PT Asuransi Bringin Sejahtera Artamakmur (BRINS) by acquiring 90% shares of the company which previously owned by BRI Dana Pensiun Foundation. Effective as of 31 January 2020 PT Asuransi Bringin Sejahtera Artamakmur changed its name to PT BRI Asuransi Indonesia, the changed was followed by rebranding of BRINS logo to BRI Insurance. The official rebranding was launched in conjunction of BRI Insurance 31st Anniversary on 17 April 2020.

Subsidiaries

As of December 2020, BRI Insurance has operating network across Indonesia consisting of 22 Conventional Branch Offices, 1 Sharia Branch Office, 8 Marketing Representative Office, 2 Sharia Representative Offices, 45 Marketing Channels and 11 Sharia Marketing Offices.

Management Structure

As of 31 December 2020, the composition of BRI Insurance Board of Commissioners, Board of Directors, and Sharia Supervisory Board is as follows:

Board of Commissioners	
Darnawi	President Commissioner
Alfonso Napitupulu	Independent Commissioner
Imam Sundoro	Independent Commissioner

Board of Directors	
Fankar Umran	President Director
Arif Suhirman	Director
Sonny Harsono	Director
Adi Setianto	Director
Ade Zulfikar	Director

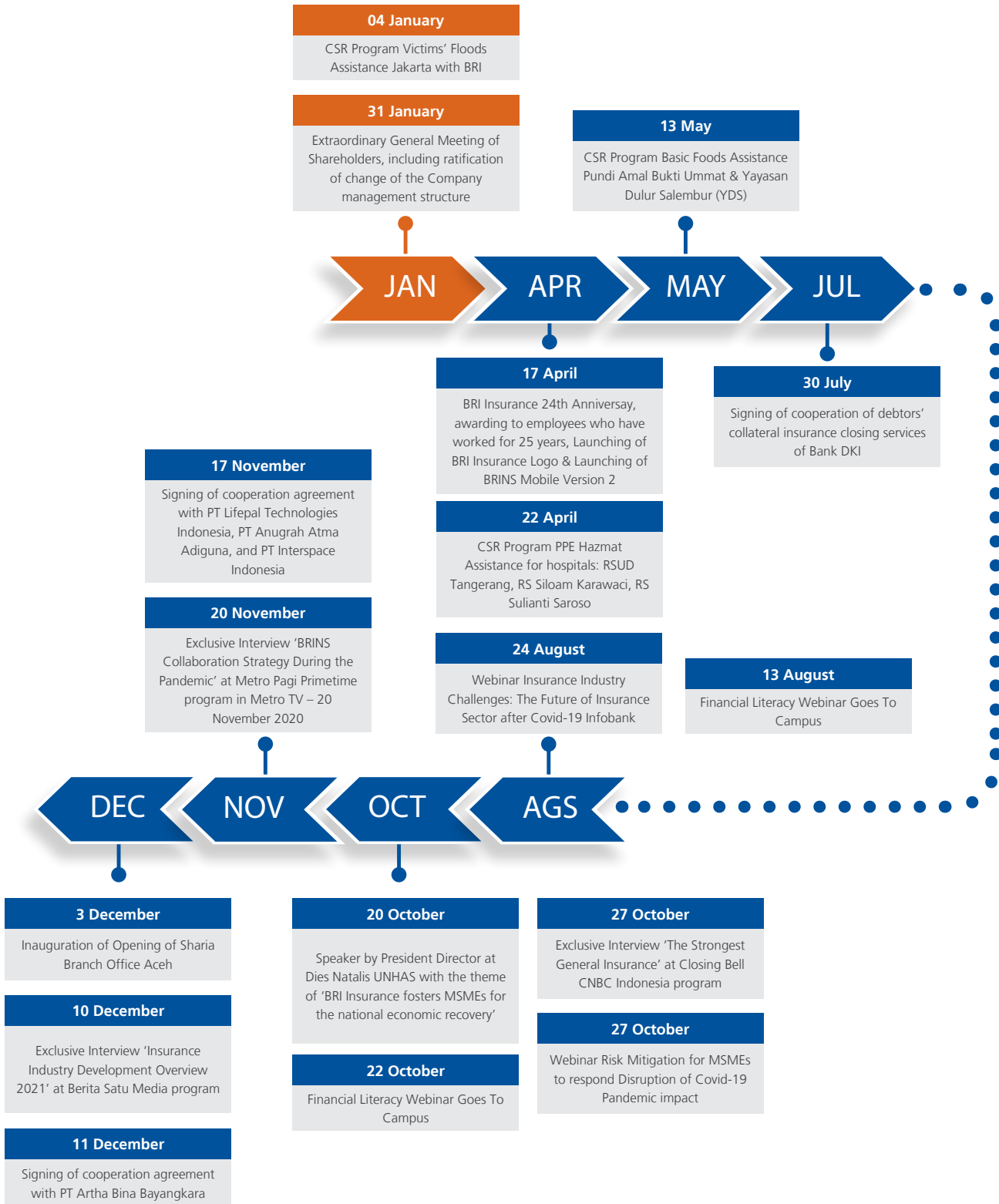
Sharia Supervisory Board	
Ibu Hj. Nilmayetty Yusri	Chairman
Bapak Muhammad Syukhandri	Member

Financial Performance Review 2020

As of 31 December 2020, BRI Insurance booked total assets of Rp3.05 trillion, increased by 18.22% compared to Rp2.58 trillion as of 31 December 2019. BRI Insurance gross premium was Rp1.77 trillion in 2020, increased by 3.80% from Rp1.71 trillion in 2019.

Subsidiaries

Event Highlights 2020



Subsidiaries

Awards 2020

 <p>Indonesia's Most Popular Financial Brands (Millennials' Choice) – Iconomics Media</p>	 <p>Top 20 - Most Innovative Insurance Companies Award 2020 – Iconomics Media</p>	 <p>Financial Performance Full Year 2019 with Predicate "Excellent" – Infobank</p>
 <p>Insurance Market Leader Award 2020 – Media Asuransi</p>	 <p>The Best Insurance 2020 – Category of General Insurance with Assets Above Rp 1 Trillion to Rp 5 Trillion – Investor</p>	 <p>Best Financial Performance General Insurance with Assets Between IDR 2-10 Trillion – Thinknovate</p>
 <p>Best General Insurance 2020 Equity Group of Rp500 Billion to Rp1,5 Trillion – Media Asuransi</p>	 <p>The Strongest General Insurance – CNBC Indonesia</p>	 <p>Best Brand Image Financial Awards Millennial's Choice – Iconomics Media</p>
 <p>Top Financial Institution as The Best General Insurance Premium of 1 Trillion to below 2,5 Trillion – The Finance</p>		 <p>The Fastest Growing Company – The Finance</p>

Subsidiaries

Business Development Strategy

BRI Insurance has the corporate aspirations to become the best general insurance company in accordance with industry equity class focusing on micro and retail business, excellent technology development, and customer-centric.

To realize such aspirations, BRI Insurance focuses on 4 business pillars, namely micro, retail, corporate and sharia. The four pillars become the basis of business development and determination of strategic measures supported by diversification of distribution channels, product and services quality, business process optimization and digitalization, compliance culture and risk exposure management, employee competencies and performance, and implementation of work culture that conform with the corporate values.

In 2021, BRI Insurance sets the target to become a prominent company in the marketing of micro insurance products by diversifying products and distribution channel digitally, as well as expansion of micro insurance products to the non-captive and sharia markets.

Memberships in Associates Industry

- Indonesian Sharia Insurance Association
- Indonesian General Insurance Association
- Indonesian Insurance Mediation and Arbitrage Agency
- Chamber of Commerce and Industry DKI Jakarta
- Indonesian Advocate Association (PERADI) on behalf of Mr. Alfonso Napitupulu –Independent Commissioner.

FINANCIAL REVIEW

PERFORMANCE HIGHLIGHTS OF FINANCE DIRECTORATE

Finance Directorate has a central role in the overall development of the corporate and BRI strategies, as well as carrying out optimum assets and liabilities management. The availability of reliable Corporate Work Plan and Budget, Bank Business Plan, and

Financial Statements will enable the performance of oversight process. Good assets and liabilities management will also foster the achievement of the corporate strategies.

FINANCE DIRECTORATE PERFORMANCE IN 2020

2020 is the 3rd year of transformation carried out by BRI through BRInnovation that aim to become The Most Valuable Bank in South East Asia and Home to The Best Talent in 2022. The Finance Directorate has the role in translating this aspiration through 6 main roles, which are:

1. Corporate Strategy, Research, & Performance Management

Corporate Development & Strategy Division

is responsible to develop corporate strategy which was stated in the Bank Business Plan and become the corporate strategic directives in the next 3 years. The strategy then translated into regional business strategy through the role of Regional Decision Support (RDS) in every BRI Regional Office and also Directorate business strategy through the role of Directorate Decision Support (DDS) at each Directorate. In measuring the achievement of corporate strategy, the Finance Directorate is also responsible to determine the Corporate Work Plan and Budget and Key Performance Indicators (KPI) with due observance to the objectives of the company aspirations. Moreover, the Corporate Development & Strategy Division also manages BRI product and services portfolios through the Product Committee forum implemented periodically.

2. Balance Sheet Management

Asset & Liabilities Management Desk

has the role to manage BRI balance sheet optimally by implementing risk management through the ALCO (Asset & Liabilities Committee) forum. The effectiveness of ALCO forum can be seen among others through the reduction of cost of funds to 3.22% in 2020, decreased from 3.58% in 2019. The decrease of cost of funds has a positive impact on maintaining BRI profitability particularly in the challenging situation due to the Covid-19 pandemic during 2020.

3. Investor Communication & Advisory

Investor relations management is carried out by **Investor Relations Division**, which continually enhance the quality, effectiveness, and quantity of communication to the stakeholders in the capital market, especially to the shareholders. In 2020, Investor Relation Division has conducted communication activities with the investors by utilizing virtual technology in various activities such as Analyst Meetings, Virtual Field Visits, Webinars, and Virtual Public Expose. These activities had a positive impact on maintaining the investors sentiment to BRI which reflected from BRI market capitalization reaching Rp514.35 trillion as of 31 December 2020.

Financial Review

4. Subsidiary Management

Subsidiary Management Division has the duty to manage BRI subsidiaries. To realize BRI destination statement in 2020 of which to provide an integrated financial solution, the Subsidiary Management Division actively optimizes the synergy with 8 subsidiaries as one of BRI growth pillars through the BRI Group Synergy Management policy. The policy is expected to be able to create corporate values, among others in revenue enhancement and cost reduction. In 2020, BRI subsidiaries assets grew by 19.9%, with profit contribution of subsidiaries to BRI consolidated profit of 5.7%.

5. Financial Compliance, Accounting, and Data Analytics

Financial & Management Accounting Division has the role to develop financial statements, where in 2020 several adjustments were made to address the changes of accounting regulation, namely SFAS 71 (financial instruments), SFAS 72 (recognition of revenue contracts with customers), and SFAS 73 (leases), while continue maintaining the quality of BRI financial statements development. Moreover, the analytical capability of BRI financial statements is continually refined through the implementation of BRIFIRST (BRI Financial Enterprise System) managed by **BRIFIRST Team**. BRIFIRST is a strategic initiative of Finance Directorate to create "IT Future Ready" by modernizing BRI Core Banking System (CBS) through the implementation of New Finance System. BRIFIRST is expected to elevate the capability of BRI performance profitability analysis and effective in the corporate strategic decision-making with high level of confidence and based on data.

To support the achievement of BRI aspirations in 2020, Finance Directorate has carried out several strategic initiatives during 2020, as follows:

1. Implementation of SFAS 71

Statement of Financial Accounting Standard (SFAS) No. 71: Financial Instrument is an accounting standard that stipulate the financial instruments and effective as of 1 January 2020. SFAS 71 is adopted from the International Financial Reporting Standards/ IFRS 9: Financial Instruments and replaced the previous accounting standard, SFAS 55 Financial Instrument: Recognition and Measurement. The issuance of IFRS was among others as the respond on financial crisis in 2008 that was considered "too little too late" in establishing risk allowance. The implementation of SFAS 71 provides early warning signal that reflected in the financial statements on the possibility of risks arising in the future.

2. Multiple Fund Transfer Price (FTP)

Multiple FTP is a development journey of FTP methodology implemented in 2020 by adding the tariff differentiation based on segment and tenor classifications. The Multiple FTP bridges the FTP milestones prior to the implementation of a more advance method and The Best in Class, namely Matched Maturity FTP. In its implementation, Multiple FTP provides flexibility for BRI work units in managing assets and liabilities to achieve optimum and comprehensive profitability.

3. Qanun Sharia Financial Institutions Aceh (Qanun LKS Aceh)

The strategic initiative of Qanun LKS Aceh Implementation is in compliance with Qanun Aceh No. 11 of 2018 regarding Sharia Financial Institutions, which regulate mandatory implementation of Sharia Principles to all financial institutions including banks operating in Aceh Province. Qanun LKS is effective as of 4 January 2019 and all financial institutions operating in Aceh Province including BRI shall implement this stipulation at the latest 3 (three) years since the effective of Qanun LKS. Essentially, Qanun

Financial Review

LKS Aceh strengthens the synergy of BRI and BRIsyariah whereby as of 31 December 2020 BRI has successfully transferred Rp12.2 trillion of lending portfolio and Rp7.2 trillion of deposits to BRIsyariah. The synergy was optimized by the establishment of 11 Branch Offices, 15 Sub Branch Offices, and 105 Unit Offices of BRIsyariah through co-location scheme with BRI to assist BRIsyariah in providing sharia financial services across Aceh regions.

4. Amanah Project

To elevate sharia economy in Indonesia, the Government of Indonesia aspires to integrate Sharia Banks owned by the SOE Banks to strengthen the capabilities of Sharia Banks, in both financial and technology which eventually will be able to meet the customer needs and achieve optimum sharia market shares.

The integration plan of Sharia Banks owned by SOE Banks is called Amanah Project, which is a merger plan of Sharia Banks owned by SOE Banks; namely BRIsyariah, BNI Syariah and Bank Mandiri Syariah. Based on the Merger Plan Summary, the result of Merger Banks is BRIsyariah. Post-merger, the shareholding structure is BRI 17.29%, Bank Mandiri 50.95%, BNI 24.91% and Public at 6.85%. From the merger, Bank Mandiri will become the controlling entity of the merged Bank.

This merger has the potential for business synergy and added-values, which are stronger financial capability, expansive network access, larger customer bases, and better information technology systems and products. This will potentially elevate the penetration of sharia assets and improve competitiveness of the merged Bank thereby is expected to become BUKU 4 prior to 2025 and reach the top 10 based on market capitalization in the global sharia banking industry.

5. Garuda Project

Garuda Project is a strategic initiative of Finance Directorate to accelerate BRI Life business by collaborating with international strategic partners. This initiative is expected to strengthen BRI Life business in both captive and non-captive markets, through the improvement of people, products and process capabilities. On 19 June 2020 the Conditional Share Subscription Agreement was signed between BRI, FWD, and BRI Life, in which the cooperation will be implemented following the approval from the regulators.

6. BRI Micro & SME Index (BMSI)

BRI Micro & SME Index (BMSI) is an indicator that specifically measures MSMEs activities in Indonesia. As a Bank focusing on MSMEs whereby its 80% portfolio is in this segment, BRI has the interest to develop MSMEs which currently has pivotal roles in the Indonesian economy with a 60% contribution of Indonesian Gross Domestic Product (GDP). BMSI is expected to provide benefits for all stakeholders particularly for public policy makers.

In 2021, Finance Directorate strives to continue contributing to BRI growth progresses by setting various strategic initiatives, which are:

1. BRICore

BRICore is a performance management system in BRI that developed to deliver performance driven culture, an improvement of current KPI development concept and Individual Performance Management. BRICore aims to align the targets of work units with the targets of individual achievement and ensure that all targets can be properly monitored.

2. Segregation of PSO (Public Service Obligation) Segment and Commercial

In line with the Shareholders Aspirations of 2021, SOEs are expected to prepare infrastructure to develop financial statements based on segments: (a) commercial, and (b) Public Service Obligation (PSO) segment. This segmentation report is

Financial Review

expected as an integral part of Notes in the audited Financial Statements for fiscal year 2021. This strategic initiative is aimed at providing information on BRI business segment performance that reflects BRI roles as commercial entity and agent of development in implementing Public Service Obligation.

3. Performance Management Automation Design

This strategic initiative is a development of performance management apps for KPI development automation (from Corporate to Operating Unit levels), as well as performance review automation, which is aimed at improving the speed and accuracy of performance management process.

This Financial Review chapter covers BRI 2020 financial performance analysis and discussion. The compilation and presentation of the report is conformed with Statement of Financial Accounting Standard Statement (SFAS) and Financial Services Authority Regulations (POJK). The compilation of all material was developed based on BRI Consolidated Audit Financial Statements that has been audited by Purwantono, Sungkoro and Surja-Ernst & Young (PSS-EY) Public Accounting Firm according to Independent Auditor Report No. 00037/2.1032/AU.1/07/1681-1/1/2020 dated 29 January 2021 with the opinion that BRI's Consolidated Financial Statements for the fiscal year ended on 31 December 2020 and 2019 has been presented as fairly, in all material respects, in which BRI's Consolidated Audit Financial Statements is also presented as attachment in this report.

CONSOLIDATED FINANCIAL POSITION STATEMENTS

ASSETS

As of the end of 2020, BRI total assets reached Rp1,511.81 trillion, or grew 6.71% from Rp1,416.76 trillion in 2019. The increase was derived from Loans

(including Lease Receivables) that increased by 3.81% to Rp941.99 trillion, or a 62.31% composition from Total Assets.

Balance Sheet Summary	Rp Million						Growth (%) 2019-2020
	2018		2019		2020		
	Composition		Composition		Composition		
	Nominal	(%)	Nominal	(%)	Nominal	(%)	
Cash	27,421,625	2.11	30,219,214	2.13	32,161,564	2.13	6.43
Current accounts in Bank Indonesia	71,159,442	5.49	71,416,449	5.04	51,530,969	3.41	-27.84
Current accounts and Placements at other banks - net	99,695,406	7.69	127,092,463	8.97	75,582,150	5.00	-40.53
Securities, Export Bills and other receivables	226,990,368	17.50	252,607,675	17.83	400,332,096	26.48	58.48
Government Recapitalization Bonds	1,505,273	0.12	1,130,306	0.08	-	0.00	-100.00
Loans, Sharia Receivables and Financing	838,141,014	64.63	907,388,986	64.05	941,993,104	62.31	3.81
Allowance for Impairment Losses Loans -/-	-35,511,191	-2.74	-39,196,369	-2.77	-66,827,551	-4.42	70.49
Derivative Receivables - net	485,810	0.04	210,396	0.01	1,576,659	0.10	649.38
Acceptance Receivables - net	11,643,003	0.90	9,346,063	0.66	6,271,176	0.41	-32.90
Investment - net	460,096	0.04	745,304	0.05	1,489,800	0.10	99.89

Financial Review

Rp Million

Balance Sheet Summary	2018		2019		2020		Growth (%)
	Composition		Composition		Composition		2019-2020
	Nominal	(%)	Nominal	(%)	Nominal	(%)	
Fixed Assets - net	26,914,859	2.08	31,432,629	2.22	32,185,160	2.13	2.39
Deferred Tax Assets	5,114,653	0.39	4,541,298	0.32	8,313,545	0.55	83.07
Other Assets	22,877,934	1.76	19,824,426	1.40	27,195,956	1.80	37.18
Total Assets	1,296,898,292	100.00	1,416,758,840	100.00	1,511,804,627	100.00	6.71

Cash and Current Accounts in Bank Indonesia

Cash position as of 31 December 2020 was Rp32.16 trillion, increased by 6.43% compared to Rp30.22 trillion in 2019. The increase was in line with the Bank's strategy to manage liquidity in its business operations. While current accounts with Bank Indonesia (BI) reached Rp51.53 trillion in 2020, or decreased by 27.84% compared to Rp71.42 trillion in 2019 that in line with Bank Indonesia Policy regarding the reduction of Statutory Reserves primary minimum limit from 6% (Rupiah) and 8% (Foreign Currency) in 2019, to 3% (Rupiah) and 4% (Foreign Currency) in 2020. The Statutory Reserves in Rupiah and Foreign Currency in 2020 were 3.19% and 4.01% respectively.

Current account in other Banks and Placements in Bank Indonesia and other Financial Institutions

Current accounts with other banks and placements with BI and other financial institutions decreased by 40.53% in 2020 to Rp75.58 trillion from Rp127.09 trillion in 2019. The decrease was due to funds optimization in order to transfer the funds to assets with optimum yield or yield enhancement.

Securities, Export Bills and Other Receivables, and Securities Purchased under Agreement to Resell

Securities, export bills and other receivables, and securities purchased under the agreement to resell increased by 58.48% from Rp252.17 trillion in 2019 to Rp400.33 trillion in 2020. The increase was mainly due to excess liquidity optimization impacted by slow loan growth during the Covid-19 pandemic in 2020.

Government Recapitalization Bonds

This account consists of bonds issued by the Government in connection with the BRI Recapitalization Program and Government Recapitalization Bonds purchased from the secondary market. In 2020, all Government Recapitalization Bonds has matured thereby in nil balance.

Loans, Sharia Receivables and Financing, and Lease Receivables

Disbursement of loans, sharia receivables and financing, and lease receivables in 2020 reached Rp941.99 trillion or increased by 3.81% from Rp907.39 trillion in 2019. The largest increase of loans, sharia receivables and financing, and lease receivables occurred from micro segment that grew 14.17% to Rp351.36 trillion. The composition of Micro (bank only) was 39.89% or increased compared to 35.80% in 2019, this in turn increased the consolidated composition of MSMEs by 82.13% compared to 79.00% in 2019, which in line with BRI commitment to focus on MSMEs loan disbursement.

The loan growth in 2020 is inseparable from the acquisition of Microfinancing (KUR) program. BRI KUR disbursement in 2020 reached Rp138.54 trillion with an outstanding of Rp148.10 trillion, or each grew 57.62% and 71.41% respectively. In 2019 KUR disbursement was Rp87.97 trillion with an outstanding of Rp86.40 trillion. The increase in BRI KUR in 2020 was mainly supported by Micro KUR that included new scheme namely KUR Super Mikro, in which the portion

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of BRI Micro KUR disbursement and outstanding compared to total loan was 14.26% and 14.39% respectively. The success of BRI KUR disbursement

program was the results and full commitment of BRI in advancing MSMEs business communities.

Loans, Sharia Receivables and Financing, and Lease Receivables Based on Currency

Rp Million

Segment	2018	2019	2020	Growth (%)
				2019-2020
Micro*	274,353,923	307,748,304	351,356,224	14.17
Rupiah	274,353,923	307,748,304	351,356,224	14.17
Foreign Currency	-	-	-	-
Ritel*	347,837,709	380,086,668	380,505,596	0.11
Rupiah	333,288,639	364,117,502	366,405,304	0.61
Foreign Currency	14,549,070	15,909,166	14,100,292	-11.37
Corporate	192,361,135	189,596,221	167,596,386	-11.60
Rupiah	122,254,317	122,748,327	101,281,928	-17.49
Foreign Currency	70,106,818	66,847,894	66,314,358	-0.80
Total Loans of Non Financing and Sharia Receivables	814,552,767	877,431,193	899,458,206	2.51
Rupiah	729,896,879	794,674,133	824,698,495	3.78
Foreign Currency	84,655,888	82,757,060	74,759,711	-9.66
Financing and Sharia Receivables	20,178,401	25,766,197	38,915,673	51.03
Lease Receivables	3,409,846	4,191,596	3,619,224	-13.66
Total Loans	838,141,014	907,388,986	941,993,104	3.81
Allowance for Impairment Losses	(35,511,191)	(39,196,369)	(66,827,551)	70.49
Total Loans less Allowance for Impairment Losses	802,629,823	868,192,617	875,165,553	0.80

*) Number of loans after reclassification of segment

Loans, Sharia Receivables and Financing, and Lease Receivables Based on Operating Segments

Rp Million

Segment	2018	2019	2020	Growth (%)
				2019-2020
Retail*	347,837,709	380,086,668	380,505,596	0.11
Micro*	274,353,923	307,748,304	351,356,224	14.17
Corporate	192,361,135	189,596,221	167,596,386	-11.60
Financing and Sharia Receivables	20,178,401	25,766,197	38,915,673	51.03
Receivables	3,409,846	4,191,596	3,619,224	-13.66
Total Loans	838,141,014	907,388,986	941,993,104	3.81

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Rp Million

Segment	2018	2019	2020	Growth (%)
				2019-2020
Allowance for Impairment Losses	(35,511,191)	(39,196,369)	(66,827,551)	70.49
Total Loans less Allowance for Impairment Losses	802,629,823	868,192,617	875,165,553	0.80

*) Number of loans after reclassification of segment

Loans, Sharia Receivables and Financing, and Lease Receivables Based on Type of Use

Rp Million

Segment	2018	2019	2020	Growth (%)
				2019-2020
Kupedes	274,265,895	307,717,343	351,337,165	14.18
Working Capital	239,061,282	239,200,458	221,667,456	-7.33
Consumer	131,665,922	141,624,146	144,588,039	2.09
Investment	139,994,285	147,317,788	140,436,362	-4.67
Program	19,794,242	35,139,821	35,879,902	2.11
Syndications	9,737,049	6,408,790	5,362,649	-16.32
Key Employees	34,092	22,847	186,633	716.88
Financing and Sharia Receivables	20,178,401	25,766,197	38,915,673	51.03
Receivables	3,409,846	4,191,596	3,619,224	-13.66
Total Loans	838,141,014	907,388,986	941,993,104	3.81
Allowance for Impairment Losses	(35,511,191)	(39,196,369)	(66,827,551)	70.49
Total Loans less Allowance for Impairment Losses	802,629,823	868,192,617	875,165,553	0.80

Allowance for Impairment Losses

Allowance for impairment losses is established to mitigate the potential of losses that possibly arise due to earnings assets value impairment. Allowance for impairment losses on loan is calculated using individual impairment and collective impairment approaches. Individual impairment method is used for loans that individually have significant value namely Rp5 billion to above and have objective evidence of impairment. While collective impairment is used for loans value below Rp5 billion and loans value of above Rp5 billion however do not have objective evidence of impairment. The allowance for impairment losses in 2020 was Rp66.82 trillion, increased by 70.49% from Rp39.20 trillion in 2019. The increase of allowance for impairment losses was due to the implementation of SFAS 71 (IFRS 9) as of 1 January 2020 as well as a

mitigation on the potential of deceleration of assets quality impacted by the Covid-19 pandemic. This allowance for impairment losses position reflects BRI prudence principles to anticipate pressures on assets quality, specifically in the midst of stagnant economy due to the Covid-19 pandemic. With the increase of allowance for impairment losses, NPL coverage ratio in 2020 was maintained at around 237.73% (consolidated).

In addition to establish adequate allowance for impairment losses, BRI mitigates credit risk by taking into account the loan collaterals, guarantees, warranties or insurance, as well as macroeconomics conditions and projections. BRI takes into account collateral as a future cash flow if the collateral dependent or repayment credit originates from

Financial Review

collateral or collateral takeover is most likely to occur and is supported by a legal agreement on increasing collateral. In determining the value of collateral, BRI uses a lower value between the value of collateral binding with fair value or market value of collateral. Reevaluation of fair value or market value of collateral is conducted periodically. BRI has in place the procedures to ensure the execution of collateral, collateral or credit insurance is carried out at a fair value. The detailed methodologies used to compute allowance for impairment losses are elaborated in the Risk Management chapter.

Assets Write-Off and Recovery

As of 2020, BRI exercised credit assets written-off amounted to Rp13.66 trillion (bank only), decreased 19.69% compared to Rp17.01 trillion in 2019. Credit written-off was the last measure taken following credit restructuring and other settlement efforts by BRI, among others loan restructuring, billings and sale of collaterals. Credit written-off is carried out with due observance to prudential banking principles.

Credit assets written-off mostly occurred in the micro and retail segments, however always balanced with good recovery gain, as posted by recovery rate of micro and retail segment by 72.82% and 51.27%. Overall, recovery income was Rp7.16 trillion (bank only) in 2020, increased by 2.35% compared to Rp6.99 trillion in 2019, or reaching a recovery rate of 52.43%.

Recovery income is detailed in the Statement of Profit or Loss.

Investment

As of 2020, BRI's investment amounted to Rp1.49 trillion, grew 99.89% compared to Rp745.30 billion in 2019. The increase was due to BRI additional equity investment in PT Fintek Karya Nusantara amounted to Rp315 billion and investment in several fintech companies amounted to Rp425 billion, through BRI Ventures (subsidiary). The impairment evaluation of the equity value was done individually given the objective evidence of impairment. In 2020, all investments were classified as "Current".

In 2020, BRI has received cash dividend from PT Danareksa Investment Management (subsidiary) amounted to Rp5.53 billion. BRI Agro (subsidiary) has received cash dividend from BPR Cinta Manis Agroloka, BPR Bungamayang Agroloka dan PT. Aplikanusa Lintasarta, each amounted to Rp6 million, Rp5 million, and Rp11 million. While PT Danareksa Sekuritas (subsidiary) has received cash dividend from PT Perneringkat Efek Indonesia amounted to Rp1 billion. Further PT BRI Insurance (subsidiary) has received cash dividend of Rp1 billion. As of 2020, total allowance for impairment losses on established equity investment was Nil.

Investment

Company Name	Business Sectors	Ownership Percentage 2020 (%)	Recorded Values		
			2018	2019	2020
PT Danareksa Investment Management	Securities Company	35.00	372,271	377,770	380,198
PT Bahana Artha Ventura	Venture Capital	35.00	72,607	74,206	74,396
PT Fintek Karya Nusantara	Financial Technology Company	13.22	-	250,000	565,245
Investree Singapore Pte Ltd	Financial Technology Providers	4.01	-	-	146,457
Funding Asia Group Pte Ltd	Financial Technology Providers	1.63	-	-	78,560

Rp Million

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Rp Million

Company Name	Business Sectors	Ownership Percentage 2020 (%)	Recorded Values		
			2018	2019	2020
Fazz Financial Group Pte Ltd	Financial Technology Providers	3.67	-	-	120,480
Nium Pte Ltd	Financial Technology Providers	1.29	-	-	48,255
Tani Nusantara Pte Ltd	Financial Technology Providers	2.44	-	-	28,580
Ayo Technology Pte Ltd	Financial Technology Providers	6.88	-	28,110	31,437
PT Pemeringkatan Efek Indonesia	Securities Rating	8.01	7,978	7,978	7,970
Lembaga Pembayaran Nasional	Financial	17.50	3,500	3,500	3,500
PT Kustodian Sentral Efek Indonesia	Securities Custodian Services	4.30	1,275	1,275	1,275
PT Kliring Berjangka Indonesia (Persero)	SRO	2.00	1,000	1,000	1,000
PT Jakarta Kyoei Medical Center	Healthcare Services	1.68	220	220	211
Bursa Efek Indonesia	SRO	0.80	135	135	135
PT Sarana Bersama Pembiayaan Indonesia	Non Bank Financial Institution	8.00	536	536	221
PT Menara Proteksi Indonesia	Property	2.00	200	200	0
BPR Toeloengredjo Dasa Nusantara	Banking	1.50	77	77	77
BPR Tjoekir Dasa Nusantara	Banking	3.00	77	77	66
BPR Toelangan Dasa Nusantara	Banking	1.50	66	66	50
PT Merapi Gelanggang Wisata	Sport Facility	0.64	50	50	35
BPR Cinta Manis Agroloka	Banking	1.75	35	35	25
PT Sukapraja Estetika Padang Golf	Sport Facility	0.24	25	25	23
BPR Bungamayang Agroloka	Banking	1.13	23	23	20
PT Aplikanusa Lintasarta	Non Bank	0.03	20	20	1
PT Danareksa Finance	Financial Institution	0.01	1	1	0
Other Investments	Special Risk Insurance Consortium	0.00	-	0	1,717
Total			460,096	745,304	1,489,800

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Fixed Assets

In 2020, BRI total net fixed assets reached Rp32.18 trillion, increased by 16.79% compared to Rp31.43 trillion in 2019. The increase was due to the addition of net book at Rp668.96 billion, especially value of land rights, computers and machineries as well as furniture and fixtures, resulted from the implementation of SFAS 73 on leases in BRI during 2020.

As part of the fixed assets revaluation program conducted initially in 2016. In 2019, BRI resumed its fixed asset revaluation activities. Increase in carrying value arising from revaluation of land rights amounted to Rp3.22 trillion is recorded as "Fixed Asset Revaluation Surplus" and presented in other comprehensive income of Rp3.32 trillion, while decrease in carrying value arising from revaluation of Rp101.53 billion, recognized in the current statement of income. Revaluation on land rights is carried out once every three years.

Other Assets

As of December 2020, BRI other assets amounted to Rp27.19 trillion, increased by 37.18% compared to Rp19.82 trillion in 2019. The increase of other assets was mainly due to the increase of receivable component of E-Channel and E-Banking (ATM and credit cards) transactions from Rp1.19 trillion in 2019 to Rp4.18 trillion, as well as the increase of receivable to the government on KUR disbursement from Rp2.21 trillion in 2019 to Rp3.87 trillion.

Liabilities and Temporary Syirkah Funds

In 2020, BRI total liabilities reached Rp1,311.89 trillion, increased by 8.60% compared to Rp1,207.97 trillion in 2019. The increase of liabilities was mainly derived by the increase of Customer Deposits growth to Rp1,121.10 trillion, or up 9.78% from Rp1,021.19 trillion in 2019.

Liabilities

Balance Sheet Summary	2018		2019		2020		Growth (%)
	Nominal	Composition	Nominal	Composition	Nominal	Composition	2019-2020
		(%)		(%)		(%)	
Customer Deposits*	944,268,737	84.95	1,021,196,659	84.54	1,121,102,149	85.46	9.78
Demand Deposits	180,669,095	16.25	174,927,804	14.48	193,077,994	14.72	10.38
Savings Deposits	387,179,625	34.83	414,332,525	34.30	475,848,207	36.27	14.85
Time Deposits	376,420,017	33.86	431,936,330	35.76	452,175,948	34.47	4.69
Liabilities Due Immediately	8,462,958	0.76	7,549,312	0.62	11,845,910	0.90	56.91
Deposits from Other Banks	9,131,158	0.82	17,969,829	1.49	23,785,996	1.81	32.37
Securities Sold Under Agreement to Repurchase	37,379,394	3.36	49,902,938	4.13	40,478,672	3.09	-18.89
Fund Borrowings	40,457,429	3.64	30,921,771	2.56	35,968,985	2.74	16.32
Marketable Securities Issued	31,190,216	2.81	38,620,837	3.20	34,489,091	2.63	-10.70
Other Liabilities	40,733,069	3.66	41,813,158	3.46	44,222,449	3.37	5.76
Total liabilities	1,111,622,961	100.00	1,207,974,504	100.00	1,311,893,252	100.00	8.60

*) Include Temporary Syirkah Funds

Liabilities Due Immediately

Liabilities due immediately among others consists of BRI obligation as the bank issuing ATM cards and Credit Cards, money transfer, cheque deposits, time deposits, clearing deposits, tax payment deposits and social grant deposits. Liabilities Due Immediately as of December 2020 amounted to Rp11.85 trillion, increased by 56.91% compared to Rp7.55 trillion in 2019. The largest increase in this component was advance payment, ATM and Credit Card Deposits, and other liabilities.

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Deposits from Customers

The total customer deposits (include temporary syirkah funds) that reached Rp1.121 trillion was mainly supported by an increase in demand deposits at 10.38% or to Rp193.08 trillion. While savings and time deposits each increase by 14.85% and 4.69% respectively to Rp475.85 trillion and Rp452.18 trillion. The structure of customer deposits consists of low cost funds, current accounts and saving accounts (CASA) at 59.67% and time deposits of 40.33%. Higher acquisition of CASA than Terms Deposits is in line with BRI policy to focus on CASA growth and efficiency in cost of funds. The acquisition of low cost funds was supported by the presence of 9,618 BRI

work units (bank only) that are located throughout the Archipelago. Moreover, the support of BRI branchless banking initiative, namely BRILink with 504,233 agents (bank only) that are available in more than 74% of Villages in Indonesia has also the role in enhancing customer convenience to saving through BRILink agents.

Temporary Syirkah Funds

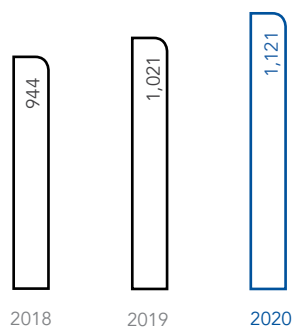
Temporary syirkah funds reached Rp33.55 trillion that mainly derived by an increase of Mudharabah Savings and Mudharabah Time Deposits at 203.50% and 37.75% respectively, or to Rp6.15 trillion and Rp25.78 trillion.

Rp Million

Customer Deposits	2018	2019	2020	Growth (%)
				2019-2020
Demand Deposits	178,097,981	168,826,135	185,151,229	9.67
Wadiah Demand Deposits	2,277,850	2,020,866	6,303,202	211.91
Mudharabah Demand Deposits	293,264	4,080,803	1,623,563	-60.21
Savings Deposits	379,918,705	405,355,483	460,453,588	13.59
Wadiah Savings Deposits	5,601,811	6,951,688	9,247,604	33.03
Mudharabah Savings Deposits	1,659,109	2,025,354	6,147,015	203.50
Time Deposits	357,413,513	413,223,653	426,399,550	3.19
Mudharabah Time Deposits	19,006,504	18,712,677	25,776,398	37.75
Total Deposits from Customer	944,268,737	1,021,196,659	1,121,102,149	9.78
Composition of Demand Deposits and Saving Deposits/CASA	60.14%	57.70%	59.67%	3.40
Composition of Time Deposits	39.86%	42.30%	40.33%	-4.64

Total Deposits from Customer

(Rp trillion)



Deposits from Other Banks and Other Financial Institutions

Deposits from other banks and other financial institutions is used for short term interbank call money and as part of liquidity management strategy. Deposits included in this account are demand deposits, saving deposits, time deposits, interbank call money, and deposit on call. In 2020, this post reached Rp23.79 trillion, increased by 32.37% compared to Rp17.97 trillion in 2019.

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Securities Sold Under Agreement to Repurchase

In 2020, total securities sold under agreement to repurchase reached Rp40.48 trillion, decreased by 18.89% compared to Rp49.90 trillion in 2019. The decrease was due to sufficient liquidity requirements in 2020 that derived from liabilities of third party funds.

Marketable Securities Issued

As of the end of 2020, the marketable securities Issued reached Rp34.49 trillion, decreased by 10.70% compared to Rp38.62 trillion in 2019. The decrease was in line with BRI adequate liquidity condition in 2020. The marketable securities Issued in 2020 are as follows: Negotiable Certificates of Deposit (NCD) I Bank BRI of 2020 on 29 June 2020, with principal value of Rp2 trillion in three series with maturity each on 28 September 2020, 23 December 2020, and 24 June 2021. Net gain from the issuance of NCD BRI will be allocated for rupiah liquidity addition.

Fund Borrowings

In 2020, total fund borrowings was Rp35.97 trillion, increased by 16.32% compared to Rp30.92 trillion in 2019. Fund borrowings in 2020 was among others derived from club loan syndication with total loan of USD1 million or Rp14.05 trillion. The funding was for matching maturity and used for long term financing.

Other Liabilities

This post consists of derivatives payable, acceptances payable, taxes payable, estimated losses on commitments and contingencies, liabilities for employee benefits, loans and subordinated securities and other liabilities. In 2020, other liabilities reached Rp44.22 trillion, decreased by 5.76% from Rp41.81 trillion in 2019. The decrease was mainly due a decrease of other liabilities, liabilities for employee benefits, and interest debts.

EQUITY

BRI equity stood at Rp199.91 trillion, decreased by 4.25% compared to Rp208.78 trillion in 2019. The decrease of equity was due to the implementation of SFAS 71 which influenced retained earnings of Rp12.39 trillion. On the other hands, BRI pays dividend of 60% of the profit in 2019 higher than previously 55%.

In 2020, BRI has exercised the Employee Stock Allocation Program (ESA) totaling of 231,111,000 shares to 54,527 employees, which consisted of ESA phase 1 of 4,396,700 shares and ESA phase 2 of 226,714,300 shares. This was done to elevate sense

of belonging of employee to the company and provide long term incentive to employee thereby will be able to consistently improve productivity and long term performance achievement of the company. The share allocation was provided for each employee based on individual and company performances. The ESA III and IV programs will be finalized each at the latest on 31 March 2021 and 31 December 2021 and will be paid with BRI shares.

Component	2018	2019	2020	Rp Million	
				Growth (%)	2019-2020
Capital Stock	6,167,291	6,167,291	6,167,291	-	-
Additional paid-in capital - net	2,692,663	2,900,994	3,411,813	17.61	17.61
Revaluation surplus from fixed assets	13,824,692	17,099,207	17,099,207	-	-
Differences arising from the translation of foreign currency financial statements	49,850	-14,970	-54,749	265.71	265.71
Stock Option	10,971	22,409	72,894	225.29	225.29

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Rp Million

Component	2018	2019	2020	Growth (%)
				2019-2020
Provision for bonus share compensation	426,670	21,796	1,228,805	5537.75
Unrealized gain (loss) on available for sale securities and government recapitalization bonds – net	-2,070,378	715,770	5,598,941	682.23
Gain on remeasurement of defined benefit plans – net	1,154,343	189,519	-1,469,726	-875.50
Treasury Stock	-2,418,948	-2,106,014	-1,649,076	-
Total Retained Earnings	163,130,389	181,327,431	166,972,167	-7.92
Total equity attributable				
to equity holders	182,967,543	206,323,433	197,377,567	-4.34
Non-controlling interest	2,307,788	2,460,903	2,533,809	2.96
Total Equity	185,275,331	208,784,336	199,911,376	-4.25

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

In the midst of economic crisis impacted by the Covid-19 pandemic, BRI was able to post positive net profit of Rp18.66 trillion in 2020, although a decrease of 45.78% compared to Rp34.41 trillion in 2019. The largest decrease of profit growth was derived from a decrease of interest income in line with the

restructuring carried out by BRI in the recovery efforts of MSMEs, including the increase of allowance for earnings assets as one of the mitigations due to the potential of assets quality deceleration during the pandemic.

Rp Million

Component	2018	2019	2020	Growth (%)
				2019-2020
Interest Income	108,458,358	118,379,729	112,584,087	-4.90
Sharia Profit Sharing Income	3,124,446	3,376,547	4,348,425	28.78
Less: interest and sharia expenses	-33,917,032	-40,048,971	-37,722,595	-5.81
Interest income and profit sharing - net	77,665,772	81,707,305	79,209,917	-3.06
Premium income	4,178,213	5,373,757	6,208,716	15.54
Claim expense	-3,232,491	-4,363,029	-5,327,065	22.10
Premium income - net	945,722	1,010,728	881,651	-12.77
Other operating Income	23,425,430	28,439,130	29,463,839	3.60
Provision for impairment losses on financial and non financial - net	-17,792,693	-21,556,996	-30,617,491	42.03

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Rp Million

Component	2018	2019	2020	Growth (%)
				2019-2020
Provision for reversal of allowance for estimated losses on commitments and contingencies - net	912	-608,271	-2,157,162	254.64
Provision for reversal of impairment losses on non financial assets - net	-528,982	-595,013	-75,231	-87.36
Less: Other Operating Income	-41,990,284	-44,965,625	-49,931,359	11.04
Operating Income	41,725,877	43,431,933	26,774,164	-38.35
Non Operating Income - net	27,817	-67,880	-49,318	-27.34
Income before tax	41,753,694	43,364,053	26,724,846	-38.37
Tax Expense	-9,335,208	-8,950,228	-8,064,453	-9.90
Net profit before extraordinary items	32,418,486	34,413,825	18,660,393	-45.78
Net Profit	32,418,486	34,413,825	18,660,393	-45.78

Interest Income

Rp Million

Description	2018		2019		2020		Pertumbuhan (%)
	Value	Composition	Value	Composition	Value	Composition	2019-2020
Loans	96,224,941	86.24	104,766,326	86.05	97,244,105	83.16	-7.18
Government recapitalization bonds	100,364	0.09	75,694	0.06	20,994	0.02	-72.26
Securities	9,082,912	8.14	9,600,291	7.88	11,643,981	9.96	21.29
Placements in BI and other banks	1,113,603	1.00	1,814,686	1.49	1,204,311	1.03	-33.64
Current accounts in Bank Indonesia	100,677	0.09	249	0.00	2,325	0.00	833.73
Others	1,835,861	1.65	2,122,484	1.74	2,468,371	2.11	16.30
Sharia income	3,124,446	2.80	3,376,547	2.77	4,348,425	3.72	28.78
Total Interest Income	111,582,804	100.00	121,756,276	100.00	116,932,512	100.00	-3.96

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Interest and Sharia Income and Expenses

This income posts are the main contributor to increase the Company's profitability. BRI income are mostly contributed from interest, sharia and premium income from loans, sharia receivables and financing, finance lease receivables and other non-credit assets. While interest and sharia expenses grew in line with fund acquisition.

Interest and Sharia Income

In line with the composition of loans, sharia receivables and financing that dominate 62.31% of total assets, thus interest income from loans, sharia receivables and financing also recorded at 83.16% of total interest income. Interest income consists of loan interest income and non loan interest income. During 2020, total interest and sharia income decreased by 3.96% in 2020, from Rp121.76 trillion in 2019 to Rp116.93 trillion. The largest decrease was attributed by the decrease of loan interest at 7.18% to Rp97.24 trillion after previously stood at Rp104.77 trillion in 2019. The decrease is in line with the loan restructuring for recovery efforts of MSMEs impacted by the Covid-19

pandemic, as well as due to the slowdown trend of loan growth impacted by the pandemic. As of December 2020, BRI has carried out loan restructuring with outstanding of Rp186.6 trillion or 21.19% (bank only) to more than 2.8 debtors where 95% composition was MSMEs debtors.

Interest and Sharia Expenses

BRI was able to exercise efficiency on interest expense by posting a decrease of 5.81% year on year where the total interest and sharia expenses decreased from Rp40.05 trillion in 2019 to Rp37.72 trillion. The decrease was mainly derived from an increase of CASA by 13.52% year on year, and reaching the composition of 59.67% or increased compared to 57.50% in 2019. Additionally, BRI also carried out efficiency on cost of funds during 2020 that able to decrease interest expense from third party funds (TPF) at Rp652.56 billion. BRI was also carry out efficiency on non deposits interest expense amounted to Rp1.67 trillion, consequently during 2020 BRI was successfully carry out efficiency on cost of funds amounted to Rp2.33 trillion.

Interest Expenses

Description	Rp Million						
	2018		2019		2020		Growth (%)
	Value	Composition	Value	Composition	Value	Composition	2019-2020
Time Deposits	17,957,244	52.94%	22,037,730	55.03%	21,684,118	57.48%	-1.60
Savings Deposits	3,014,237	8.89%	3,173,253	7.92%	2,839,409	7.53%	-10.52
Demand Deposits	2,636,745	7.77%	3,446,824	8.61%	3,481,717	9.23%	1.01
Deposits from other Banks & other Financial Institutions	814,364	2.40%	1,187,757	2.97%	609,329	1.62%	-48.70
Marketable securities issued	2,378,334	7.01%	2,480,591	6.19%	2,550,853	6.76%	2.83
Securities sold under agreement to repurchase	1,057,039	3.12%	942,983	2.35%	717,219	1.90%	-23.94
Fund Borrowings	1,570,122	4.63%	1,439,455	3.59%	856,051	2.27%	-40.53
Subordinate Borrowings	-	0.00%	45,965	0.11%	47,184	0.13%	2.65

Financial Review

Rp Million

Description	2018		2019		2020		Growth (%)
	Value	Composition	Value	Composition	Value	Composition	2019-2020
Others	3,113,310	9.18%	3,917,280	9.78%	3,404,891	9.03%	-13.08
Sharia Expenses	1,375,637	4.06%	1,377,133	3.44%	1,531,824	4.06%	11.23
Total Interest Expenses	33,917,032	100.00%	40,048,971	100.00%	37,722,595	100.00%	-5.81

Interest and Sharia Income – Net

In line with loan restructuring by BRI in the recovery efforts of MSMEs during the Covid-19 pandemic, net interest and sharia income was amounted to Rp79.20 trillion or decreased by 3.06% compared to Rp81.70 trillion in 2019.

Other Operating Income

This post among others consists of fee based income (provision and other fees), recovery of assets written-off, gain on foreign exchange transaction, and gain on sale and unrealized of securities and government recapitalization bonds.

In 2020, other operating income reached Rp29.46 trillion, increased by 3.60% compared to Rp28.44 trillion in 2019. The increase was mainly due to an increase of fee based income and sales of securities and government recapitalization bonds.

Fee based income growth was dominated by e-channel and e-banking transactions amounted to Rp5.71 trillion in 2020, grew by 16.25% from Rp4.91 trillion in 2019. The increase was derived by the increase of e-channel transaction volume specifically BRIMO that grew 660.5% year on year, as well as optimization of BRILink Agents that able to post fee income of Rp1.16 trillion, grew 47.0% year on year in 2020.

Total Other Operating Income

Rp Million

Description	2018		2019		2020		Growth (%)
	Value	Composition	Value	Composition	Value	Composition	2019-2020
Fee Based Income	12,018,941	51.31%	14,505,762	51.01%	15,122,682	51.33%	4.25
Recovery of Assets Written-Off	6,209,435	26.51%	7,065,981	24.85%	7,239,896	24.57%	2.46
Unrealized gain on securities and government recapitalization bonds - net	338,097	1.44%	80,980	0.28%	342,351	1.16%	322.76
Unrealized gain on sale of securities and government recapitalization bonds - net	534,952	2.28%	1,839,341	6.47%	2,860,653	9.71%	55.53
Gain from foreign exchange differences - net	951,009	4.06%	154,157	0.54%	1,257,984	4.27%	716.04
Others	3,372,996	14.40%	4,792,909	16.85%	2,640,273	8.96%	(44.91)
Total Other Operating Income	23,425,430	100.00%	28,439,130	100.00%	29,463,839	100.00%	3.60

Financial Review

Fee-Based Income

Rp Million

Description	2018		2019		2020		Growth (%)
	Value	Composition	Value	Composition	Value	Composition	2019-2020
Fee from Deposits	3,841,412	31.96%	4,023,542	27.74%	4,177,135	27.62%	3.82
Non E-Channel Transactions	768,884	6.40%	814,635	5.62%	996,641	6.59%	22.34
E-Channel and E-Banking Transactions	3,267,891	27.19%	4,912,839	33.87%	5,711,361	37.77%	16.25
CMS	24,271	0.20%	50,922	0.35%	65,755	0.43%	29.13
Credit	1,683,441	14.01%	1,674,155	11.54%	1,528,815	10.11%	(8.68)
Trade Finance	1,265,042	10.53%	1,602,887	11.05%	1,447,478	9.57%	(9.70)
International Business Transactions	179,960	1.50%	231,998	1.60%	180,566	1.19%	(22.17)
Credit Cards	250,878	2.09%	333,002	2.30%	224,920	1.49%	(32.46)
Investment Services	201,693	1.68%	239,381	1.65%	291,112	1.92%	21.61
Insurance Product	373,594	3.11%	362,052	2.50%	455,579	3.01%	25.83
Others	161,875	1.35%	260,349	1.79%	43,320	0.29%	(83.36)
Total	12,018,941	100.00%	14,505,762	100.00%	15,122,682	100.00%	4.25

Recovery of Assets Written-Off

Recovery of assets written-off amounted to Rp7.24 trillion, increased by 2.46% compared to Rp7.07 trillion in 2019. Sufficient growth of recovery of assets written-off indicates BRI success in its efforts to collect credit written-off during the Covid-19 pandemic, through various efforts such as accelerating the sale of collateral cooperating with third parties including through auction settlement.

Allowance for Impairment Losses on Financial Assets - net

The allowance for impairment losses on financial assets was recorded at Rp30.62 trillion, increased by 42.03% compared to Rp21.56 trillion in 2019. The increase in provisioning fees is a mitigation on the possibility of decelerated credit quality in future impacted by the Covid-19 pandemic.

Other Operating Expenses

Other operating expenses consist of labor and benefits, general and administrative, and others. In 2020, total other operating expenses was Rp49.93 trillion, increased by 11.04% compared to Rp44.97 trillion in 2019. The increase was mainly derived from labor costs and benefits to Rp26.32 trillion, or increased by 8.57% compared to Rp24.24 trillion in 2019. The increase in labor costs in 2020 was due to provision of ESA (Employee Stock Allocation) which was sourced from shares buyback exercised in 2015-2016 as one of BRI commitments to enhance employee engagement with the company and is expected to be able to improve work productivity that eventually increase the company profitability.

Financial Review

Other Operating Expenses

Rp Million

Description	2018		2019		2020		Growth (%)
	Value	Composition	Value	Composition	Value	Composition	2019-2020
Labor and Benefits	22,423,271	53.40%	24,243,276	53.92%	26,319,791	52.71%	8.57
General and Administrative	14,364,278	34.21%	15,366,752	34.17%	17,269,844	34.59%	12.38
Others	5,202,735	12.39%	5,355,597	11.91%	6,341,724	12.70%	18.41
Total Other Operating Expenses	41,990,284	100.00%	44,965,625	100.00%	49,931,359	100.00%	11.04

Tax Expense

In 2020, the tax expense amounted to Rp8.06 trillion, decreased by 9.90% compared to Rp8.95 trillion in 2019. The decrease of tax expense was due to a decrease of profit before tax at 38.30% compared to 2019. The tariff of corporate income tax to BRI was 10%, BRI received tax tariff reduction by 3% as it has met the requirements of being a public company to having a minimum 40% of its shares traded at the Indonesia Stock Exchange, and owned by more than 300 investors and each has only below 5% share ownership. BRI has implemented tax payment obligation in accordance with prevailing laws and regulations.

Pursuant to the Government Regulation in lieu of Republic of Indonesia Law No. 1 of 2020 that has changed to Law No. 2 of 2020, and stipulated the Government Regulation No. 30 of 2020 on the Reduction of Tariff for Income Tax for Domestic Taxpayers of Public Companies whereby it regulates the tariff of corporate income tax which was previously 25% to 22% for 2020 and 2021 fiscal tax year, as well as 20% for 2022 fiscal tax year and forward, including further reduction of tax tariff at 3% for domestic taxpayers that meet certain requirements.

Net Profit

Net profit was amounted to Rp18.66 trillion or decreased by 45.78% compared to Rp34.41 trillion in 2019. The decrease of profit was due to a decrease of interest income from Rp118.38 trillion in 2019 to Rp112.58 trillion in 2020, moreover was also due to an increase of allowance for impairment losses as a mitigation effort on the possibility of decelerated credit quality in the future impacted by the Covid-19 pandemic.

Comprehensive Income

BRI recorded a comprehensive income of Rp3.10 trillion in 2020, decreased compared to Rp5.08 trillion in 2019. The decrease was due to a surplus on fixed assets revaluation in 2019 that was not incurred in 2020.

Total Comprehensive Income

In 2020, total comprehensive income was Rp21.76 trillion, decreased compared to Rp39.50 trillion in 2019. The decrease was in addition to a decrease of net profit, also due to a decrease of comprehensive income from Rp5.08 trillion in 2019 to Rp3.10 trillion at the end of 2020.

CONSOLIDATED CASH FLOW STATEMENTS

Cash and cash equivalents of BRI in 2020 was Rp21.76 trillion, decreased by 42.82% compared to Rp39.50 trillion in 2019. The decrease of cash and cash equivalents was due to the increase of net cash used for investing activities specifically on securities for yield enhancement.

Rp Million

Description	2018	2019	2020
Net Cash provided from Operating Activities	57,355,295	44,582,937	66,689,187
Net Cash used for Investing Activities	-27,010,844	-5,188,301	-116,007,831
Net Cash provided from Financing Activities	-1,152,743	-18,085,104	-19,981,772
Increase/Decrease Cash and Cash Equivalents	29,191,708	21,309,532	-69,300,416
Effect of Exchange Rate Changes	(52,076)	(160,251)	(352,878)
Cash and Cash Equivalents at the beginning of the year	186,617,516	215,757,148	236,906,429
Cash and Cash Equivalents at the end of the year	215,757,148	236,906,429	167,253,135

Cash Flows from Operating Activities

In 2020 cash flows provided from operating activities amounted to Rp66.69 trillion. Total cash from operating (before changes of operating assets and liabilities) was Rp54.56 trillion, decreased compared to Rp55.40 trillion in 2019.

Cash Flows from Financing Activities

Net cash used in investing activities amounted to Rp116.01 trillion. The increase was due to an increase of securities that classified as fair value through other comprehensive income and amortized expense at Rp112.64 trillion in 2020, higher than Rp1.27 trillion in 2019.

Cash Flows from Financing Activities

In 2020, Net cash used for financing activities amounted to Rp19.98 trillion, increased compared to Rp18.08 trillion in 2019. The increase of cash outflow for financing was mainly due to an increase of dividend payout from Rp16.18 trillion in 2019 to Rp20.62 trillion, and payment of maturity securities from Rp4.42 trillion in 2019 to Rp6.29 trillion.

Financial Review

FINANCIAL RATIOS

The following Financial Ratio was calculated from the financial performance of holding company.

Financial Ratios

(%) (Bank Only)

	DESCRIPTION	2018	2019	2020
1	Capital Adequacy Ratio (CAR)	21.21%	22.55%	20.61%
2	Non-performing earning assets and non-earning assets to total earning assets and non earnings assets	1.41%	1.74%	1.82%
3	Non-performing earning assets to total earning assets	1.62%	1.98%	1.81%
4	Allowance for Impairment Losses of financial assets to earnings assets	3.26%	3.36%	5.42%
5	NPL Gross	2.16%	2.62%	2.94%
6	NPL Net*	0.92%	1.04%	0.80%
7	Return on Asset (ROA)	3.68%	3.50%	1.98%
8	Return on Equity (ROE)	20.49%	19.41%	11.05%
9	Net Interest Margin (NIM)	7.45%	6.98%	6.00%
10	Operating Expense to Operating Income (BOPO)	68.40%	70.10%	81.22%
11	Loan to Deposit Ratio (LDR)	88.96%	88.64%	83.66%
12	Credit Cost Net	1.51%	1.62%	2.46%
13	Cost to Income Ratio (CIR)	40.38%	40.03%	45.40%
	Compliance	2018	2019	Des-20
1	a. Percentage of Legal Lending Limit Violation			
	i. Related parties	0.00%	0.00%	0.00%
	ii. Non-related Parties	0.00%	0.00%	0.00%
	b. Percentage of Excess of Legal Lending Limit			
	i. Related parties	0.00%	0.00%	0.00%
	ii. Non-related Parties	0.00%	0.00%	0.00%
2	Minimum Statutory Reserves (GWM)			
	a. Main GWM Rupiah (average)	7.16%	3.15%	3.19%
	b. GWM Foreign Currency (daily)	8.01%	8.07%	2.00%
3	Overall Net Open Position (NOP)	3.73%	1.87%	1.07%

Financial Review

SOLVENCY

The Bank's solvency is indicated by the following financial ratios:

LIQUIDITY RATIO

Loan to Deposit Ratio (LDR)

Liquidity ratio is a comparison of loan to deposit ratio or LDR. In 2020, BRI recorded LDR of 83.66% (bank only), indicating a well-managed liquidity condition during the Covid-19 pandemic. By year on year, the decrease trend of LDR was inseparable from low loan demand during the pandemic and the preferences of people to refrain from spending.

Macroprudential Intermediary Ratio (MIR)

Pursuant to Bank Indonesia Regulation No. 20/4/PBI/2018 dated 3 April 2018, banking MIR was expected to reach 84% to 94%. In MIR calculation, securities issued and administered by KSEI was calculated and was not held by banks at a minimum of 2 months prior to report date and held corporate bonds. RIM calculation was also updated by PBI Nol 21/12/PBI/2019 which took effect on 2 December 2019 by calculating offshore loans as a component of funding, BRI MIR ratio was 85.31% (bank only), decreased compared to 85.31% in 2019.

Liquidity Coverage Ratio (LCR)

To improve short term liquidity defense, BRI exercises Liquidity Coverage Ratio (LCR) management which is a ratio between high quality liquid assets (HQLA) with net cash outflow during the next 30 days. In 2020, BRI LCR was at 239.06% (bank only). With these LCR, BRI was able to maintain liquidity adequacy ratio far above the minimum limit of 100%.

EARNINGS RATIO

In the banking industry, earnings ratio is generally measured by using Return on Assets or ROA, Return on Equity or ROE, and net income margin or NIM. During 2020, BRI has recorded positive earnings performance.

Earnings Ratio

	(%) (Bank Only)		
	2018	2019	2020
ROA	3.68	3.50	1.98
ROE	20.49	19.41	11.05
NIM	7.45	6.98	6.00

Return on Assets (ROA)

BRI Return on Assets (ROA) in 2020 was 1.98% (bank only), or decreased compared to 3.50% in 2019. The decrease was due to a decrease of interest income resulted from massive loan restructuring for MSMEs impacted by the Covid-19 as well as an increase of allowance of earnings assets as mitigation effort on the potential of decelerated assets quality due to the pandemic.

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Return on Equity (ROE)

In 2020, BRI Return on Equity (ROE) was 11.05% (bank only), or decreased compared to 19.41% (bank only) in 2019. The decrease of ROE was due to a decrease of interest income resulted from massive loan restructuring for MSMEs impacted by the Covid-19 as well as an increase of allowance of earnings assets as mitigation effort on the potential of decelerated assets quality due to the pandemic.

Net Interest Margin (NIM)

In 2020, BRI Net Interest Margin (NIM) was 6.00% (bank only) or lower than 6.98% (bank only) in 2019. The decrease of NIM was due to a decrease of interest income resulted from massive loan restructuring for MSMEs impacted by the Covid-19 as well as an increase of allowance of earnings assets as mitigation effort on the potential of decelerated assets quality due to the pandemic.

EFFICIENCY RATIO

Operating Expense to Operating Income Ratio (BOPO)

In 2020, BRI Operating Expense to Operating Income Ratio (BOPO) was 80.22% (bank only), increased from 70.10% (bank only) in 2019. The increase of BOPO was due to pressure in the interest income in line with loan restructuring for MSMEs impacted by the Covid-19 as well as an increase of allowance of earnings assets as mitigation effort on the potential of decelerated assets quality due to the pandemic.

Efficiency Ratio

	(%) (Bank Only)		
	2018	2019	2020
BOPO	68,40	70,10	81,22

Capital Ratio - Capital Adequacy Ratio (CAR)

The capital adequacy ratio (CAR) reflects the Bank's ability to mitigate risk. In 2020, BRI CAR was 20.61% (bank only), decreased from 22.55% (bank only) in 2019. The CAR ratio is still far above the minimum ratio that must be maintained at 14.75%, taking into account the relaxation of CCB (Capital Conservation Buffer) until March 2021, by having taken into account Basel 3 implementation. With the high capital adequacy ratio, BRI is able to anticipate all the main risks that occur in bank management both market risk, credit risk, and operational risk and the implementation of Basel 3.

COMPLIANCE RATIO

Percentage of Lending in Excess of Legal Lending Limit

In 2020, there were no debtors, related parties or otherwise, that did not meet or exceeded the Legal Lending Limit (LLL).

Net Open Position Ratio (NOP)

NOP is the sum of the absolute values of the net difference between assets and liabilities in the statement of financial position for each foreign currency and the net difference of commitments and contingent liabilities and receivables in the administrative accounts for each foreign currency, stated in Rupiah toward capital. In 2020, NOP ratio was 1.07% (bank only), decreased from 1.97% (bank only) in 2019. This NOP is still far below the maximum level stipulated by BRI on the Commercial Banks' Net Open Position, which is 20% of the capital.

Financial Review

RECEIVABLES COLLECTABILITY LEVEL

Receivables collectability can be measured by assets quality ratio or Non Performing Loan (NPL). During the Covid-19 pandemic, BRI remained able to maintain credit quality properly as shown by non performing loan (NPL) of 2.99% in 2020, still far below maximum regulation of 5%. BRI will continue increasing the effectiveness of credit risk management to maintain and increase its assets quality.

Receivables Collectability

Rp Million

	2018	2019	2020
Loans	834,731,168	903,197,389	938,373,880
Current	784,755,220	842,166,910	883,196,258
Special Mention	30,922,563	35,737,908	27,156,025
Sub-Standard	2,443,989	4,397,703	2,479,943
Doubtful	2,376,436	3,404,717	3,751,019
Loss	14,232,959	17,490,151	21,790,635
NPL	19,053,384	25,292,571	28,021,597
NPL (%)	2.28%	2.80%	2.99%

SPOT AND DERIVATIVE TRANSACTIONS

To protect the value of asset portfolio in foreign currencies and hedging on interest rate, BRI exercised hedging transactions. In this instance, BRI did not issue derivative transactions for trading purposes. The spot and derivative transactions refer to the risk management system that adheres to regulations and best practices. BRI's entire derivative transactions were intended to protect the interest of BRI and its customers.

Throughout 2020, BRI's spot and derivative transactions consist of currency and interest rate swap, interest rate swap, option, and purchase and sale of foreign currencies forward, foreign currency swap, and purchase and sale of foreign currency spot. The spot and derivative transactions in details are presented in the following table:

Rp juta

Transactions	Derivative Receivables			Derivative Liabilities		
	2018	2019	2020	2018	2019	2020
Foreign currency swap	276,071	139,081	1,177,679	56,195	34,341	195,687
Purchase and sale of foreign currency forward	72,275	21,976	142,912	94,922	21,943	35,799
Interest rate swap	69,307	19,264	110,358	91,211	74,114	158,856
Shares option	16,468	17,306	-	-	-	-
Currency option	23,951	9,092	-	20,774	21,424	1,851
Foreign currency and interest rate swap	25,671	3,151	144,151	67,944	32,338	14,421
Purchase and sale of foreign currency spot	2,067	527	1,559	1,297	445	1,160
Total	485,810	210,397	1,576,659	332,343	184,605	407,774

Financial Review

CAPITAL STRUCTURE POLICY

Capital structure management is intended to ensure that BRI consistently has adequate capital level to set off inherent risks in its business without compromising the value provided to its shareholders.

As of 2020, BRI CAR was 20.61%. OJK Regulation No. 34/POJK.03/2016 and Bank Indonesia Regulation No. 15/12/PBI/2013 on the obligation of Minimum Capital of Commercial Banks, stated that level 2 (satisfactory) risk profile has a minimum CAR of 9% up to less than 10%. Other than CAR requirement, as part of Basel 3 implementation, BRI must also form additional buffer capital consisting of:

1. Capital conservation buffer at 2.50% of the Risk- Weighted Assets (RWA), can be excluded according to relaxation from OJK until March 2021.
2. Countercyclical Buffer at 0.00% of RWA.
3. Capital Surcharge for Systemic Banks at 2.50% of RWA.

Thereby BRI total minimum CAR is at 11,76% - 13,32% level, thus BRI CAR in 2020 of 20.61% (bank only) and 21.17% (consolidated) has met the regulatory requirements both banking and financial service regulators.

On capital structure, as of 2020 BRI maintained Tier-1 capital amounted to Rp188.65 trillion and Tier-2 capital amounted to Rp10.16 trillion. While Tier-1 ratio reached 20.09% or above the required minimum Tier-1 ratio of 6%. BRI Tier-1 consists of CET-1 since BRI's main source of capital is retained earnings. To that end, BRI CET-1 ratio reached 20.09%, or far above the minimum regulatory requirement of 4.5%.

Rp Million

CONSOLIDATED			
Capital Structure	2018	2019	2020
Core Capital (Tier 1)	172,358,004	197,219,352	188,648,185
Common Equity (CET 1)	172,358,004	197,219,352	188,648,185
Supplementary Capital (Tier 2)	10,029,307	10,160,078	10,160,456
Total Capital	182,387,311	207,379,430	198,808,641
RWA for Credit Risk after calculating specific risks	690,764,915	726,179,371	746,749,522
RWA for Market Risk	11,229,322	14,004,256	4,837,024
RWA for Operational Risk	152,229,031	170,666,840	187,566,487
Total RWA	854,223,268	910,850,467	939,153,033
CAR Ratio	21.35%	22.77%	21.17%
CET 1 Ratio	20.18%	21.65%	20.09%
Tier 1 Ratio	20.18%	21.65%	20.09%
Tier 2 Ratio	1.17%	1.12%	1.08%
Tier 1 Minimum Ratio	6.00%	6.00%	6.00%
CET 1 Minimum Ratio	4.50%	4.50%	4.50%
Minimum CAR Based on Risk Profile	9.53%	9.61%	9.50%

Financial Review

MATERIAL COMMITMENT FOR CAPITAL EXPENDITURES

Throughout 2020, BRI exercised material commitment for capital expenditures with several parties, which has been set forth in the Bank Business Plan of 2020, which are:

Objects	Values (Rp Million)
Procurement of Managed Service CRM RBB	990,724
Rent of Communication Channels	260,899
Managed Service Hub and Remote VSAT Fase-3 Integrasi BRIsat	181,776

The fund sources of material commitments were entirely from the Bank's internal funds. The currencies denomination was in Rupiah, thereby BRI did not exercise any exchange risk protection.

Capital Goods Investment

During 2020, BRI exercised the following capital goods investments:

Capital Goods Expenditures	Consolidated		
	2018	2019	2020
	Rp Million		
Land and Premises	2,555,168	4,580,996	2,194,862
Furnitures and Inventory	248,210	215,046	260,159
Vehicles	88,353	115,754	115,583
Computers and software	1,243,266	1,413,248	573,173
Total	4,134,997	6,325,044	3,143,777

HEDGING POLICY

BRI has applied hedging policy to minimize risks, with the following elaboration:

General Policy

Hedging consists of on-balance and off-balance sheet transactions is performed to protect the value of financial assets, financial obligations, revenues and costs, and cash flows from interest rate risk and/or exchange rate risk at Banking Book and Trading Book positions.

Hedging transactions observe the following principles:

1. A transaction may be exercised as an alternative of the follow-up and risk mitigation options in the event that the moderate limit of Market Risk Profile parameter is exceeded.

2. A transaction may be exercised when there are indications of macroeconomic changes that may result in losses, among others the trend of market variable changes namely interest rate and exchange rate.
3. BRI is not allowed to maintain a position over hedging transactions performed by related parties.
4. BRI shall pass-on the transactions of a related party at the same time and in the same amount simultaneously to other banks that are not related parties. The hedging transactions may be done through both macro hedging or micro hedging.

Hedging Transaction Techniques

Hedging transactions may be done as macro hedging and micro hedging.

Financial Review

Macro Hedging

This technique is used to mitigate the impacts of economy risk to BRI's entire portfolio. Macro hedging is proposed by the Treasury Division and decided by ALCO.

Micro Hedging

Micro hedging may be done on individual transaction. The Treasury Division has the discretion to exercise micro hedging transaction without requiring proposal from the business division that manages a portfolio on the basis of cost and benefit analysis as well as the ability to control the micro hedging transaction.

COMMITMENTS AND CONTINGENCIES

Description	2018	2019	2020
Commitment			
Commitment Receivables	16,316,902	5,455,188	3,078,534
Purchase of Spot and Foreign Currencies	16,316,902	5,455,188	3,078,534
Commitments Liabilities			
Unused credit facilities granted to debtors	130,854,091	131,345,624	124,558,239
Irrevocable letters of credit still running for import	8,693,691	6,459,481	8,974,190
Sale of spot and foreign currencies	18,476,485	33,296,005	55,418,797
Unused financing facilities granted to debtors	65,330	145,544	618,452
Commitment - Net	-141,772,695	-165,791,466	-186,491,144
Contingencies			
Contingencies Receivable	112,273	126,871	144,901
Interest receivable under settlement	112,273	126,871	144,901
Contingencies liabilities	44,886,051	45,051,365	44,684,497
Guarantees issued			
Standby L/C	13,535,519	15,848,438	8,752,803
Bank Guarantees	31,350,532	29,202,927	35,931,693
Contingencies - Net	-44,773,778	-44,924,494	-44,539,595

Assessment on commitments and contingencies with individual credit risk uses objective evidence. The commitments and contingencies of BRIS (subsidiary) (shariah compliant) are assessed using Bank Indonesia's collectability guideline.

In 2020, the minimum estimated loss of commitments and contingencies that shall be formed was Rp3.6 trillion, which in line with Bank Indonesia's

requirements. Total commitment liabilities in 2020 was Rp189.56 trillion, increased by 10.70% compared to 2019. This was due to the increase of Unused loan facilities granted to debtors and increase of sale of spot and foreign currencies. During the same period, contingency liabilities decreased by 0.81%, influenced by the decrease of Standby L/C from Rp15.85 trillion in 2019 to Rp8.75 trillion at the end of 2020.

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PRIME LENDING RATE

In general, Prime Lending Rate is calculated based on 3 (three) components, namely Fund Cost for Credit arising from customer fund raising activities, operating expenses incurred for fund raising activities and lending and profit margin components from lending. Prime lending calculation does not take into account the risk premium component of the debtor, whose amount depends on the assessment of the risk of each debtor. As such, the amount of credit interest charged to debtors is not necessarily the same as the prime lending rate.

The prime lending rate calculation applies to corporate loans, retail loans, micro loans, and consumer loans (mortgages and non-mortgages). In non-mortgages

of consumer loans does not include the distribution of funds through Credit Cards and Unsecured Loan. However, Bank Indonesia submitted the credit classification according to the bank's internal criteria. Due to the economic pressure impacted by the Covid-19 pandemic, Bank Indonesia has stipulated monetary policy strategy hence during 2020 BI aggressively decreased reference interest rate BI7DRR at 125 bps. This has enabled faster adjustment of deposits interest rates compared to lending interest rates. To respond BI policies, BRI has reduced its basic lending rates during 2020 especially for MSMEs segment at around 15-75bps.

Prime Lending Rates	Corporate Loans	Retail Loans	Micro Loans	Consumer Loans	
				Mortgages	Non Mortgages
TMT 31 December 2020	9,95%	9,75%	16,50%	9,90%	12,00%

Information on daily applicable Prime Lending Rates can be viewed on the publication at every branch office and/or website www.bri.co.id.

ACHIEVEMENTS AND TARGETS IN 2020

Rp Million

	2020 Targets	2020 Realizations	Achievements (%)
Assets	1,413,304.49	1,421,785.02	100.60%
Net Profit	13,377.26	18,353.30	137.20%
Loans	902,688.99	880,674.76	97.56%
Third Party Funds	1,023,113.32	1,052,663.87	102.89%
BOPO	86.16%	81.22%	106.08%
LDR	88.23%	83.66%	94.82%
NPL (Gross)	3.30%	2.94%	112.27%
NPL (Net)	1.53%	0.80%	189.69%
NIM	5.56%	6.00%	107.87%
CAR	18.37%	20.61%	112,20%
Credit Cost Net	2.43%	2.46%	98.91%
Cost to Income Ratio (CIR)	50.03%	45.40%	90.74%

*) Bank Only

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As of 31 December 2020 (Rp trillion)

JCI Market Capitalization	6,906.06
BBRI Market Capitalization	514.35
Financial Sector Market Capitalization	2,467.34
Banking Market Capitalization	2,257.07

In general, BRI was able to achieve and even exceeded the 2020 performance targets that have been set, such as target on Assets, Third Party Funds, and Financial Ratios. This was supported by BRI strategic focus in the midst of pandemic that enable the company in navigating the difficult period.

The performance achievement of BRI on several indicators such as Loans and Financial Ratio of LDR, CIR and Credit Cost was still below the target.

The achievement of Loans target of 97.56% was due to lower loan demand during the pandemic that pressured BRI loan growth specifically Corporate

segment. This in turn resulted in slightly below target for the performance achievement of LDR and Cost to Income Ratio.

Nevertheless, in 2020 BRI was still able to record strong growth (double digit) in Micro segment that in line with the Bank's commitment to grow the MSMEs segment.

In the midst of difficulties due to the pandemic, BRI was able to record market capitalization value of Rp514.35 trillion, making BRI as the SOE with the largest capitalization value in Indonesia.

TARGETS IN 2021

Indonesian economic growth in 2020 declined by -2.07%. With several economic indicators recovered in the 4th quarter of 2020, the economic growth of 2021 is expected to grow at around 3%-5%. Internally, BRI research and economist team forecast the economic growth of between 3.1%-4.2%. Nevertheless, extra efforts are required to revive the economy by restoring household purchasing power and spending, which are a true motor of growth. Other important factors are the readiness of the government in implementing the Covid-19 vaccines to the public. With this vaccine, the economy is expected to evolve faster toward pre-pandemic situation.

On corporate scale, BRI is targeting a loan growth of around 6%-7% in 2021. The drivers of loan absorption remain from micro and small segment customers. Going forward BRI focuses on reaching new micro and super micro businesses, which has not yet tapped by the national banking services. BRI will facilitate loan

application for customers of this segment, such as six months experience in managing business, with loan ceiling for micro and super micro segments at Rp50 million and Rp10 million respectively. To that end, BRI provides loan quota of Rp110 trillion and Rp40 trillion for micro and super micro segments.

Based on the company data, this market segment is proved to be able to deliver growth of above 10%. In 2020, micro loan disbursement reached Rp351.3 trillion, grew 14.2% from Rp307.7 trillion in the previous year. Total deposits from micro segment grew 13% to Rp336.0 trillion from Rp297.3 trillion in the previous year. BRI focus determination to this segment is in line with the government program in fostering the national economic recovery.

BRI efforts in implementing consistent digitalization in the last couple of years is expected to enable the growth of fee based income at around 8%.

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To that end, BRI financial targets achievement in 2021 are as follows:

- Loan growth of 6% - 7%
- Maintaining LDR position at $\pm 85\%$ level
- Fee based income growth of $\pm 8\%$
- Operating expense growth of $\pm 8\%$
- Maintaining capital adequacy ratio above minimum requirements

SUBSEQUENT EVENTS

Pursuant to the Extraordinary General Meeting of Shareholders (EGMS) of BRI (holding company) on 21 January 2021, the shareholders approved the changes of management, as follows:

1. Affirming the honourably dismissal of Wisto Prihadi as Compliance Director, effective as of 11 November 2020.
2. Honourably dismissed Priyastomo as Small, Retail and Medium Business Director, Herdy Rosadi Harman as Human Capital Director and Haru Koesmahargyo as Finance Director, effective as the closing of EGMS.
3. Appointed Agus Winardono as Human Capital Director, Arga Mahanana Nugraha as Network & Services Director, Amam Sukriyanto as Small & Medium Business Director, and Viviana Dyah Ayu Retno K. as Finance Director, as well as transfer of duty of Ahmad Solichin Lutfiyanto as Compliance Director.

Merger of PT Bank BRISyariah Tbk, PT Bank Syariah Mandiri dan PT Bank BNI Syariah

On 12 October 2020, PT Bank Rakyat Indonesia (Persero) Tbk (BRI), PT Bank Mandiri (Persero) Tbk (Mandiri), PT Bank Negara Indonesia (Persero) Tbk (BNI), PT Bank BRISyariah Tbk (BRIS), PT Bank Syariah Mandiri (BSM) dan PT Bank BNI Syariah (BNIS) has signed the Conditional Merger Agreement (CMA) for the merger of BRIS, BSM and BNIS (Merger Participant Banks). Based on CMA, following the effective date of merger, BRIS will become the surviving entity and the entire shareholders of BNIS and BSM will become the shareholders of surviving entity based on merger ratio.

On 21 October 2020, the Merger Participant Banks announced the Merger Plan where the composition of Shareholders (with the assumption of no execution of BRIS MESOP), as follows:

Entity Names	Total Shares	Par Value (Rp)	Percentage (%)
PT Bank Mandiri (Persero) Tbk	20,905,219,378	10,452,609,689,000	51.2
PT Bank Negara Indonesia (Persero) Tbk	10,220,230,418	5,110,115,209,000	25.0
PT Bank Rakyat Indonesia (Persero) Tbk	7,092,761,655	3,546,380,827,500	17.4
DPLK BRI – saham syariah	841,296,000	420,648,000,000	2.1
PT BNI Life Insurance	5,250,415	2,625,207,500	0.0
PT Mandiri Sekuritas	34	17,000	0.0
Public	1,782,055,843	891,027,921,500	4.3
Total	40,846,813,743	20,423,406,871,500	100

The above shareholders composition is as of 30 September 2020 with the assumption that no minority shareholders of the merger Banks exercising their rights to request BRI and/or Yayasan Kesejahteraan Pekerja (YKP) of BRI to buy their shares and no exercise on BRIS MESOP Options.

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The statement of business merger of BRIS, BSM and BNIS has been approved by the Financial Services Authority-capital market and Financial Services Authority-banking each through letters No. S-289/D.04/2020 dated 11 December 2020 and No. 4/KDK.03/2021 dated 27 January 2021. The merger was planned to be effective as of 1 February 2021 and the merged banks will use the name of PT Bank Syariah Indonesia (BSI). Bank Mandiri will become the controlling shareholder of BSI, thereby the BSI financial statements will be consolidated into Bank Mandiri consolidated financial statements effective as of the merger.

BUSINESS PROSPECTS

Macroeconomics Prospect

The International Monetary Fund (IMF) predicted the global economic growth to reach -3.5%, with the improvement in 2021 around 5.5%. One of the economic recoveries is the economic growth in developing countries as well as the Covid-19 vaccine.

Bank Indonesia forecasts an improvement of Indonesian economy at around 4.3%-5.3% in 2021. This projection is influenced by several factors, such as global economic recovery, acceleration of government budget absorption in fostering the economy, recovery of economic activities and continuation of restructuring and loan interest subsidy that can bolster loan demand, as well as distribution of the Covid-19 vaccine.

Banking Industry Prospect

The Financial Services Authority predicts higher loan growth in 2021 compared to 2020, while liquidity remains adequate. The projection is in line with the decrease of interest rates and relaxation of macroprudential policy.

BRI Business Prospect

The projection of Indonesian economic growth improvement in 2021 is bolstered by the distribution of vaccine and 2021 National Economic Recovery program. This is expected to deliver positive impact on domestic household consumer sector which will foster BRI business expansion.

Micro Business

To maintain and develop micro market share as its business focus, BRI continues its digital transformation in order to bolster lending and seek new growth resources. BRI roles as the government strategic partner in the implementation of National Economic Recovery Program will become a potential in creating lending

resources. The growth of BRI Micro will be in harmony with the government stimuli, in line with BRI functions to create social and economic values. This program is also opened the opportunity for BRI to be able to penetrate the ultra micro market in Indonesia that is able to provide competitive returns and measurable risks.

Consumer Business

During the Covid-19 pandemic, consumer segment will remain growing selectively that aim to provide customer with fixed income through flagship product BRlguna, optimization of business chain and simultaneous selling with Corporate and SOE segment for both Mortgage and Motor Vehicle Loans products.

Low Cost Funds

To be in harmony with the improvement of lending especially in Micro and Consumer segments, this has to be balanced with BRI capabilities in maintaining low cost funds growth. This effort is fostered by effective marketing strategy for flagship products such as Simpedes and Britama thorough Digital Saving program and optimization of BRILink Agents. The Covid-19 pandemic enforced change of public behaviour to stay more at home and conduct transactions from home, as such BRI strives to improve its digital transaction quality in order to help the public in living with the new trend.

Business Operations

To improve efficiency and recognize customer satisfaction, BRI carries out digital transformation. The following are various initiatives that are continually conducted, such as business process reengineering, building big data and artificial intelligence, as well as developing digital platform. To maintain services quality and foster business growth, BRI will bolster

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business growth of BRILink agents, optimizing BRISpot, maximizing information technology utilization, automation and continuing to accelerate business processes.

Assets Quality

BRI strives to maintain credit quality through selected growth strategies, oversight on restructured loan

during the pandemic, and re-design credit risk model while developing business model.

Group Synergy

To realize the commitment of an integrated financial solution, namely improvement of subsidiary contribution, BRI develops three pillars strategy, which are budget determination, performance management and synergy.

MARKETING ASPECTS

Marketing aspect is a key factor of BRI success in achieving business targets that have been set. With the right marketing strategy, BRI is able to map market share and identify market needs as well as develop innovative and appropriate products with the market needs.

The marketing communication activities are managed by Marketing Communication Division. As a division in charge of marketing communication activity of BRI products, the Marketing Communication Division is tasked to improve the awareness, knowledge, and activation of BRI products, services, and programs. This is targeted to existing customers in terms of improving loyalty and prospective customers in increasing intention to start using the products or services offered.

By implementing an integrated marketing communication strategy, using effective and efficient media, optimal awareness and precise positioning will be achieved, and relevant for each target market audience in each segment so as to increase brand value for BRI.

As the largest and most widespread bank in Indonesia, BRI strives to provide the best service to customer. In implementing various marketing and product promotion programs, BRI carried out market research to study segmentation suitability and customer preferences, thereby creating competitive, newest and customer centric programs.

BRI continues to optimize marketing strategy of Above The Line, Below The Line, Out-of-Home Media in order to increase company engagement with the customer or prospective customer. Moreover, BRI has also penetrated marketing communication strategy through digital media through BRI official Social Media accounts: Instagram (@bankbri_id), Twitter (@promo_BRI, @BANKBRI_ID, @ContactBRI), Facebook (BRI Bank) and Youtube Channel (BRI Bank); as well as contents placement in digital media such as marketplace, and online video service channels that are currently preferred by the public.

2020 is a year full of challenges for the entire industry due to the Covid-19 pandemic. To that end, since the second quarter of 2020, BRI has been adaptive to market conditions by predominantly implementing a marketing strategy to address new life habits by optimally using digital media. The following are several campaign projects that have been successfully implemented in 2020:

1. Live Stream Fest (LSF)

Live Stream Fest (LSF) is a collaboration of BRI with video.com with the title of Live Stream Fest Vol. 4 introducing BRImo brand by providing educative information on safe transactions during the pandemic through BRI apps, BRImo and BRISpot. The event runs from 27-28 June 2020 through live streaming of music concert by several country's best musicians and talkshow from experience moderators aimed at inspiring and entertaining the public during the transition to new normal.

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2. Nusantara Fashion Festival (NUFF)
Nusantara Fashion Festival (NUFF) is a virtual fashion show that successfully organized by BRI, as part of the government campaign in the economic recovery program during the pandemic, namely "Proud of Made in Indonesia". The main goal of NUFF program is to bridge the MSMEs specifically in fashion industry sector with potential consumer that will further purchase with digital transaction provided by BRI.

NUFF 2020, the largest virtual fashion show in Indonesia, is held throughout August 2020 in conjunction with 75th Anniversary of Indonesia. NUFF 2020 present virtual fashion show engaging 75 collaborators of fashion designer with international reputation with variety of made in Indonesia products, from clothing, shoes, accessories, fabrics, handcrafts and make-up, complemented with virtual concert, and virtual Charity.

3. Pesta Rakyat Simpedes (PRS) Virtual
With new normal in 2020, for the first time BRI held an important marketing agenda, namely virtual Pesta Rakyat Simpedes (PRS). PRS 2020 continues the tradition through 6P concept (Panggung, Pasar, Pawai, Panen, Pojok Xsis, Peduli) as a trademark of Pesta Rakyat Simpedes.

The virtual Pesta Rakyat Simpedes held from 12 September to 20 December 2020 Live in Vidio.com or Facebook Liputan 6, present an inspirational talkshow for MSMSEs, workshop, virtual concert from popular bands, and closed with main prizes such as cars and motorcycles.

As in previous years, the virtual PRS is aimed at improving loyalty of existing customer to BRI micro product, as well as improving acquisition of new customer to use BRI micro services and products. Based on current research result by Nielsen team, in every episode the BRI virtual PRS indicated positive chart where total audience and positive sentiment increased in every broadcast.

The following are series of Virtual Pesta Rakyat Simpedes Program starting from 12 September 2020:

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4. BritAma FSTVL

BritAma FSTVL is a program that provides a wide selection of prizes for BRI loyal customers using the lottery prize programs. This program is a collaboration of the concepts of Acquisition, Retention, and Loyalty which focuses on increasing the average balance of the BritAma Savings. This program can be participated by customers who open a BritAma account conventionally or digitally and can collect points to get a chance to win bigger prizes.

5. Launching Digital Saving

“Opening an Account Nowadays is as easy as liking a photo of someone that you have a crush on” is one of the “current” taglines used for the marketing campaign of BRI’s digital saving services, where public simply scan the QR code on the image or click on bukarekening.bri.co.id. With the existence of a digital platform that is supported by Face Recognition technology and Digital Signatures, it makes prospective customers who want to open an account no longer need to come to BRI branch offices.

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- 6. KPR Virtual Expo
KPR Virtual Expo is a virtual housing exhibition and KPR sales. This event is held by BRI to support and revive the property industry in Indonesia, involving more than 100 property developers in Indonesia.

The program, which was held in conjunction with BRI's anniversary, also aims to popularize the BRISPOT application, where in the Mortgage application process, customers can easily apply through the application.

- 7. UMKM EXPO(RT) Brilianpreneur 2020
BRI held the BRILianpreneur 2020 UMKM Export which took place on 1-15 December 2020 with the Hybrid concept, which is an event that can be enjoyed directly or Virtual by presenting more than 400 selected MSMEs from four different categories namely Fashion, Accessories & Beauty, Home Decor & Craft, and Food & Beverage.

BRILianpreneur's main focus is apart from "increasing the class" of MSME participants, also to increase export absorption for MSME entrepreneurs, by implementing virtual Business Matching between international buyers and MSMEs led by BRI.

- 8. Young On Top (YOT) Series
BRI collaborates with Young On Top to organize seminars for the younger generation by introducing the world of entrepreneurship. Young on Top is a community in Indonesia that encourages success at a young age with the motto "if success can be achieved at a young age why wait until old age".

This community was established by Billy Boen which originated from the publication of his book entitled 'Young on Top'. Currently, the Young on Top community has spread across dozens of major cities in Indonesia with members ranging from students to employees/young entrepreneurs.

BRI PRODUCT EVENTS/ACTIVATION

In addition to the above programs, the Bank organized various other product activations during 2020 as follows:

Webinar

Various webinars were held for virtual education programs to BRI customers, such as:



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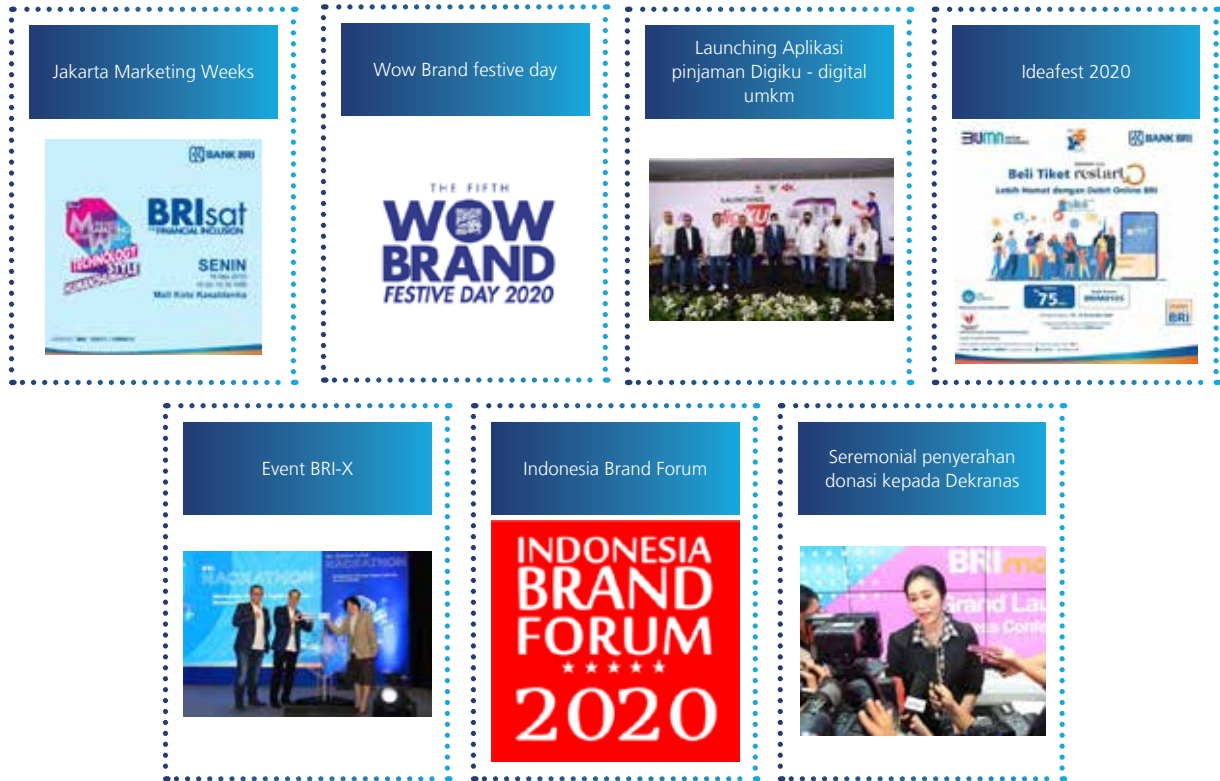
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Digital Activation

<p>Indonesia Mall Shop & Selfie Challenges</p> 	<p>Comic Strip Competition</p> 	<p>Independence Day Cake Competition</p> 	<p>Challenges Puisi Kemerdekaan</p> 
<p>Hari Ayah #TerusBukaJalan</p> 	<p>Unboxing Happiness with BritAma FSTVL</p> 	<p>Spesial hari Pahlawan: Terimakasih Pahlawan</p> 	<p>Kuis #dirumahaja</p> 
<p>#PotretKelompokUMKM</p> 	<p>Agen BRILink Berhadiah</p> 	<p>Dance Cover Challenges PRS</p> 	<p>Tebak Potongan Gambar di IG</p> 
<p>Adu Pantun Buka Tabungan</p> 	<p>BRIimo QR Challenges</p> 		

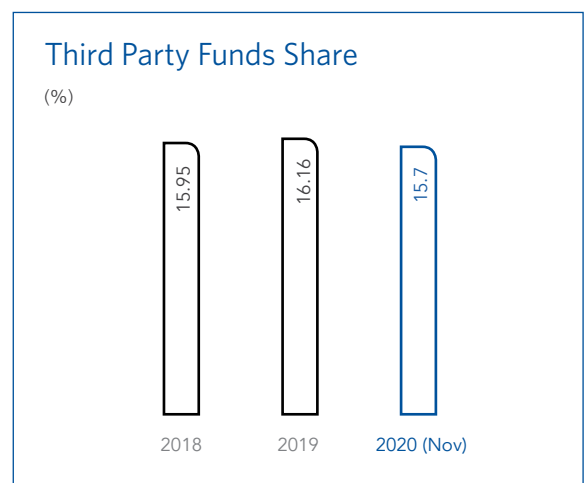
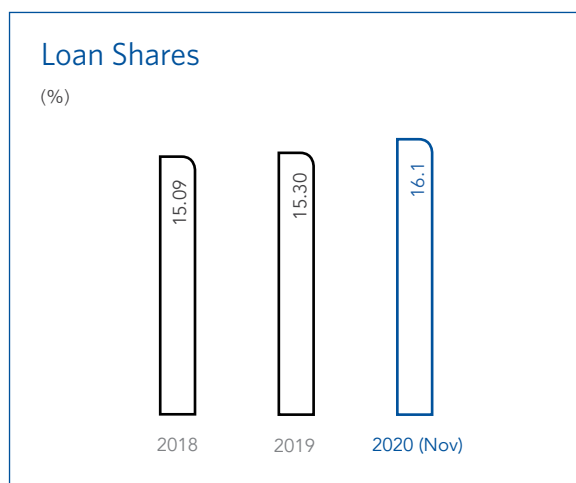
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Event Online



BRI MARKET SHARES (BANK ONLY)

BRI's market share in terms of assets, loans and third party funds (TPF) to the industry continues to increase. Following is BRI's market share in the past three years.



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Marketing Strategy in 2021

To achieve the vision of BRI in 2022 to become “The Most Valuable Bank in South East Asia and Home to The Best Talent”, it is necessary to support marketing activities aimed not only at increasing sales of products, services and programs owned by BRI, but also to increase awareness, knowledge, and activation for existing customers (increasing loyalty) and prospective customers (increasing purchase intention) hence BRI business can continue to develop and sustain. BRI’s marketing strategy in 2021 will remain focused on implementing integrated marketing communication with the use of digital channels in line with changes in customer behavior, especially in the midst of the Covid-19 pandemic. Several BRI marketing strategies include:

1. Utilization of digital channels in the marketing of BRI Group products and services (social media, digital platform partnership, virtual event)
2. Cross-selling program improvements
3. Strengthening design standardization and marketing communication materials
4. Optimizing database marketing communication and marketing intelligence



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DIVIDENDS AND DIVIDEND POLICIES

Dividend Policy

In determining the amount of dividends payout to shareholders, BRI is taking into account the projected future business growth factor, the fulfillment of the capital adequacy ratio and the sustainable factor of return on equity in the next three years. The decision to determine the amount of dividend is made at the Annual General Meeting of Shareholders (AGMS).

Amount of Dividends Payout

Based on the Annual General Meeting of Shareholders (AGMS) held on 18 February 2020, BRI has distributed dividends of Rp20.62 trillion or 60% from 2019 Net Profit attributed to the Holding Entity owner of BRI in 2019 at Rp34.37 trillion. The shareholders agreed to increase the dividend payout ratio from 50% of 2018 net profit to 60% of 2019 net profit. Total cash dividend per share was Rp168.20 and paid on 18 March 2020 to the Shareholders whose names are recorded in the Company Shareholders Registry dated 28 February 2020.

BRI Dividend Payout Dates

Description	2018	2019	2020
Total Dividend (billion Rupiah)	13,048.44	16,175.57	20,623.56
Dividend per share (Rupiah)	106.75	131.17	168.11
Dividend Ratio	45% of 2017 net profit	50% of 2018 net profit	60% of 2019 net profit
Announcement Date	22 March 2018	15 May 2019	28 February 2020
Payout Date	25 April 2018	13 June 2019	18 March 2020

CONTRIBUTION TO THE STATE

Aligned with its business growth, BRI has directly and indirectly contributed to the state. The indirect contribution was provided by fostering economic growth through lending and other banking services. BRI also engages in various government programs particularly in the eradication of poverty and equal prosperity, among others by the disbursement of people's business loans (KUR) and infrastructure financing. Moreover, BRI also participates in safeguarding the nation sovereignty by providing banking services to the abandoned, isolate and desolate remote areas (3T) supported by BRISat satellite technology.

BRI direct contribution to the state is through tax payments as well as dividend payout to the Government of RI as BRI ultimate shareholder. The following is BRI contribution on Taxes and dividends in 2018 through 2020:

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Taxes and Dividends Contribution

Rp Million

No	Taxes	2018	2019	2020
1	Income Tax Article 21	1,319,719	1,893,956	2,066,891
2	Income Tax Article 22	19,541	32,087	27,960
3	Income Tax Article 23	170,931	210,712	235,505
4	Income Tax Article 26	1,102,587	1,242,532	1,378,848
5	Final Income Tax Article 4 Paragraph (2)	4,197,500	5,329,602	5,138,719
6	VAT & VAT for Luxury Goods	82,515	83,215	105,850
7	Stamp Duty	74,132	18,970	46,871
	Sub Total Tax Output	6,966,925	8,811,074	9,000,644
8	Corporate Income Tax	9,845,709	8,572,307	7,611,026
11	Dividends	7,472,281	9,179,798	11,774,153
	Total (Taxes + Dividends)	24,284,915	26,563,179	28,385,823

MANAGEMENT/EMPLOYEE STOCK OPTION PROGRAM

As a form of appreciation to its employee and management, BRI has given bonuses in the form of share ownership program. In 2019, in accordance with the GMS Resolution dated 23 March 2016, BRI provided a Long Term Incentive (LTI) in the form of share ownership program for employees which has been paid out for ESA I BRI Phase 1 Program amounted to 143,415,500 shares for 50,775 employees in 2019.

In 2020 BRI exercised ESA I BRI Phase 2 Program amounted to 4,396,700 shares for 173 employees and payment of ESA II program amounted to 226,714,300 shares to 54,527 employees in 2020, while ESA III and ESA IV Program which respectively distributed to +/- 57.111 employee with estimated total shares for every program reaching 237,000,000, where the second distribution of such program will be carried out in 2021.

In 2020, BRI has distributed Employee Stock Allocation (ESA) phase 1 and phase 2, with the following details:

	ESA I	ESA II
Date of Grants	31 December 2016	2 January 2020
End of Vesting Period	Vesting 2 : 31 December 2019	31 January 2020
Total Shares	4,396,700 shares	226,714,300 lembar

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Thereby the total shares distributed under the program amounted to 231,111,000 shares distributed to +/- 54,000 Participants.

The share ownership program is a form of the Company's commitment to providing long-term incentives to employees. This program is given based on individual assessment and the performance of the Company, with the aim of further increasing the sense of belonging of employees with the Company, hence it is expected to be able to consistently encourage increased productivity and achievement of the Company's long-term performance. The employees who are entitled to participate in this program are employees with good performance in order to meet grant requirements and can maintain such performance throughout the vesting period.

USE OF PUBLIC OFFERING PROCEEDS

BRI exercised the Initial Public Offering or IPO on 10 November 2003. In accordance with the elaboration in the IPO prospectus, the details of proceeds allocation from the IPO amounted to Rp1.47 trillion is as follows:

Total Funds Acquisition	Funds Use Plans	Funds Use Details	Total Funds Use	Funds Balance
Rp1.47 trillion	Approximately 60% for Core Banking and IT System Development	As of December 31, 2009, the funds used amounted to Rp883.27 billion	Rp1.47 trillion or 100% of the planned use of funds	Nil
	Approximately 30% for Network Expansion	As of December 31, 2009, the funds used amounted to Rp441.63 billion		
	Approximately 10% for Product Research and Development	As of December 31, 2009, the funds used amounted to Rp147.21 billion		

During the period of the use of public offering funds in 2004-2009, there was no change to the planned use of funds.

INFORMATION ON MATERIAL TRANSACTIONS WITH CONFLICT OF INTEREST AND/OR TRANSACTIONS WITH RELATED PARTIES

BRI does not engage in material transactions with conflict of interest. BRI engages in transactions with related parties due to the relationship of ownership and/or management. All transactions with related parties have been made according to the mutually agreed policies and terms. The details of related parties is available in Notes 45 in the Financial Statements attached to this Annual Report.

Significant Transactions

All significant transactions with related parties is described in the Notes 45 in the Financial Statements attached to this Annual Report.

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MATERIAL INFORMATION ON INVESTMENT, EXPANSION, DIVESTMENT, ACQUISITION, OR DEBT AND CAPITAL RESTRUCTURING

On 12 October 2020, PT Bank Rakyat Indonesia (Persero) Tbk (BRI), PT Bank Mandiri (Persero) Tbk (Mandiri), PT Bank Negara Indonesia (Persero) Tbk (BNI), PT Bank BRIsyariah Tbk (BRIS), PT Bank Syariah Mandiri (BSM) and PT Bank BNI Syariah (BNIS) have signed a Conditional Merger Agreement for the merger of BRIS, BSM and BNIS. Based on the agreement, BRIS will become the surviving entity, while all shareholders of BNIS and BSM will become shareholders of the surviving entity based on the merger ratio.

On 21 October 2020, the Merger Participating Banks announced a Merger Plan containing the composition of Shareholders with a minimum post-merger share of BRI's ownership of 17.4% (assuming no BRIS MESOP will be executed). Based on the Deed of the Decision Statement of the BRIS EGMS on 8 January 2018, there is an Option Program for BRIS Management and Employees Stock Ownership (MESOP) which, if all of these options are distributed and exercised, the portion of BRI's ownership in the Merged Bank will be at least 17.2%.

On 15 December 2020, BRIS held the Extraordinary General Meeting of Shareholders (EGMS) where the shareholders approved the plan to merge BRIS, BNIS, and BSM into the Merged Bank, including the Merger Plan, the Merger Deed, and changes and adjustments to the Articles of Association of BRIS. The EGMS also agreed to dismiss all members of the Board of Directors, Board of Commissioners, and Sharia Supervisory Board of BRIS and appoint members of the Board of Directors, Board of Commissioners, and Sharia Supervisory Board of the Merged Bank which became effective on the effective date of the merger. For the merger, following the effective date of the merger, BRIS is not included in the BRI Financial Conglomerate and the Surviving Bank will enter as a member of the Bank Mandiri Financial Conglomerate.

BRIS shareholders who disagree with the resolution of the BRIS EGMS regarding the merger will be given the opportunity to request that their shares be purchased by BRI and/or other parties appointed by BRI at a predetermined fair market value.

The business merger transaction of the three sharia SOE banks has received the approval from the Financial Services Authority-Capital Market and Financial Services Authority-Banking, respectively through letter No.S-289/D.04/2020 dated 11 December 2020 and No. 4/KDK.02/2021 dated 27 January 2021. Related information can be viewed in the Subsequent Events section.

Debt Restructuring and/or Capital Restructuring

With economic conditions in recession as a consequence of the Covid-19 pandemic, many borrowers are experiencing difficulties in repaying and paying off their loans. In order to maintain the stabilization of the financial industry, the Financial Services Authority issued regulations for banks, insurance and financing institutions for the relaxation of customer debt, especially the MSME segment.

In accordance with the Financial Services Authority Regulation No. 40/POJK.03/2019 dated 19 December 2020 concerning Asset Quality Assessment for Commercial Banks, BRI restructured loans on 31 December 2020 and 2019, respectively, amounting to Rp42.64 trillion and Rp51.87 trillion. The restructuring scheme is generally carried out by extending the repayment period of credit and rescheduling outstanding interest.

Total restructured loans due to Covid-19 until the end of 2020 reached Rp194.88 trillion with a scheme of period extension, lower interest rates, postponing principal and interest. This measure was carried out by referring to the Financial Services Authority Regulation No. 11/POJK.03/2020 dated 16 March 2020 concerning National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of Corona Virus Disease 2019 and PJOK No. 48/POJK.03/2020 dated 1 December 2020 regarding the Amendment to the Financial Services Authority Regulation No. 11 stated above.

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REGULATORY CHANGES

No	Regulation	Subject	Description	Impact for BRI
1	Regulation of the Indonesian Financial Services Authority Number 32/POJK.03/2018 dated 27 December 2018	Legal Lending Limit and Provision of Large Funds for Commercial Banks		Preparation of internal policies related to the Legal Lending Limit (LLL) in BRI.
2	Regulation of the Bank Indonesia's Board of Governors Number 20/4/PADG/2018 dated 5 April 2018	Administration of Securities through Bank Indonesia-Scripless Securities Settlement (BI-RTGS) System	<p>The new regulation amended a number of stipulations in the Bank Indonesia Circular Letter (SEBI) Number 17/30/DPSP dated 13 November 2015 on the implementation of Immediate Fund Settlements through Bank Indonesia-Real Time Gross Settlement System. The amendments cover:</p> <ol style="list-style-type: none"> 1. Stipulation on Participant's obligation to provide sufficient funds at the time of sending fund settlement instruction; 2. Stipulation on queuing mechanism and the use of the FLI for fund settlement in the BI-RTGS System; 3. Stipulation on centralized procedures for application to participate and changes in participation that are strategic and fundamental in integrated licensing services in the operational relationship for commercial banks in the BI-RTGS System; 4. Improvement on procedures to strengthen governance and to harmonize with the operations of other systems in Bank Indonesia such as the BI-SSSS, BI-ETP System, and SKNBI, among others: <ul style="list-style-type: none"> • A 6-month deadline of security audit implementation following changes in the internal IT system of BI-RTGS participants; • the obligation for system Participants to participate in a backup system trial conducted by the Bank Indonesia. System participants are expected to be committed to the trial and support seamless payment system operations. 	<ol style="list-style-type: none"> 1. BRI must compile a new procedure for securities administration through the BI-SSSS; 2. BRI is required to perform a security audit no later than 6 months following changes in the internal IT system of BI-RTGS participants; 3. BRI is required to participate in the backup system trial run by the Bank Indonesia.

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No	Regulation	Subject	Description	Impact for BRI
3	Regulation of the Board of Governors (PADG) Number 20/ 15/PADG/2018 dated 30 July 2018	Implementation of Immediate Fund Settlements through the Bank Indonesia-Real Time Gross Settlement (BI-RTGS) System	<ol style="list-style-type: none"> 1. Background The PADG on Immediate Fund Settlement Implementation through the BI-RTGS System aims to regulate the provision of funds when sending funds settlement instructions through the BI-RTGS System, queuing mechanisms, and use of the Intraday Liquidity Facility (FLI). In addition, in order to support Bank Indonesia’s policy to provide integrated licensing services in operational relations for commercial banks, regulations regarding the procedures for application and changes to participation which are strategic and fundamental in the operation of the BI-RTGS are to be implemented centrally; 2. The stipulations that were changed in the SEBI Number 17/30/DPSP dated 13 November 2015 regarding the Implementation of Immediate Fund Settlements through the BI-RTGS System are: <ol style="list-style-type: none"> a. Stipulation on Participant’s obligation to provide sufficient funds at the time of sending fund settlement instruction; b. Stipulation on queuing mechanism and the use of the FLI for fund settlement in the BI-RTGS System; c. Stipulation on centralized procedures for application to participate and changes in participation that are strategic and fundamental in integrated licensing services in the operational relationship for commercial banks in the BI-RTGS System; d. Improvement on procedures to strengthen governance and to harmonize with the operations of other systems in Bank Indonesia such as the BI-SSSS, BI-ETP System, and SKNBI, among others: <ul style="list-style-type: none"> • A 6-month deadline of security audit implementation following changes in the internal IT system of BI-RTGS participants; • the obligation to the obligation for system Participants to participate in a backup system trial conducted by the Bank Indonesia. System participants are expected to be committed to the trial and support seamless payment system operations. 3. PADG Number 20/15/PADG/2018 dated 30 July 2018 comes into force on the date of stipulation, except for provisions regarding: <ol style="list-style-type: none"> i. fund settlement instructions; ii. ipriority group; iii. queuing mechanism; and iv. liquidity management facilities. 	<ol style="list-style-type: none"> 1. BRI is required to comply with the new regulations stipulated in the PADG; 2. BRI is required to carry out a security audit no later than 6 months following changes in its IT system; 3. BRI is required to participate in the backup system trial run by Bank Indonesia.

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No	Regulation	Subject	Description	Impact for BRI
4	Regulation of the Bank Indonesia's Board of Governors Number 20/26/PADG/2018 dated 31 October 2018	Participation in the Bank Indonesia National Clearing System (SKNBI)	<ol style="list-style-type: none"> 1. This PADG is issued to provide consistency with the integrated licensing system policy of Bank Indonesia as referred to in Bank Indonesia Regulation (PBI) Number 19/13/PBI/2017 dated 15 December 2017 concerning Integrated Licensing Services in connection with the Operating Relationship of Commercial Banks with Bank Indonesia (PBI PPTBU); 2. PADG Number 20/26/PADG/2018 dated 31 October 2018 regulates participation in the implementation of the SKNBI, including requirements and procedures of participation, changes in membership data, participation status, and changes in membership status in SKNBI; 3. In addition, in order to harmonize the integrated licensing policy as referred to in point 1, adjustments have been made to stipulations regarding application procedure and information submission on SKNBI membership. The adjustments are: <ol style="list-style-type: none"> a. Submission of applications and information addressed to work units that carry out macroprudential, monetary, and payment system supervision functions are: <ol style="list-style-type: none"> i. Applications as SKNBI Participants submitted by newly established banks or banks resulting from strategic and fundamental actions as set out in the PBI PPTBU; ii. Application for changes in SKNBI membership data and in membership status as a result of strategic and fundamental actions as well as changes in membership data that affect Participants' data in Bank Indonesia; and iii. Submission of information regarding changes of address and Participants' management. b. Applications submitted to the work unit that carries out payment system operation function are: <ol style="list-style-type: none"> i. Applications as system Participants submitted by Banks other than those referred to in point a.i) and Non-Bank Funds Transfer Providers, participation data changes; and ii. Application for changes to SKNBI membership data other than those referred to in point a.ii). 4. PADG Number 20/26/PADG/ 2018 dated 31 October 2018 revokes the provisions of Chapter III, letter A to letter G, of Bank Indonesia Circular Letter Number 18/7/ DPSP dated 2 May 2016 regarding the Implementation of Fund Transfers and Scheduled Clearing by Bank Indonesia as amended by Bank Indonesia Circular Letter Number 18/40/DPSP dated 30 December 2016. 5. The provisions in PADG Number 20/26/PADG/2018 dated 31 October 31 2018 comes into effect on the date of stipulation. 	As a national clearing system participant, BRI is required to comply with the new regulations and deliver the reports stipulated in PADG BRI Number 20/26/PADG/2018 dated 31 October 2018.

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No	Regulation	Subject	Description	Impact for BRI
5	Regulation of the Indonesian Financial Services Authority Number 34/POJK.03/2018 dated 28 December 2018	Reassessment of Main Parties of Financial Services Institutions	<ol style="list-style-type: none"> Main parties in BRI that are subject to the provisions in this regulation include: <ul style="list-style-type: none"> Controlling Shareholder, hereinafter referred to as PSP (a legal entity, juristic persons, and/or business group with equity ownership and power to control the Bank's management); Boards of Directors; Boards of Commissioners; and Executive Officers (Bank officers who are directly responsible to the Board of Directors or have significant influence on Bank policies and/ or operations); BRI is required to submit data update and information of domicile of the Main Parties and/or contact persons. The first report of update shall be submitted to OJK no later than one month after this regulation comes into effect (28 February 2019). Changes in domicile data and information may be submitted to OJK at any time. The update of domicile data and information of Main Parties and/or their contact persons have been submitted by the Compliance Division of KP BRI to the OJK through letter number B.21-KPT/BNP/02/2019 dated 28 February 2019. Furthermore, BRI is also required to complement its list of shareholders with explanation regarding Main Parties that fail re-assessment process in the Quarterly Financial Statements and Annual Report. 	<ol style="list-style-type: none"> BRI is required to update its main party data and submit the updated version to OJK no later than 1 month after this provision comes into effect; BRI is also required to include explanations in the list of shareholders regarding the status of Main Parties that fail the re-assessment process. The explanations should be provided in the Bank's Quarterly Financial Statements and Annual Report.
6	Regulation of the Indonesian Financial Services Authority Number 9/POJK.04/2019 dated 19 February 2019	Broker-Dealers for Debt Securities and Sukuk (PPE-EBUS)	<ol style="list-style-type: none"> Commercial Banks can conduct activities as PPE-EBUS for all debt securities and Sukuk, both for their own interests and/or for the interests of the customers Commercial bank employees who will carry out PPE-EBUS activities in the marketing and trading functions can use a treasury certificate in applying for a license as a marketing securities brokerage representative; The treasury competency certificate is used in lieu of the copy of certificate of marketing representative of broker-dealer for debt securities; Banks that perform PPE EBUS activities are required to submit periodic activity reports and incidental reports to the OJK electronically through the OJK reporting system; Periodic activity reports must be submitted monthly at the latest every 12 (twelfth) working day of the following month; Incidental reports must be submitted no later than 7 (seven) working days since formal changes take place. 	<p>The impacts of this POJK for BRI are:</p> <ol style="list-style-type: none"> BRI needs to develop internal regulations in performing activities as PPE-EBUS; BRI has to establish supervisory procedures and mechanisms in carrying out activities as a PPE-EBUS; BRI needs to ensure that relevant BRI employees have treasury professional competency certificate to apply a license as a marketing representative of broker-dealer for debt securities.

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No	Regulation	Subject	Description	Impact for BRI
7	Bank Indonesia Regulation Number 21/7/PBI/2019 dated 15 May 2019	Amendment to Bank Indonesia Regulation Number 20/10/PBI/2018 concerning Non-Deliverable Forward Domestic Transactions	<ol style="list-style-type: none"> 1. All Domestic Non-Deliverable Forward (DNDF) Transactions must have Underlying Transactions; 2. The underlying transaction obligation does not apply to transactions foreign currency against rupiah through DNDF transactions by Customers or Foreign Parties with a maximum nominal value of USD5,000,000.00 (five million United States dollars) or the equivalent per transaction for each Customer or each Foreign Party; 3. Underlying Transactions for transaction of foreign currencies against rupiah are proven by final Underlying Transaction documents and supporting documents or proven by Underlying transaction documents containing estimates and other supporting documents; 4. Underlying Transaction documents must be received by Banks no later than 5 (five) working days after the DNDF Transaction date; 5. Banks must ensure the correctness and fairness of Underlying documents for foreign currency transactions against rupiah; 6. As stipulated in the PBI concerning Foreign Exchange Transactions against Rupiah between Banks and Domestic Parties and Foreign Parties, for Underlying Documents containing estimates of projected cashflow, Banks must carry out fairness assessment using: <ol style="list-style-type: none"> a. additional documents; b. historical data for at least the previous 1 (one) year; and c. track record of Customers or Foreign Parties. 7. Banks are obliged to ensure that Customers and/or Foreign Parties submit: <ol style="list-style-type: none"> a. Final Underlying Transaction documents and supporting documents; and/ or b. Estimate of Underlying Transaction documents and supporting documents. 	<ol style="list-style-type: none"> 1. BRI revises the processing time limit of Fund Transfer EFD sending through the Funds Transfer Service, from no later than 2 (two) to just 1 (one) hour after a Participant receives the fund transfer order; 2. BRI revises the processing time limit of forwarding funds to Recipient Customers through the Funds Transfer Service from no later than 2 (two) hours to just 1 (one) hour after settlement; 3. Payment of EFD through the Regular Payment Service must be made no later than 1 (one) hour after the Participant receives the fund transfer order; and 4. BRI revises the processing time limit of forwarding funds to Recipient Customers through the Regular Payment Service from no later than 2 (two) hours to 1 (one) hour from settlement.

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No	Regulation	Subject	Description	Impact for BRI
8	Regulation of the Bank Indonesia's Board of Governors Number 21/11/PADG/2019 dated 31 May 2019	Nominal Value Limit of Transactions through the Bank Indonesia Real Time Gross Settlement System and the Bank Indonesia National Clearing System (SKNBI)	<ol style="list-style-type: none"> 1. This regulation contains: <ol style="list-style-type: none"> a. general requirements; b. nominal value limit of transactions through BI-RTGS system; c. nominal value limit of transactions through SKNBI; d. announcement; and e. concluding provisions. 2. This regulation improves the provisions concerning the maximum limit of nominal value of transactions in SKNBI: <ol style="list-style-type: none"> a. Maximum of Rp1 billion for Funds Transfer Services; b. Maximum of Rp500 million for Debit Clearing Services; c. Maximum of Rp1 billion for Regular Payment Services; d. Maximum of Rp500 million for Regular Billing Services; 3. All members of the BI-RTGS and SKNBI systems must announce the new limit on the nominal value of transactions in BI-RTGS and SKNBI systems to customers. The announcement is made by putting up the information in each office and in places that are easily seen by customers; 4. This regulation comes into force on 1 September 2019 and revokes and nullifies SEBI number 17/35/DPSP dated 13 November 2015 on Limit on Nominal Value of Fund Transfers through the BI-RTGS System and the Bank Indonesia National Clearing System. 	<p>The impact of PADG for BRI is:</p> <ol style="list-style-type: none"> 1. BRI will change the maximum limit nominal value of transactions through SKNBI service to maximum of Rp1,000,000,000.00 (one billion rupiah) per EFD transfer of funds; and 2. BRI will change the maximum limit of nominal value of transactions through SKNBI to Rp1,000,000,000.00 (one billion rupiah) per item of EFD payment.

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No	Regulation	Subject	Description	Impact for BRI
9	Regulation of the Bank Indonesia's Board of Governors Number 21/10/PADG/2019 dated May 31, 2019	Customer Service Standards in the Implementation of Fund Transfers and Scheduled Clearing through the Bank Indonesia National Clearing System	<p>This regulation contains:</p> <ol style="list-style-type: none"> 1. general requirements; 2. customer service standards in fund transfer services, procedures for completing fund transfer order, sender's responsibility, fund recipient's responsibility; 3. customer service standards in debit document clearing services, procedures for filling out debit fund transfer orders, sender's responsibility, fund recipient's responsibility; 4. customer service standards in regular payment services, sender's responsibility, fund recipient's responsibility; 5. customer service standards in regular billing services, procedures for filling out debit transfer orders, sender's responsibility, fund recipient's responsibility; 6. procedure to impose administrative sanctions; 7. concluding provisions. 	<p>As a result of the regulation, BRI must make the following adjustments:</p> <ol style="list-style-type: none"> 1. Changing the processing time limit of Fund Transfer EFD sending through Funds Transfer Services, from no later than 2 (two) hours to no later than 1 (one) hour after the Participant receives the fund transfer order; 2. Changing the processing time limit of funds forwarding to Recipient Customers through the Funds Transfer Service, from no later than 2 (two) hours to no later than 1 (one) hour from settlement; 3. Payment of EFD through Regular Payment Service must be made no later than 1 (one) hour after the Participant receives the fund transfer order; and 4. Changing the processing time limit of funds forwarding to Recipient Customers through the Regular Payment Service, from no later than 2 (two) hours to no later than 1 (one) hour from settlement.

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No	Regulation	Subject	Description	Impact for BRI
10	Regulation of the Indonesian Financial Services Authority Number 15/POJK.05/2019 dated 12 June 2019	Pension Fund Governance	<ol style="list-style-type: none"> 1. Expanded definition of Pension Funds: Pension Fund is a legal entity that manages and implements programs that offer pension benefits, including Pension Funds that carry out all or part of its business according to sharia principles. 2. In applying the principles of pension fund governance, pension funds are required to have a pension fund governance guideline. 3. This regulation also clarify stipulations on the number, composition, criteria and independence of pension fund management. The DPPK management and DPLK executives must have at least 2 (two) members or in accordance with the complexity and effectiveness of decision making and comply with the criteria and duties and responsibilities as stipulated in POJK Number 15/POJK.05/2019 of 2019 concerning the Governance of the Pension Fund. 4. The majority of DPPK administrators and the executives of the board of directors are prohibited from having familial relationship to the second degree with fellow administrators and the supervisory board as well as having conflict of interest that benefits personal, family and/or other parties' interests which may harm the Pension Fund. 5. Clear regulation of the number, composition, criteria, and independence of the management, namely the DPPK Supervisory Board must have at least 2 (two) members. 6. In applying the principles of good governance, Pension Funds are required to establish the following functions: <ol style="list-style-type: none"> a. Internal Audit; b. Risk management; and c. Compliance. The establishment of these functions for DPPK is carried out by the management and in DPLK is carried out by the Executives or combined with the functions of DPLK's founder. 7. Pension funds are required to conduct self-assessment on the implementation of Pension Fund governance at least 1 (one) time in 1 (one) year based on the Pension Fund Governance Guidelines. 8. Violation of the provisions stipulated in the Regulation of the Financial Services Authority of the Republic of Indonesia Number 15/POJK.05/2019 of 2019 concerning Pension Fund Management may be subject to administrative sanctions in the form of: <ol style="list-style-type: none"> a. Written reprimand; b. Decrease in the risk level assessment of governance; and/or c. Implementation of fit and proper test for DPPK management. 9. The duties of the Executive Committee, Supervisory Board and/or DPS set out in the Regulation of the Indonesian Financial Services Authority Number 15/POJK.05/2019 of 2019 concerning Pension Fund Governance are effective 6 (six) months from the date of promulgation 12 June 2019, namely on 12 December 2019. 	BRI Pension Funds are required to prepare Governance Guidelines in accordance with POJK Number 15/POJK.05/2019 dated 12 June 2019.

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No	Regulation	Subject	Description	Impact for BRI
11	Bank Indonesia Regulation Number 21/10/PBI/2019 dated 30 August 30	Management of Rupiah Currency	<p>This regulation covers:</p> <ol style="list-style-type: none"> 1. Types of rupiah currency, consisting of banknotes, coins, and commemorative and uncut notes (URK); 2. Bank Indonesia determines the types of Rupiah Currency, denominations, characteristics, designs, and the raw materials; 3. Bank Indonesia carries out money printing planning, taking into account the inflation rate assumption, economic growth assumptions, technological developments, rupiah price change policies, public needs for certain types of Rupiah denominations, rate of counterfeiting and influencing factors; 4. Bank Indonesia is the only institution authorized to issue Rupiah Currency, including URK under Bank Indonesia Regulation placed in the State Gazette of the Republic of Indonesia and announced through mass media; 5. Reporting obligation of banks and Rupiah Currency-Handling Service Providers (PJUPR) to Bank Indonesia. 6. Direct and indirect supervision of Bank Indonesia on banks and PJUPR, as well as banks acting as cash custodians; 7. Coordination and cooperation undertaken by Bank Indonesia in planning, printing, and disposing Rupiah Currency, as well as cooperation with agencies that coordinate the eradication of counterfeit Rupiah Currency and/or other authorized agencies in order to tackle counterfeiting of Rupiah Currency 8. Imposing administrative sanctions to Banks and PJUPR. 	BRI needs to develop internal provisions regarding the submission of regular and incidental reports to Bank Indonesia. To that end, the Bank will establish a work unit for report development, submission, and revision.
12	Regulation of the Indonesian Financial Services Authority Number 35/POJK.05/2018 of 2018	Financing Company Business Operations	<p>This regulation covers:</p> <ol style="list-style-type: none"> 1. Financing Business Activities; 2. Prepayments in Motor Vehicle Financing; 3. Financing Cooperation; 4. Anti Fraud Strategy; 5. Certification and Sustainability Requirements for Key Parties; 6. Inclusion; 7. Funding; 8. Prohibition; 9. Financing Debt Ratio; 10. Equity; 11. Financial Soundness Level; 12. Financing Companies in the Electricity and Shipping Sector; 13. Submission of Periodic Reports; 14. Sanctions. 	BRI to compile internal regulations on financing, applicable to financing companies in accordance with the POJK.

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No	Regulation	Subject	Description	Impact for BRI
13	Regulation of the Indonesian Financial Services Authority Number 11/POJK.03/2019	Prudential Principles in Asset Securitization Activities for Commercial Banks	<p>This regulation covers:</p> <ol style="list-style-type: none"> 1. General Provisions; 2. Bank Activities in Asset Securitization; 3. Maximum Facility Limit; 4. Reporting; 5. Sanctions. 	<p>Impacts of this regulation to BRI:</p> <ol style="list-style-type: none"> 1. BRI to apply license in asset securitization activities to the Financial Services Authority to anticipate asset securitization activities in the future; 2. BRI to prepare Risk Management guidelines related to the Prudential Principles of Asset Securitization Activities and the Standard Operating Procedures (SPO) for Credit Administration or Mortgage should the Bank perform mortgage securitization activities; 3. BRI will enter into agreements related to each of the Asset Securitization Activities.
14	Regulation of the Indonesian Financial Services Authority Number 16/POJK.05/2019	Supervision of PT Permodalan Nasional Madani (Persero)	<p>This regulation covers:</p> <ol style="list-style-type: none"> 1. PNM's organizational structure; 2. PNM's productivity ratio limit; 3. Compliance to Financial Soundness Level; 4. Implementation of Good Corporate Governance Principles; 5. Implementation of Effective Risk Management; 6. Compliance with Annual Report reporting; 7. Implementation of Anti-Fraud Strategy; 8. Restrictions on PNM. 	<p>Impacts of this regulation to BRI:</p> <p>BRI to develop monitoring mechanism on PNM's according to the criteria in POJK Number 16/POJK.05/2019.</p>

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No	Regulation	Subject	Description	Impact for BRI
15	Impact Analysis of the Regulation of the Minister of Trade of the Republic of Indonesia Number 45 of 2019	Export Prohibited Goods	<p>The regulation prohibits exports from four sectors:</p> <ol style="list-style-type: none"> 1. Agricultural sector: Natural rubber, balata, gutta-percha, guayule, chicle, and similar natural gums in their primary forms or as plates, sheets or strip, and others; 2. Forestry sector: rough wood, skinned or demolished, hoop wood; split poles; piles, pickets and stakes of wood, pointed but not sawn lengthwise; wooden sticks, roughly trimmed but not turned; railroad cross-tie or wood tram tracks, and others; 3. Mining sector: Natural sand of all kinds; other clays (excluding expanded clays of heading 68.06), andalusite, kyanite and sillimanite, calcined or otherwise; mullite; chamotte land or service land; Diatomaceous soils (e.g., kieselguhr, tripolite and diatomite) and similar soils containing silica, calcined or otherwise, with a specific gravity of 1 or less; mineral substances not elsewhere specified or included; 4. Cultural Conservation: Collections and collectors' items in zoology, botany, mineralogy, anatomy, history, archaeology, palaeontology, ethnography or numismatics; and antiques that generally exceed 100 	There will be adjustments to the provisions of the Loan Portfolio Guidelines (LPG) in 2018, especially regarding the list of export prohibited items.
16	Impact Analysis of the Supreme Court Regulation Number 4 of 2019	Amendment to the Supreme Court Regulation Number 2 of 2015 concerning Procedures for Small Claims Settlement (Simple Lawsuit)	<p>The regulation covers:</p> <ol style="list-style-type: none"> 1. Background <ul style="list-style-type: none"> This regulation is established to optimize the settlement of simple lawsuit, especially in terms of the material value of the lawsuit, the jurisdictions of the plaintiff and the defendant, the use of electronic case administration, challenge against court ruling, collateral confiscation and execution procedures; a. Small claims settlement is a procedure to examine a civil suit with a material value not exceeding Rp500 million and that can be settled using simple procedure and evidence; b. A small claim filed against commitment default and/or illegal action with a material value not exceeding Rp500 million; c. In the event that the plaintiff is located outside the jurisdiction or domicile of the defendant, the plaintiff shall, using the power of attorney, appoint a representative, an incidental representative, or a representative having an address in the jurisdiction of the defendant. The said representative(s) shall be equipped with a written letter of assignment from the plaintiff's institution. 	BRI will make adjustments related to the small claim court requirements.

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No	Regulation	Subject	Description	Impact for BRI
17	Impact Analysis of the Regulation of the Minister of Agrarian and Spatial Planning/ Head of the Indonesian National Land Agency Number 9 of 2019	Integrated Mortgage Services through Electronic Systems	<p>1. Background</p> <p>This regulation is established as a legal basis to improve mortgage services that meet the principles of openness, timeliness, promptness, convenience, and affordability in public services, making services more effective and efficient by establishing electronic systems.</p> <p>II. Mechanisms in the Integrated Mortgage service through electronic system include:</p> <ol style="list-style-type: none"> a. Registered Users apply for Mortgage services electronically through the HT-e System provided by the Ministry; b. The Applicant makes a Statement Letter regarding the accountability for the legality and correctness of Electronic Document submitted in the form of Electronic Documents (attached format); c. Requirements in the form of a certificate of land rights or ownership rights to a flat unit must be in the name of the debtor; d. The original document of the application must be kept by the applicant; e. If the application for services is in the form of Mortgage registration, the requirements for the application in the form of APHT are submitted by PPAT in the form of an Electronic Document through an electronic system that is integrated with the HT-el System; f. Service application that has been received by the HT-el System are provided with proof of registration of the application issued by the system. At least, it contains: <ol style="list-style-type: none"> 1. Application registration file number; 2. Date of application registration; 3. Name of the applicant; and 4. Service fee payment code. g. After receiving proof of registration as referred to in point f above, the applicant shall pay the fee through the bank of perception no later than 3 (three) days after the date of registration of the application. If the payment has not been made within the deadline, the application will be declared cancelled; 	BRI will make adjustments to the provisions regarding credit collateral and its amendments, establish technical guidelines, and stipulate restrictions in the Electronic Integrated Mortgage Services referring to the Regulation of the Minister of Agrarian and Spatial Planning/ Head of the Indonesian National Land Agency Number 9 of 2019.

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No	Regulation	Subject	Description	Impact for BRI
			<p>h. The application is processed after the application data and application registration fee are confirmed by the electronic system. If not confirmed by the system, the applicant can confirm directly to the Land Office or Complaints Service.</p> <p>Regarding registration of Mortgage Rights, the following subjects are regulated:</p> <ol style="list-style-type: none"> 1. Mortgage services are processed by recording Mortgage Rights in the land book and the Certificate of Land Rights or Ownership of Flats by the Head of the Land Office; 2. The recording of the Mortgage in the Certificate of Land Rights or Ownership of Flats can be performed by the Creditors by printing the notes issued by the HT-el System; 3. Creditors attach the printed notes as referred to in point b above on the Certificate of Land Rights or Ownership of Flats which is an integral part of the Certificate of Mortgage Rights; 	

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No	Regulation	Subject	Description	Impact for BRI
18	Impact Analysis of the Regulation of the Ministry of Public Works and Housing of the Republic of Indonesia Number 11/PRT/M/2019	Preliminary Agreement of House Sale and Purchase System (PPJB)	<p>I. Background</p> <p>This regulation is established as a legal basis for optimizing the arrangement of the agreement on sale and purchase of flat units based on Article 43 of Law Number 20 of 2011 concerning Flats, as well as to implement the provisions of Article 42 paragraph (3) of Law Number 1 of 2011 concerning Housing and Residential Areas.</p> <p>1. The scope of this Ministerial Regulation covers the PPJB system which consists of Marketing and PPJB. The PPJB system applies to Owned Public Houses and Commercial Houses in the form of Single Houses, Row Houses, and Flats. Developers in the PPJB system are of individuals and/or legal entities.</p> <p>2. Stipulations concerning property marketing are:</p> <ol style="list-style-type: none"> Developers may market Single Houses or Row Houses during the construction process or before construction is carried out. Developers can cooperate with a Marketing or Sales Agent to conduct Marketing. Developers may collaborate with Marketing or Sales Agents to market properties. Developers are responsible for the marketing information and explanations to prospective buyers submitted by the Marketing or Sales Agent. Marketing information must contain correct and clear, information, and ensures the certainty of information regarding the existing planning and physical conditions. Marketing information must contain at least: <ul style="list-style-type: none"> district/city plan certificate number; land title certificate number in the name of the developer or land owner cooperating with the Developers; letter of support from bank/ non-bank; number and date of ratification for the Developers with a legal entity or identity number for the individual Developers as well as the identity of the land owner cooperating with the Developers; number and date of issuance of the main building construction permit or building construction permit; site plans for the development of landed houses or flats; building specifications and House plans or drawings of buildings cut vertically and showing the contents or parts of the building and the plan of the flat units; 	BRI will make relevant adjustments based on these provisions.

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No	Regulation	Subject	Description	Impact for BRI
			<ul style="list-style-type: none"> • the selling price of the house or flats; clear information regarding infrastructure, facilities and public utilities offered by the Developers; and • clear information regarding common shares, common objects, and common land for the construction off Flats. 	
			<p>3. Stipulations concerning sale and purchase agreement (PPJB): PPJB is carried out after the Developers meets the certainty requirements for:</p> <ol style="list-style-type: none"> a. land ownership status (proven by the certificate of land rights shown to the prospective buyer at the signing of the PPJB); b. things that are agreed, consisting: <ul style="list-style-type: none"> • house conditions; • public infrastructure, facilities and utilities; • explanation to prospective buyers regarding the contents of the PPJB; • land and / or building status in the case of collateral ownership of the main building construction c. permit to build the main building or other buildings (the copy is submitted to the prospective buyer at the signing of the PPJB); d. availability of public infrastructure, facilities and utilities for housing (proven by the construction of infrastructure at least roads and drains of rainwater / drainage, location for construction of facilities according to allotment; and a statement from the Developers regarding the availability of public utilities in the form of electricity and water sources); e. availability of infrastructure, facilities and public utilities for flats (proven by a statement letter from the developer regarding the availability of ready-to-build land outside the collective land); f. development at least 20% (twenty percent) according to the report from the construction supervisory consultant or construction management consultant with following conditions: <ul style="list-style-type: none"> • for single houses or row house, the construction is at least 20% (twenty percent) of the total number of housing units as well as the availability of infrastructure, facilities and public utilities in a planned housing; or • for flats, the development is at least 20% (twenty percent) of the construction volume of flats being marketed. 	

Financial Review

No	Regulation	Subject	Description	Impact for BRI
19	Impact Analysis of Bank Indonesia Regulation Number 21/13/PBI/2019 concerning Amendment to Bank Indonesia Regulation Number 20/8/PBI/2018	Regulation on Loan to Value Ratio for Property Loans, the Financing to Value Ratio for Property Financing, and Prepayments for Loans or Motor Vehicle Financing	<p>This regulation covers:</p> <p>I. Background</p> <ol style="list-style-type: none"> that in order to increase economic growth amidst credit risk or financing, favourable macroprudential policies are needed through policy relaxation, particularly in relation to loan to value ratios for property loans, financing to value ratios for property financing, and down payments for loans or motor vehicle financing; In line with the macroprudential policies and efforts to promote green economy, support from the central bank is required through policies on loan to value ratios, financing to value ratios, and advances for credit or financing for environmentally friendly properties and environmentally friendly motor vehicles. <p>Collateral appraisal procedures are regulated as follows:</p> <ol style="list-style-type: none"> for KP or PP that is eligible for a loan ceiling of up to Rp10,000,000,000.00 (ten billion rupiah), the collateral value is based on an estimate made by the Bank's internal appraiser or an independent appraiser; and for KP or PP that is eligible for a loan ceiling of more than Rp10,000,000,000.00 (ten billion rupiah), the collateral value is based on an estimate made by an independent appraiser. 	BRI will relevant make adjustments to its internal regulations based on PBI Number 21/13/PBI/2019 concerning Amendments to PBI Number 20/8/PBI/2018.
20	Law Number 11 of 2020 dated 2 November 2020	Job Creation	<p>The Job Creation Law has significant impacts due to the changes contained in the law, among others concerning:</p> <ol style="list-style-type: none"> Simplification of Licensing; Investment Requirements; Employment; Facilities, Empowerment, and Protection of MSMEs; Ease of doing business; Research and Innovation Support; Government Administration; Land acquisition; Investments and Government Projects; Economic Zone. 	BRI needs to revisit and readjust its Internal Policies affected by the Job Creation Law.

Financial Review

No	Regulation	Subject	Description	Impact for BRI
21	Regulation of the Indonesian Financial Services Authority Number 15/POJK.04/2020 dated 20 April 2020	Plan and Implementation of General Meeting of Shareholders of Publicly Listed Companies	<ol style="list-style-type: none"> 1. Regulators improve the efficiency and effectiveness of the general meetings of shareholders by utilizing information technology developments, one of which is by performing electronic GMS (e-GMS); 2. There is an addition on parties that may propose GMS, from the Shareholders and Board Directors Board, now to include the Board of Commissioners. 	As a publicly listed company, BRI is required to adjust its articles of association following the issuance of this POJK no later than 18 (eighteen) months starting 20 April 2020. BRI is currently preparing the necessary adjustments and endorsement to the adjustments will be requested in the nearest future GMS.
22	Regulation of the Indonesian Financial Services Authority Number 16/POJK.04/2020 dated 20 April 2020	Implementation of Electronic General Meeting of Shareholders of Publicly Listed Companies	<p>This provision regulates the details of electronic GMS implementation, including:</p> <ol style="list-style-type: none"> 1. E-GMS Implementation System; 2. E-GMS provider; 3. E-GMS Users; 4. Electronic authorization. 	BRI is preparing adjustments to the Bank's Articles of Association. Endorsement to the adjustments will be requested in the nearest future GMS.

IMPLEMENTATION OF ACCOUNTING POLICY CHANGES

BRI and its subsidiaries adopted accounting standards on 1 January 2020, which are considered relevant to the consolidated financial statements, which are:

No.	Accounting Policy	Changes	Impact of Changes to BRI
1	SFAS 71	There are 2 (two) significant changes in SFAS 71 when compared to SFAS 55 implemented in BRI, namely: Classification and Measurement (C & M) and Impairment.	Financial asset allowance for impairment losses is formed using the concept of forward looking (formed without having to reduce the quality of financial assets), or calculating the probability of future impairment losses (without having objective evidence of present impairment).
2	SFAS 73	Recognizes the single accounting model for all leases by recognizing the use rights assets and the associated liabilities, with 2 exceptions namely low value underlying assets and short-term leases (less than 12 months).	Did not cause significant changes to financial reporting because most of the lease payment mechanisms were paid in advance hence it was already recorded as a group of other assets.

Financial Review

BUSINESS CONTINUITY INFORMATION

The threat of BRI's business continuity can originate from potential disruptions/disasters caused by, among others, nature, man-made, technology and disruptions related to infrastructure. To anticipate the impact of this potential disruption, BRI Board of Directors developed and implemented a Business Continuity Management (BCM) Policy set out in the BRI NOSE Circular Letter: S.26-DIR/DMR/12/2016. The objectives of BCM policies include to protecting the employees' lives' security and safety, protecting the customers and other stakeholders' lives in the BRI Operational Work Unit in accordance with the Disaster Management Plan, and maintaining the continuity of the most important business/operational activities, safeguarding BRI assets and responding adequate in a disruption/disaster situation (Business Continuity Plan). Currently the challenges from BCM apart from the 4 (four) factors above are related to the Covid-19 Pandemic in the New Normal era and the Digitalization of the Banking and Financial System which can cause many disruptions, one of which is Cyber Attack.

The implementation of BRI BCM covers all BRI work units which, among others, is carried out through the establishment of the BCM Organizational Structure consisting of the Business Continuity Management Team and the Crisis Management Team, the preparation of a Call Tree and the establishment of alternate sites. The BRI work units have also conducted a Threat and Disaster Risk Assessment which aims to identify the resources needed to prepare for threats/disasters in each work unit. As one of the implementations of BCM, BRI already has Emergency Response Plan (ER Plan) guidelines and Business Continuity Plan (BC Plan) policies for Critical Work Units. To ensure that the policy can be used in the event of a disruption/disaster, the ER Plan and BC Plan trials are carried out annually and prioritized for disaster-prone work units.

BRI's readiness to ensure the implementation of business continuity procedures has been well tested in the event of disasters experienced by several BRI Work Units, including the Covid-19 pandemic that is currently remained. The Covid-19 handling is carried out by implementing 3 Ts measures (tracing, testing and treatment) at work units.

In accordance with Law No. 9 of 2016 concerning Financial System Crisis Prevention and Handling, POJK No. 2/POJK.03/2018 concerning the Establishment of Systemic Banks and Capital Surcharge, and POJK No. 14/PONK.03/2017 concerning the Action Plan (Recovery Plan) For Systemic Banks, BRI as one of the Systemic Banks has prepared a Recovery Plan Document.

The action plan is the stage of the plan to be carried out if the Systemic Bank experiences a condition of financial stress that can endanger business continuity. As such, the Action Plan prepared by BRI has included scenarios aimed at preventing, recovering and/or improving conditions that endanger BRI's business continuity.

BRI's Action Plan document has included matters stipulated in the POJK. The Action Plan includes scenarios and recovery options to be implemented by BRI based on indicators that include capital aspects, liquidity aspects, profitability aspects, and asset quality aspects.

In 2020, BRI as the Systemic Bank conducted the BRI Action Plan evaluation and updating as a follow-up to fulfilling POJK No. 14/POJK.03/2017 concerning the Action Plan (Recovery Plan) For Systemic Banks. Based on the evaluation results, throughout 2020 there were no trigger levels for BRI's Recovery Plan that were exceeded, so activation of the BRI Recovery Plan is not required. This is in line with BRI's performance that is able to maintain adequate Capital, Liquidity, Profitability and Asset Quality ratios above the trigger for the prevention level of BRI's Recovery Plan amidst the decline in national economic conditions.

The 2020-2021 BRI Action Plan document has received approval from the BRI Board of Commissioners and the Financial Services Authority through Letter No. S-4/PB.3/2021 dated 25 January 2021 regarding the Action Plan (Recovery Plan) of PT Bank Rakyat Indonesia (Persero) Tbk (BRI) 2020-2021.

HUMAN CAPITAL DEVELOPMENT



In 2020, BRI focused on implementing BRILiaN, the talent management and a strategic initiative to realize BRI vision of becoming The Most Valuable Bank in South East Asia & Home to The Best Talent. BRI established a dedicated BRILiaN Development Centre to oversee system preparation and digitization process for BRILiaN individuals, enabling them to realize their full potential as Great Talents and Leaders.

Human Capital Development

PERFORMANCE HIGHLIGHTS OF HUMAN CAPITAL DIRECTORATE

2020 PERFORMANCE SUMMARY OF HUMAN CAPITAL DIRECTORATE

In 2020, BRI carried out several initiatives and working culture internalization through development programs in accordance with the BRI One Culture Framework.

Together with the Covid-19 taskforce, BRI responded to the pandemic by introducing a “New Way of Working”, where BRI employees are able to work and learn, anywhere and anytime, through digitization support.

In order to enhance business process effectiveness in human capital management and to curb COVID-19 transmission, BRI developed BRILiaN Apps, a mobile application that can be used by all employees to choose work location during remote working and to update BRI Community activities. BRILiaN App supports the work-life integration and maintains employees productivity. BRI also continuously upgrades automation features in self-service applications.

Moreover, BRI integrated the human capital systems of the parent company with subsidiaries’ as part of the the Bank’s efforts to synergize as a group. In this initial stage of development, the management of BRI and subsidiary employee data will be centralized, thereby ensuring greater accuracy of employee data management.

In terms of recruitment, in 2020 BRI organized the BRILiaN Future Leader Program, recruiting a total of 95 new employees. BRI also carried out BRILiaN Next Leader Program for existing employees and a total of 45 qualified employees passed program’s the selection. This program aims to recruit excellent candidates with strong leadership potential, demonstrated by their strong professional character and skills. In addition, BRI opened the BRILiaN Banking Officer Program for existing employees and recruited a total of 303 individuals.

BRI executed another batch of BRILiaN Scholarship Program to identify young, potential talents whose performance are monitored since college. Qualified talents will be given the opportunity to join BRI as employees with promising development programs and benefits. Through this program, BRI distributed scholarships to 48 best students from various universities in Indonesia.

In 2020, Human Capital Directorate achieved another success in terms of the high level of satisfaction among employees towards BRI human capital management, measured among others from the rate of turnover. Turnover rate in 2020 stood at 1.73%, lower than 2.29% in 2019,

Human Capital Development

and also lower than the average turnover level in the industry at 12%. This result is a positive feedback to BRI's employee retention efforts.

Meanwhile, the internal employee engagement survey 2020 shows that 93.90% employees reported they are engaged with the Bank. This result improved from 83.99% in the 2019 survey. As for satisfaction level, 98.40% of BRI employees reported that they are satisfied with BRI. Net Promoter Score in 2020 stood at 48.4, up from 37 in the previous year.

In 2020, BRI employee productivity, measured by Earnings per Employee (EPE) reached Rp285 million per permanent employee. This number decreased compared to Rp556.16 million of EPE per permanent employee in 2019, which was due to the COVID-19 pandemic that affected the Bank's business performance.



To enhance the quality of BRI's human capital and to drive employee performance to the highest level possible, BRI carried out various training activities in 2020. In total, the Bank trained 5,274,114 participants, with activities comprising 94.9% of e-learning, 3.0% enhancement education, 1.3% Performance Enhancement Forum, 0.6% information dissemination activities, and 0.2% Development activities.

2020 & 2021 STRATEGIES

BRI HC management in 2020 aims to realize the Bank's aspiration to be the Most Valuable Bank in South East Asia and Home to the Best Talent. To this end, BRI have designed a framework strategy or BRI HC architecture management with a world class human capital system & practice. This framework is sustained by three pillars, namely People, Culture, and Organization.

In 2021, BRI Human Capital development will be focused on three key human capital management areas, namely People (Grooming Talent and Great Leader), Culture (Internalizing BRILiaN Values & Build Digital Culture) and Organization (Leveraging

Organizational Competence). There are also milestones to be achieved, including:

1. Stronger BRI's employer brand to attract and retain talent;
2. BRI's position maintained as a preferred workplace for young talented professionals to build their career;
3. Enhanced employee engagement through rewards and clear career path.
4. Use of People Analytics and data to support decision-making in human capital management.

Human Capital Development

The development in the banking business landscape, coupled with rapid growth of technology and competition, have created a demand for BRI to ensure that the Bank employs the best talents, or human capital, as the key enabler of growth and attainment of the Bank's vision. The role of human capital is even more instrumental in this era of digitalization, in line with the view that HC is the Bank's largest asset and most important pillar in making its vision a reality.

HUMAN CAPITAL GOVERNANCE

HUMAN CAPITAL MANAGEMENT STRUCTURE

An international-level human capital management practices are required to enhance the productivity of BRI employees. In 2020, BRI approved a new organization model for human capital management, consisting of Human Strategy & Policy Division, Human Capital Development, Human Capital Business Partner, Human Capital Partnership Management Division, Culture Transformation Division, and BRI Corporate University.

In general, Human Capital Strategy & Policy Division is responsible to manage human capital planning, organization development, individual performance assesment, rewards policy, and employee relation. Meanwhile, HC Development Division is focus on managing policy concerning career management, people development, talent recruitment, and assesment.

Human Capital Business Partner Division, as the name implies, is tasked to manage HC business partner activities, HC Information System and HC Operations, while HC Partnership Management Division focuses on the management of contract employees, outsourced employees, internship, and partnership.

Education and training activities, under a corporate university design, is the responsibility of BRI Corporate University. Moreover, to ensure the that culture transformation process continues, BRI established a dedicated division, namely the Culture Transformation Division that is responsible for managing the activities of culture transformation policy, culture activation & human capital communication.

HUMAN CAPITAL POLICY AND STRATEGY/ROADMAP

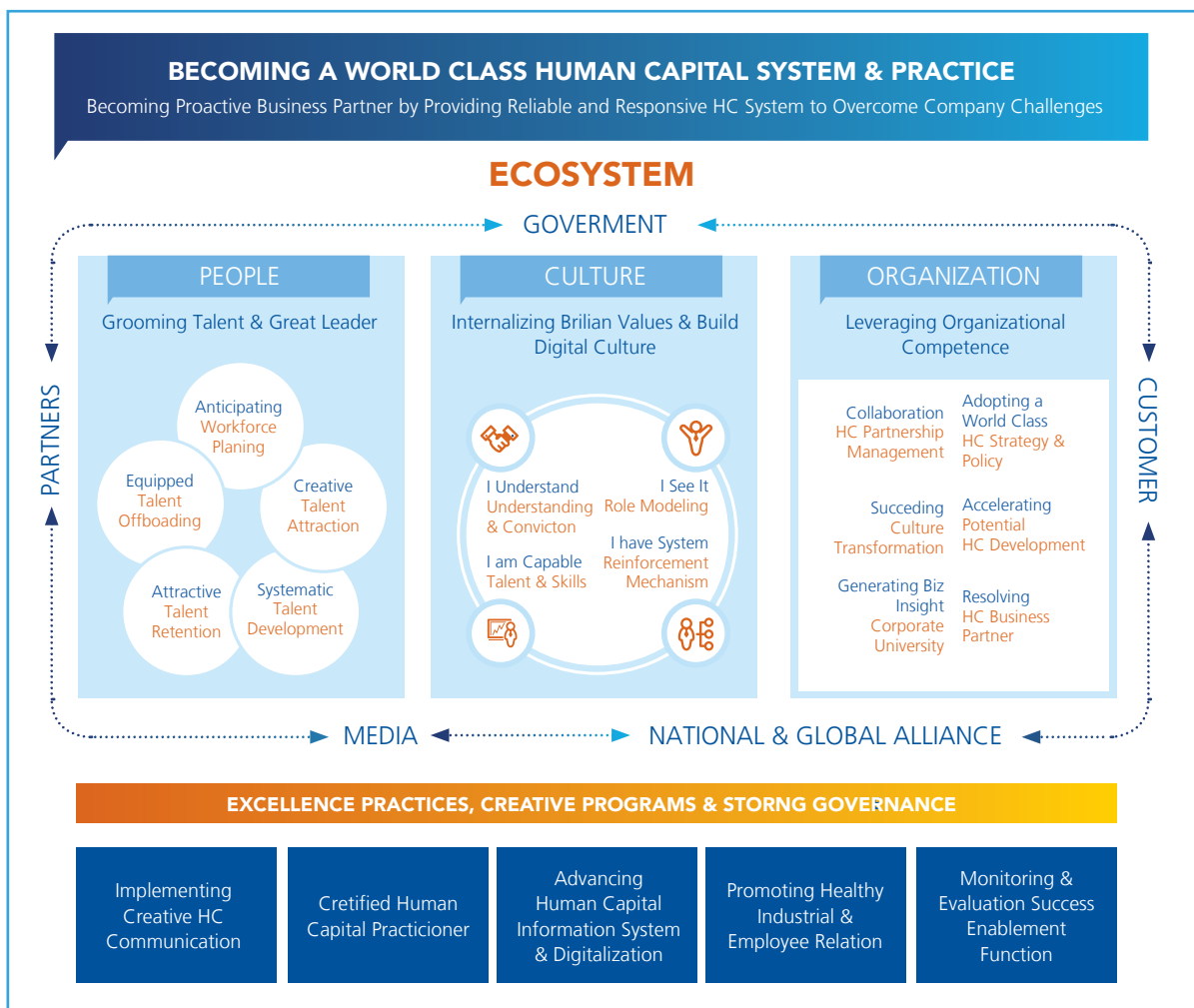
To realize the Bank's vision and mission, BRI aims to have a world class human capital system & practices. BRI has designed a strategy framework, or an architecture of HC management to achieve this goal:

BRI HC management is focused on realizing the Bank's aspiration to become the Most Valuable Bank in South

East Asia and Home to the Best Talent. To that end, the Bank designed a strategic framework or management architecture to have a world class human capital system & practice. This framework utilizes three pillars, namely people, Culture, and Organization.

Human Capital Development

THE MOST VALUABLE BANK IN SOUTH EAST ASIA & HOME TO THE BEST TALENT

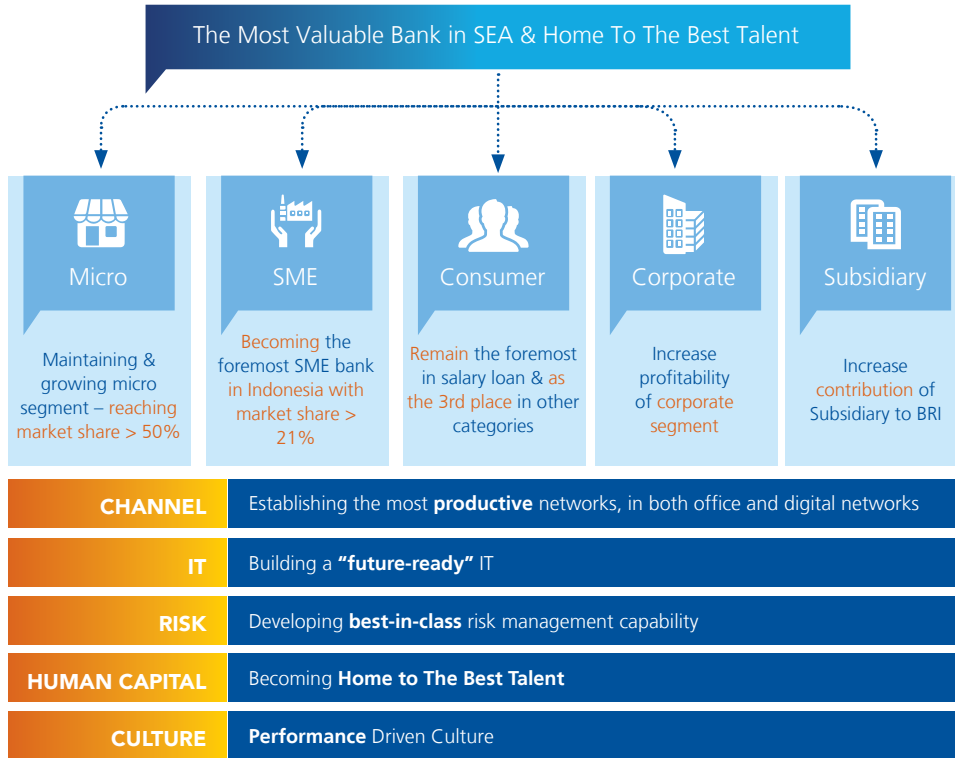


The three pillars are managed as important, interrelated ecosystems: Employee, Customer, Government, National & Global Alliances, Media, and Partners. Moreover, the pillars and ecosystems are sustained by HC Communications, Certified HC Practitioners, HC Information System and Healthy Industrial Relations that together make up a strong foundation for successful HC systems and practices.

Human Capital Development

CORPORATE CULTURE

BRIvolution as BRI transformation framework places the Corporate Culture as the foundation to achieve the Corporate Vision and Mission.



Recognizing the importance of building strong professional character and conduct, and creating a dynamic work environment that is favorable to productivity to support BRI’s systematic, consistent and measurable transformation, in 2020 BRI established a Culture Transformation Division under the Human Capital Directorate.

Implementation of AKHLAK

In internalizing and promoting the work culture in BRI Group, the Bank has identified AKHLAK as its core values. AKHLAK is an acronym of Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative. These values are coherent with the Circular of the Minister of State-Owned Enterprises No: SE-7/MBU/07/2020 concerning Core Values of Human Capital of State-Owned Enterprises. AKHLAK is described as follows.

Core Values	Keyword	BRIliA <i>n</i> Conduct
Trustworthy	Integrity, sincere, consistent, trustworthy	<ol style="list-style-type: none"> 1. Enhancing personal competence to respond to evolving challenges 2. Helping others to learn 3. Completing tasks with best results

Human Capital Development

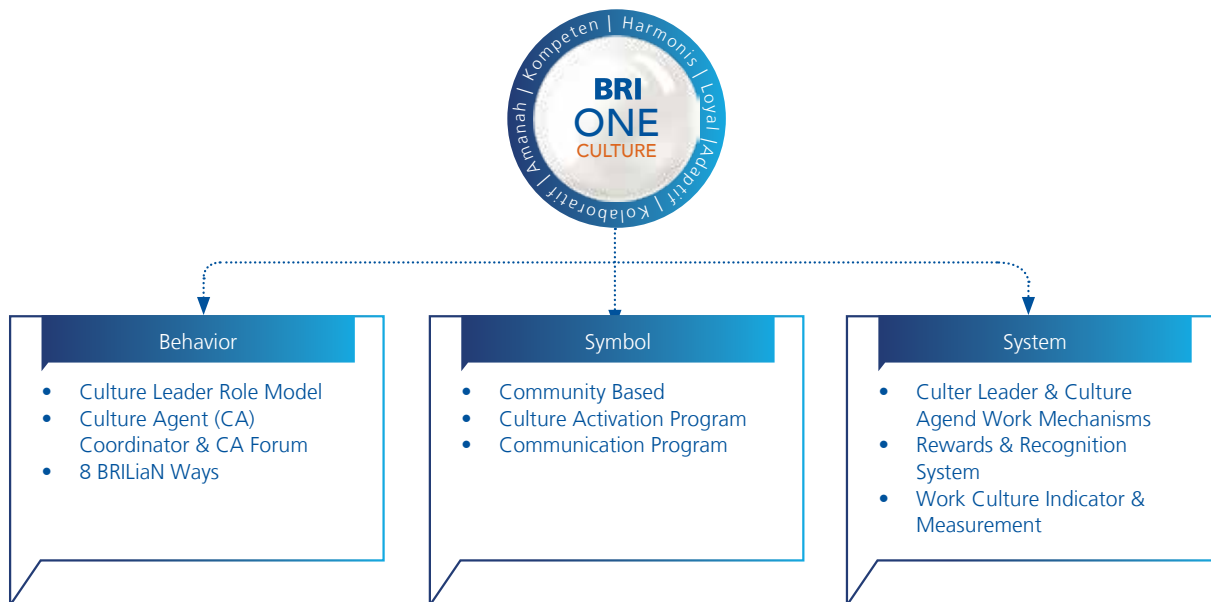
 Core Values	Keyword	BRILiaN Conduct
 Competent	Best performance, success, learning agility, expert in the field	<ol style="list-style-type: none"> 1. Enhancing personal competence to respond to evolving challenges 2. Helping others to learn 3. Completing tasks with best results
 Core Values	Keyword	BRILiaN Conduct
 Harmonious	Caring, diversity	<ol style="list-style-type: none"> 1. Appreciate others regardless of their background 2. Helpful 3. Contribute to building a convenient, professional work environment
 Core Values	Keyword	BRILiaN Conduct
 Loyal	Committed, dedicated (willing to sacrifice), demonstrate professional contribution	<ol style="list-style-type: none"> 1. Maintain the reputation of fellow employees, leaders, SOEs, and the state 2. Willing to sacrifice for a greater goal 3. Follow leaders' instructions as long as the instructions are not in contravention with the law and code of conduct
 Core Values	Keyword	BRILiaN Conduct
 Adaptive	Innovative, embracing change, productive	<ol style="list-style-type: none"> 1. Quick to adapt to improve performance 2. Demonstrate continuous improvement to keep up with technological changes 3. Proactive
 Core Values	Keyword	BRILiaN Conduct
 Collaborative	Willing to collaborate, synergize for better results	<ol style="list-style-type: none"> 1. Provide room for others to contribute 2. Willing to cooperate to generate added value 3. Mobilize the use of resources to achieve a common goal

Embodying the collaborative spirit within the BRI Group, an integrated corporate culture, or BRI One Culture, was introduced in 2020 and applies to BRI as the parent company, subsidiaries, and affiliated companies.

Human Capital Development

BRI Work Culture Governance Architecture

BRI One Culture Architecture consists of 3 key elements, namely behaviour, system and symbol.



To internalize work culture, BRI has designed the following work culture management architecture as a strategy:

- 1. Strengthening Core Values**, making sure that every employee understands the Bank's core values and behaviour. BRI focuses on core values internalization and strengthening as well as the implementation of work culture. Core values internalization is expected to ensure that each work unit and employees are led by leaders who prioritize activities that contribute to the internalization of BRI's work culture, thereby nurturing actions and behaviour that are aligned with BRI's Core Values.
- 2. Promoting Role Model.** With a total of 620 Culture Agent Coordinators, 3,200 Culture Agents, and all work unit leaders as Culture Leaders, BRI provides training activities that are expected to produce role models for all employees. BRI ensures that work unit leaders across all levels are able to design and implement creative ideas for culture activation programs in their respective units.
- 3. Competence & Skill Development**, refers to the development of skills and competencies of employees and materials related to work culture internalization which are integrated in every employee development program (BFLP, BLDP, BGLP, others). BRI focuses on efforts to develop competence and skills to ensure that the competence of leaders and employees are aligned with BRI's Work Culture (Culture Fit).
- 4. Management System**, refers to monitoring tools and systems to manage work culture in a more systematic manner. The Bank focuses on developing a culture system management that covers policies, business processes, control systems, and performance measurement systems. This system is expected to foster BRI employees' behaviour in accordance with BRI Core Values.

The Implementation of Work Culture Initiatives and Internalization

In 2020, BRI carried out several initiatives and working culture internalization through development programs in accordance with the BRI One Culture Framework:

Human Capital Development



BRILian Ways

The Implementation & Internalization of AKHLAK, BRILian Belief, and BRILian Ways

The work culture that applies within the BRI Group consists of: (1) AKHLAK as the core values and behavior guidelines for every employee; (2) BRILIAN Belief, principle and philosophy observed by every employee, and (3) BRILIAN Ways that inform performance-driven behaviour, namely the main behaviour that is inherent and continuously demonstrated by employees.

Human Capital Development

BRILIAN Ways consist of:



Employee Value Proposition

To realize the Bank’s vision of being the Home to the Best Talent, BRI’s management has formulated and identified unique attributes as Employer Value Proposition (EVP), which describes the value of and distinguishes BRI Group as a workplace. The EVP is “Giving Meaning to Indonesia” and is supported by the attributes of living, attractive, and ideal values tht are applicable in BRI.

The EVP is elaborated into 3 (three) aspects, namely: (1) BRI as a place for employees to learn and grow, a place that nurtures competent, resilient, that dynamic professionals that are able to keep up with changes (LEARN); (2) BRI as a place that offers real opportunities to grow in the future, providing ample career progression paths for employees who are able consistently demonstrate strong performance (GROW); and (3) BRI as a place that shapes persistent agents of change of the economic welfare of the people. Together, working, make life more meaningful.

Culture Activation Program

Throughout 2020, to embody the Performance Driven Culture, BRI has in place a Culture Activation Program, an initiative program concerning work culture that influences the attainment of employees’ performance in their respective unit. Culture Activation Program is initiated and designed by each unit and is the unit’s shared commitment. At the end of a performance assessment period, Culture Activation program implementation is part of the unit’s performance assessment.

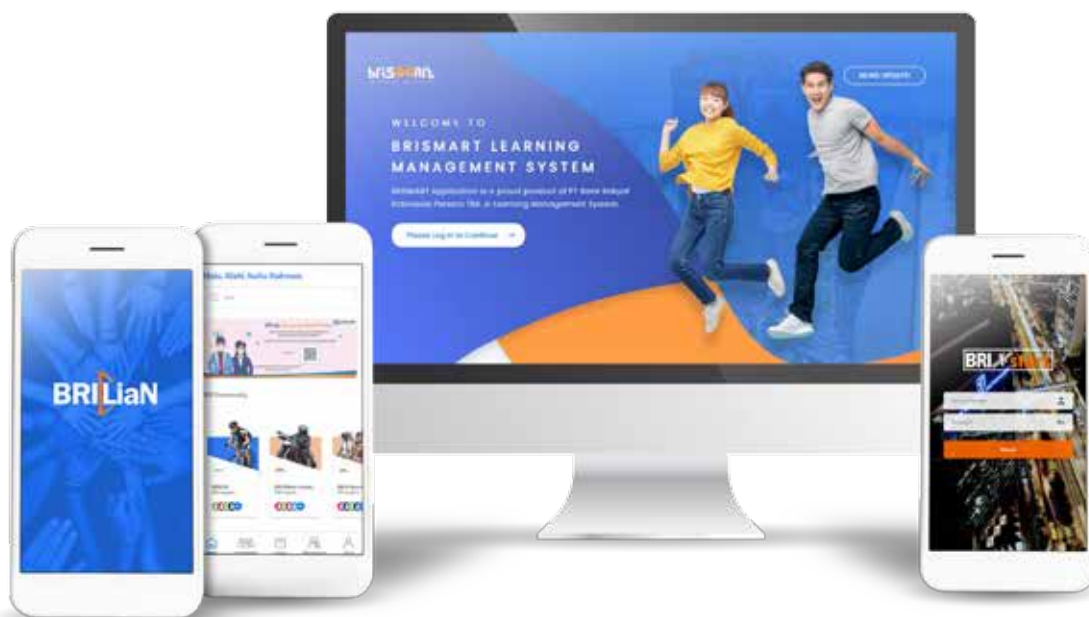
The New Way of Working

In facing COVID-19 pandemic, BRI and the COVID-19 taskforce established the New Way of Working, under which occupational health and safety is prioritized whilst productivity is maintained. Various initiatives were carried out such as the enforcement and campaign of health protocols in work units, procurement of vaccines, regular rapid testing, the daily monitoring of employees’ self health check, work from home and remote working culture,

Human Capital Development

BRISMART e-learning campaign, productivity tools piloting, employee transport facilitation to reduce the use of public transportation, and the set up of BRIWORK, a remote working facility in satellite cities

to support work flexibility. BRI also set up safe houses to protect employees infected with COVID-19 but are asymptomatic.



BRI Excellence Awards

BRI Excellence Awards is a way for BRI to appreciate employees and work units that consistently provide show excellent performance in carrying out their core responsibilities and are also active in exercising duties outside their main job scope. The award aims to motivate employees and work units to enhance their productivity and incentivize even stronger performance in the future.

In 2020, BRI received a total of 14,209 innovative idea submissions from employees for the Best Innovation Awards. The submissions were screened through several stages to determine the best ideas. Ideas were assessed at the work unit level, regional level, and 20 best ideas competed at the national level.

Monitoring the Implementation of BRI Working Culture

BRI periodically monitor and measure the implementation of the Bank's Working Culture through two indicators, namely:

1. Organizational Culture Health Index (OCHI), which measures the 'toxic' level in a work unit. OCHI result informs Culture Leaders and Culture Agents about the implementation of Culture Activation Program in the unit.
2. BRI Employee Engagement Survey (EES), a survey participated by all employees. EES indicates the attitude, behaviour, and relationship between employees, their work, and the Bank.

Human Capital Development

INTEGRATION OF HUMAN CAPITAL INFORMATION SYSTEM

BRI runs its human capital management using an IT-based information system management that covers end-to-end management activities, from planning to offboarding. The Bank regularly upgrades and adds automation to every stage of the system to maintain information accuracy and process efficiency. The stages of human capital management are:

1. Strategic Planning & Analytics
2. Talent Attraction
3. Talent Development
4. Talent Retention
5. Talent Offboarding

To enhance business process effectiveness in human capital, and to support the prevention of Covid-19 transmission, BRI has developed BRILian, a web-based application that can be accessed using a mobile device. This app allows BRI employees to select their co-working space and also communities of BRI employees. The app includes other features to increase productivity. BRI also regularly increases the automation of its self-service features.

Moreover, BRI has started the integration of human capital systems of the parent company with subsidiaries' as part of the the Bank's efforts to synergize as a group. In this initial stage of development, the management of BRI and subsidiary employee data will be centralized, thereby ensuring greater accuracy of employee data management.

HUMAN CAPITAL DEVELOPMENT IN 2020

BRI's talent management, or BRILian, is one of the Bank's strategic initiatives to realize the vision of becoming The Most Valuable Bank in South East Asia & Home to The Best Talent. BRI established a dedicated BRILian Development Centre to oversee system preparation and digitization process for employees,


enabling them to realize their full potential as Great Talents & Leaders from recruitment to retirement.

In order to identify the best candidates from early on, BRI has Talent Attraction program implemented as various attractive activities in its multi-source recruitment:

<p>BRILian Scholarship Program (BSP)</p>  <p>Using specific criteria, BRI offers scholarships to undergraduate students as part of BRI Employee Recruitment.</p>	<p>BRILian Creativity Contest Program (BCCP)</p>  <p>A competition program for BRI employees and external participants. Participants are invited to submit their innovation ideas as teams or individual competitors. The ideas are expected to bring positive impacts to Indonesia and to BRI in particular.</p>	<p>BRILian Get Talent Program (BGTP)</p>  <p>BRI's candidate or talent scouting program based on recommendations from authorized officials.</p>
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Human Capital Development

BRILiaN Internship Program (BIP)



BRI supports the government by opening an internship program. Internship opportunity is made available to the best talents, providing work experience in the administrative and frontline service functions.

BRILiaN Excellent Internship Program (BEIP)

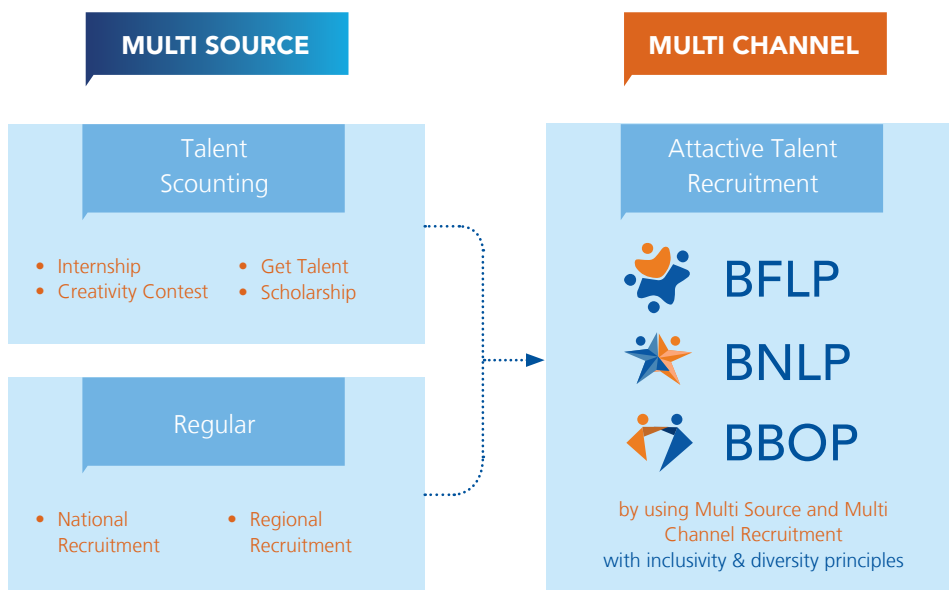


This BRI recruitment program seeks candidates in the 8th semester or fresh graduates from the best Indonesia public universities. This program aims to equip candidates with working experiences and prepare them to become future leaders.

The best talent sources above can join BRI via multiple channels of recruitment, namely:

1. BRILiaN Future Leader Program (BFLP)
Recruitment and education programs to obtain potential talents from outside the Bank. This program provides education and prepare them to be BRI Group future leaders.
2. BRILiaN Next Leader Program (BNLP)
Recruitment and education programs to identify potential talents from BRI's pool of internal employee. This program educates the talents as BRI Group future leaders.
3. BRILiaN Banking Officer Program (BBOP)
Recruitment and education program to prepare new employees at the Corporate Title Assistant level to be able to deliver optimal performance according to the operational standards and values in BRI.

MULTI SOURCE & MULTI CHANNEL RECRUITMENT



Human Capital Development

In 2020 BRI organized the BRILiaN Future Leader Program, recruiting a total of 231 new employees. BRI also carried out BRILiaN Next Leader Program for existing employees and a total of 45 qualified employees passed program's the selection. This program aims to recruit excellent candidates with strong character and skills that are ready for the future.

In addition, BRI opened the BRILiaN Banking Officer Program for existing employees and recruited a total of 747 individuals

BRI also executed another batch of BRILiaN Scholarship Program to identify young, potential talents whose performance are monitored since college. Qualified talents will be given the opportunity to join BRI as employees with promising development programs and benefits. Through this program, BRI distributed scholarships to 48 best students from various universities in Indonesia.

As a state-owned enterprise, BRI is actively involved in the joint recruitment program run by the Ministry of State-Owned Enterprises. This includes the BUMN Joint Recruitment Program for Papuan and West Papuan talents. Through the program, BRI recruited 26 employees from Papua and West Papua.

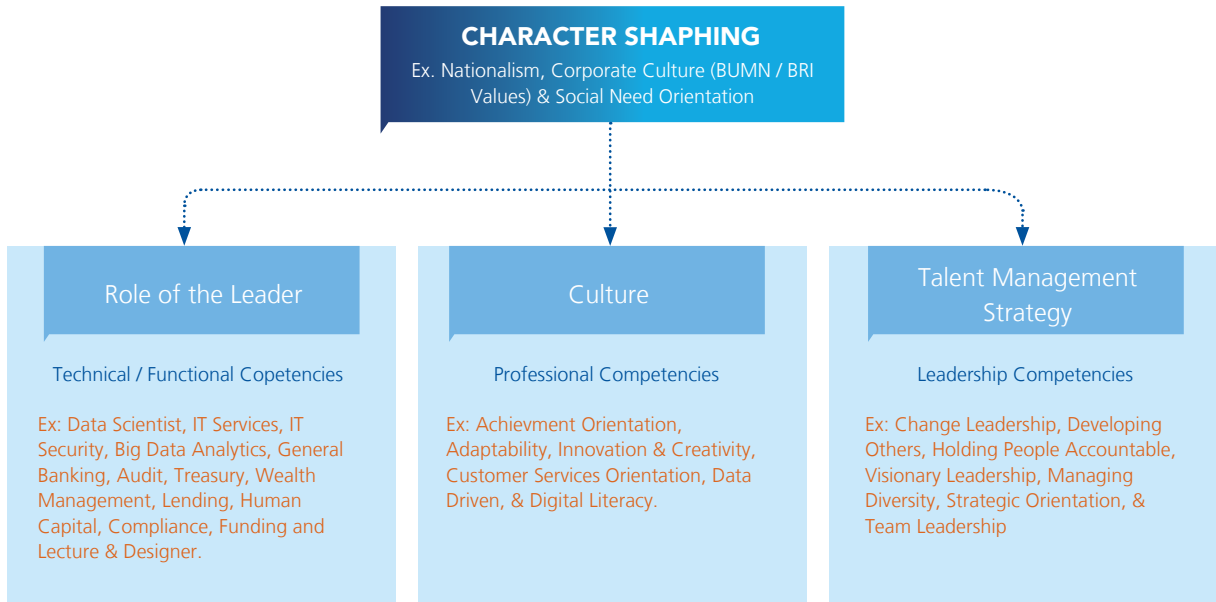
BRILiaN candidates who pass all stages of recruitment and meet the criteria of selection, namely intellectual capital, psychological capital, and social capital, are eligible to continue with the Systematic Development Program designed by the BRILiaN Development Center & Corporate University as BRI's Center of Professional Excellence. This program will hone employees to be great future leaders. The Systematic Development Program is designed according to a three-prong development concept:

1. Development of technical /functional competencies, which refer to specific tasks in each position according to the field of work.
2. Development of professional competencies that an employee must have and developed to ensure they can successfully carry out their duties in their respective fields and positions.
3. Development of leadership competencies, which hone employees as leaders with managerial responsibilities.

The entire development activities were carried out together with Character Shaping, achieved through corporate culture value strengthening.

Human Capital Development

TALENT DEVELOPMENT CONCEPT



In line with this development concept, BRILiaN employees will go through a series of education to develop their potential to become a Great Talent & Great Leader in accordance with the BRILiaN Development Journey, namely:

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BRILiaN Banking Officer Program (BBOP)
Recruitment and education program to prepare new employees at the Corporate Title Assistant level to be able to deliver optimal performance according to the operational standards and values in BRI.
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BRILiaN Future Leader Program (BFLP)
Educational programs to prepare employees from external sources at the Corporate Title Assistant level to be able to deliver optimal performance according to the operational standards and values in BRI.

Human Capital Development

3



BRILiaN Next Leader Program (BNLP)

Educational programs to prepare employees from internal sources at the Corporate Title Assistant level to be able to deliver optimal performance according to the operational standards and values in BRI.

4



BRILiaN Leader Development Program (BLDP)

Educational programs to train employees to become Great Leaders through sustainable and comprehensive leadership development that emphasizes on character building, awareness of the nation, global insight, business/banking insight, and technology insight.

5



BRILiaN Specialist Development Program (BSDP)

A sustainable and comprehensive technical competency development education program that focuses on the attainment of required competency, knowledge, and skills to become specialists in certain fields as needed by the Bank.

6



BRILiaN Global Development Program (BGLP)

A special development program to prepare Top Talents who are members of BRILiaN Society Member (BSM) Band 3 (Corporate Title at Assistant Vice President / Senior Manager level) and Band 4 (Corporate Title at Manager level) as prospective Global Leaders with competence and global business insight.

7



BRILiaN Society Elite Program (BSEP)

A special development program to prepare Top Talents in the BRILiaN Society Member (BSM) Band 2 (Corporate Title at the level of Vice President) and Band 1 (Corporate Title at the level of Executive Vice President / Senior Vice President) to assume more complex Leader roles.

8



BRILiaN Bright Scholarship Program (BBSP)


Education program for BRI Permanent Employees to pursue Masters' Degree sponsored by the Bank.

Human Capital Development

9

BRILiaN Leader Retirement Program (BLRP)

Prepares employees who are about enter retirement by providing them with knowledge, insights, and skills needed to undergo retirement.



BRILIAN DEVELOPMENT JOURNEY

Job Title	Corporate Title	Job Grade	Educational Program Based on Job Titles									
			BBOP BOP	BFLP BNLP	BLDP	BSDP	BGLP	BSEP	BBSP	BLRP		
BOD - 1	SVP-EVP-SEVP	17 sd 21			BOD - 1	BOD - 1			BOD - 1	BOD - 1	BOD - 1	BOD - 1
BOD - 2	VP	15 sd 16			BOD - 2	BOD - 2	BOD - 2	BOD - 2	BOD - 2	BOD - 2	BOD - 2	BOD - 2
BOD - 3	SM-AVP	11 sd 14			BOD - 3	BOD - 3	BOD - 3			BOD - 3	BOD - 3	BOD - 3
BOD - 4	Manager	10			BOD - 4	BOD - 4	BOD - 4			BOD - 4	BOD - 4	BOD - 4
BOD - 5	Ast Manager	08 sd 09			BOD - 5	BOD - 5				BOD - 5	BOD - 5	BOD - 5
BOD - 6	Officer	06 sd 07		BOD - 6	BOD - 6	BOD - 6						BOD - 6
BOD - 7	Assittant	03 - 05	BOD - 7			BOD - 7						BOD - 7

BOD: ■ Special Program for BRILiaN Society Member (BSM) ■ Program for All Employees

Note:

- | | |
|--|--|
| BBOP: BRILiaN Banking Officer Program | BGLP: BRILiaN Global Leader Program |
| BOP: BRILiaN Officer Program | BSEP: BRILiaN Society Elite Program |
| BFLP: BRILiaN Future Leader Program | BBSP: BRILiaN Bright Scholarship Program |
| BNLP: BRILiaN Next Leader Program | BLRP: BRILiaN Leader Retirement Program |
| BLDP: BRILiaN Leader Development Program | |
| BSDP: BRILiaN Specialist Development Program | |

Since January 2020, BRILiaN Leader Development Program (BLDP) has been attended by 874 employees; 74,623 employees attended the BRILiaN Specialist Development Program (BSDP). The special education for Top Talents will be developed on the talents' professional and leadership competencies, as well as global insights through BRILiaN Society Elite Program (BSEP) and BRILiaN Global Leader Program. BRI also supports employees who seek to pursue a higher education by offering graduate degree scholarship abroad. A total of 22 personnel were eligible to receive this scholarship.

The scholarship recipients are expected to contribute more to BRI for the insights and knowledge that are obtained during their study.

To prepare employees who will enter retirement, BRI has BRILiaN Leader Retirement Program (BLRP), which was attended by 359 people in 2020.

In addition to the "three-prong" development concept, the Systematic Development Program also refers to the Set of Competencies designed by BRILiaN Development Centre, which consists of:

Human Capital Development

1. Competency Dictionary (Decision Letter of BRI Board of Directors No.S.303-DIR/HCD/04/2020 dated April 27, 2020): A document on a set of competencies containing Name, Definition, and Behavior Indicators for each competency required by the Company.
2. Position Group and Position Function (Decision Letter of BRI Board of Directors No. S.398-DIR/HCD/06/2020 dated June 17, 2020):
 - a. Position Group: a group of positions engaged in business processes or work activities in the same field of work that requires a certain set of soft competency.
 - b. Job Function: a group of positions that perform a series of business processes or work activities in the same sub-field of work so as to require a similar set of knowledge, hard competency in a particular scientific sub-field, and a certain set of soft competency. The set of soft competency refers to the characteristics of business activities/processes in the same field of work..
3. Position Competency Profile (Decision Letter of BRI Board of Directors No. 489-DIR/HCD/07/2020 Dated July 20, 2020): A Set of Competencies required by a Position.
4. Position Knowledge and Skills Requirements (Decision Letter of BRI Board of Directors No.582-DIR/HCD/09/2020 Dated 01 September 2020): Minimum knowledge and skill set for each Position, so that the position holder can perform his/her work in accordance with applicable performance standards.

BRI also conducts performance assessment on all employees to explore and measure employees' competency level at the time of assessment against certain competency standards, and the level the employees need to acquire. The assessment is also a way for BRI to identify development needs.

BRI prepares a series of Systematic Development Program series to allow employees to design their own career path through BRILiaN Development Plan (BDP), an individual plan of career goals and personal

development to achieve to improve employee and Bank's performance. With BDP, supported by BRILLiance app, employees can convey their career aspirations, discuss with their coaches & mentors, including utilizing Learning Wallet to choose development and training programs to enhance their skills for their current and future positions. Employee skills and competency are evaluated continuously throughout an employee's tenure in BRI.

BDP includes coaching and mentoring sessions throughout an employee's development activities, creating real and sustainable impacts. The sessions provide employees with direction and advice to achieve career goals. The coach and mentors are also trained; BRI has a Professional Coach Certification Program organized by the BRILiaN Development Centre and BRI Corporate University. Of a total 204 program participants, 108 have been certified and 96 are undergoing the process.

Systematic Talent Development

To prepare talent specialists, BRI must prepare programs to improve employees' competency. BRI consistently attempts to develop both hard and soft competency of employees.

Competency development is carried out objectively by providing equal opportunity for employees. BRI applies the 70-20-10 learning development model. BRI also guarantees equal opportunity in career development through job enrichment, where an employee is given a higher level of responsibility than the current responsibility, and job enlargement, where an employee is tasked with similar level of responsibility, but outside the employee's current job scope. Career development also observes fair opportunity principle, where all employees have the same opportunity to grow and improve. Career and competency development are provided based on the Bank's needs, intended job family, employee capabilities, performance, talent classification, job availability, and other requirements.

Human Capital Development

Talent Mapping & Deployment

BRI has developed the BRILLIANCE app to accommodate employees' career and competency development aspirations. The app is available for use by permanent BRI employees at BRI and BRI subsidiaries. The aspirations of employees recorded in the BRILLIANCE system will be considered for their career and competency development. The conformity between employees' aspirations and the Bank's is expected to improve their performance and productivity.

Strategic Workforce Planning

To deal with talent war and maintain talent sustainability, BRI is committed to preparing the best

talents to occupy strategic positions and realize the vision of being Home to the Best Talent. The Human Capital Directorate carries out Strategic Workforce Planning to project future needs and sustainability of talents. By doing so, the Bank will obtain new competencies or skills needed to fill new positions and predict positions that may be made redundant or merged to increase efficiency (re-skill or up-skill of positions). The Strategic Workforce Planning consists of understanding strategy and business process analysis, reinventing jobs, demand planning, supply planning, and action plan.

INDUSTRIAL RELATIONS

BRI is consistently committed to its employees and consider employees as assets in achieving its goals. Human capital is central to the Bank's success, therefore BRI takes deliberate efforts to create an open and positive working atmosphere. Through work culture internalization programs, employees are given a platform to actively participate in activities that can improve their performance. In addition, focused group discussion (FGD) activities can enhance the culture of openness for employees and the Bank, thereby maintaining industrial relations between employees and the Bank. In nurturing its relationship with employees, BRI upholds the following basic principles of industrial relations management:

Freedom of Association

BRI employees are allowed to convene, associate, and express their opinions. Employees can easily register and join the workers' union. In BRI, the Union is a strategic partner in creating meaningful and harmonious industrial relations. The Workers' Unions can be the best communication channel to protect and accommodate the rights of BRI employees.

BRI has one Workers' Union that represent the majority of employees in raising the aspirations of employees to the Bank. The Union is a strategic partner in creating meaningful and harmonious industrial relations. The Bank supports the Union, providing both material and non-material resources for the Union's regional and national level activities.

To maintain harmonious industrial relations the Bank conducts the following:

1. Exercising the Bipartite Forum to communicate the latest policies, capture employee aspirations/suggestions, and to coordinate between the Management and employees, allowing early detection of potential disputes.
2. Regular meetings between the National Workers' Union Board and the Bank's central management.
3. Supports Union's activities, including its national and regional meetings and forums.
4. Implementation of activities that can improve the level of employee engagement with the Bank, conduct other forms of communication such as religious activities, social, sports, arts, and other activities involving employees.

Human Capital Development

Anti-Discrimination Policy

BRI upholds the principle of equality and implements anti-discrimination policy in every function of human capital management, including in career development, remuneration and other aspects of human capital management. This can be seen from the Bank's job opportunities that include vacancies for persons with disabilities, where the positions and types of work have been adjusted to their skills. BRI understands that employing people with disabilities bring a positive impact the overall esprit de corps, enhances diversity within the organization, improves service quality of employees with disabilities, and increases employee productivity in a diverse work setting.

Monitoring of Settlement Disciplinary Violation Cases

BRI provides whistle blowing system (WBS) to facilitate the reporting of disciplinary violations by employees. This is part of the Bank's efforts to strengthen good corporate governance (GCG) and WBS is directly monitored by BRI management. BRI management is always committed to maintain professional discipline of employees, healthy work atmosphere, and strong work ethics. Through the Industrial Relations Portal, BRI Head Office Management can monitor the progress of case resolution with regards to disciplinary violations.

Human Rights

BRI is committed to upholding human rights and all regulations about BRI employees comply with the Labor Law. One way to guarantee respect to human rights is the Collective Labor Agreement (CLA), updated every 3 years, which aims to clarify the rights and obligations of the Bank, the Workers' Union and employees, maintaining and improving harmonious working relationship, and implements the principle of industrial relations.

Diversity Program

As a national pride state-owned enterprise with work units located throughout Indonesia, the demographics

of BRI employee are highly diverse. BRI believes that diversity is an added value that can help the Bank to stay as the best company. BRI employs workers from different backgrounds, religions, ethnicities, and races.

Health & Well-being

BRI is always committed to support employees' work-life balance. On 25 April 2018, BRI established BRILiaN Community, groups formed by BRI employees based on a shared interest in an activity. All employees are given equal access to the community through the BRILiaNApps application. Today, BRI has 24 groups, each with their own management structure chosen by its members, and cover a variety of activities:

1. BRI Bikers Community
2. BRICCO
3. Aerobic Club
4. BRI E-Sport Community
5. BRI Futsal Community
6. BRI Badminton Community
7. BRI Fotografer Community
8. BRI Basketball Community
9. BRIPALA
10. BRI Band Community
11. BRI Football Community
12. BRILiaN Voice
13. BRI Golf Community
14. BRI Runners Community
15. BRITAC
16. BRI Table Tennis Association
17. BRI Tennis Community
18. BRI Volleyball Community
19. BRI Dance Community
20. BRI Fishing Community
21. BRI Dive
22. BRI Martial Art Community
23. BRI Bowling Community
24. BRI Srikandi

BRI has established BRILIAN CENTRE, a place for employees to grow their talents, channelling hobbies, and to be involved in work life balance programs.

Human Capital Development

BRI also regularly holds events and seminars to support employees' work-life balance as well as improving employees' health and well-being. The events often invite well-known speakers, such as industry practitioners, motivators, psychologists, and influencers.

BRI has a forum that provides employee counselling to help resolving employees' personal problems affect their performance at work.

To support employees' health and well-being, BRI requires all employees to take a block leave for 5 consecutive days every year.

BRI not only provides maternity leave to female employee according to the laws, but also paternity leave for male employees and with the duration that exceeds the minimum leave days set out by the law.

BRI also provides child day care facility at the office premises to provide mothers with young children a peace of mind while working.

Retirement Plan

To make employees more convenient, throughout their tenure BRI also prepares benefit programs that they are entitled to access after their tenure terminates or after they retire. The programs include:

1. Defined Benefit Pension Program (PPMP)
2. Defined Contribution Pension Program (PPIP)
3. Old Age Allowance Program (THT)
4. Old Age Guarantee Program (JHT) BPJS Ketenagakerjaan
5. Pension Security Program (BPJS Ketenagakerjaan)
6. Pension Health Care Program (Prospens) and BPJS Health Care Insurance Program

Employees are also entitled to receive entrepreneurial education from the Bank while preparing for retirement. During retirement, former employees continue to be covered Prospens health maintenance programs and BPJS during retirement.

PROFESSIONAL CERTIFICATION INSTITUTIE & BRI JOB TRAINING CENTER

In accordance with the Vision to be The Most Valuable Bank In South East Asia & Home to the Best Talent, BRI is committed to develop Human Resource competencies continuously. This is also in line with the President's goal of "Excellent Human Capital for Advanced Indonesia".

On 23 September 2020 BRI held a talk show titled "Excellent Human Capital, Advanced BRI", with speakers Kartika Wirjoatmojo (Deputy Minister of State-Owned Enterprises), Indarto Budiwitono (Director of Supervision 3, Bank Supervision Department 1), Kunjung Masehat (Head of National Professional Certification Agency), Sunarso (President Director of BRI). The talk show was attended by all BRI Group employees. They gathered not only because of the theme and speakers, but also because the event was a launch of "BRILSP" Professional Certification Institute (LSP) owned by the Bank.

BRI Professional Certification Institute (LSP) is currently recognized and licensed by the National Professional

Certification Agency (BNSP) in accordance with the Decision of the Chairman of the National Professional Certification Agency Number 0351/BNSP/11/2020 dated 21 February 2020 concerning BRI LSP Licensing. The license means that a certificate of competence issued by LSP BRI is recognized nationally and in Southeast Asia.

Since September 2020 BRILSP has conducted Competency Tests to 800 employees using 22 competency test schemes. The number is far behind the target of 33,046 test participants by 2023, but there are strategies in place to increase it, according to Certification Scheme and Participation Target. BRILSP currently has 31 assessors, and BRI is seeking to expand this number and the assessors' quality in accordance with BNSP competencies and guidelines. BRILSP is expected to increase the strength of BRI to develop competencies and skills of human resource in every field.

Human Capital Development

RECRUITMENT POLICY

Creative Talent Attraction

To attract the best talents and win the talent war, BRI consistently introduces new recruitment innovations to get the best talents. BRI employs multichannel recruitment model and collaborates with Indonesia's best high education institutions to organize job fairs, campus hiring, and recruitment outreach. Since 2013, BRI has in place an e-recruitment app to expand its reach to the best talents throughout Indonesia. As a state-owned enterprise, BRI is also actively involved in joint recruitment efforts organized by the Ministry of State-Owned Enterprises.

Job equality and opportunity

The scope of the Bank's Social Corporate Responsibility in employment and occupational health and safety is:

1. Implementation of employment programs (realization of gender equality in employment opportunities, use of local labor, equality in education and training programs participation,

equality in obtaining fair remuneration, freedom of association, complaints mechanisms, and pension programs).

2. Provision of health facilities (Fitness Club, Sports Club, and BPJS Insurance), and
3. Occupational safety program (periodic inspection of fire extinguisher and emergency response training).

Gender Equality

In carrying out its operational activities, the Bank guarantees that there was no discrimination based on gender, ethnicity, religion, or race. Female permanent employees could support their families without any conditions. Job opportunities and career development were carried out by considering the competence of each employee through measurable methods. This commitment was reflected in the composition of female and male employees at BRI, which, from a total of 88,184 employees (2019: 91,620 employees), 42.36% (2019: 42.92%) are female, and 57.64% (2019: 57.08%) are male.

HUMAN CAPITAL MANAGEMENT PERFORMANCE

Turnover Rate

One of the measurements of employee satisfaction toward human capital management is turnover rate. In 2020, the turnover rate was 1.73%, lower than the industry turnover of 15%. This achievement indicated a positive result of BRI's efforts to retain its employees, which were carried out by granting competitive compensation compared to the industry, benefits that provide a sense of security and comfort, a motivating career path, and a favorable working environment.

Engagement Level

An internal Employee Engagement Survey in 2020 revealed that 93.30% of employees felt engaged in the Company, which was higher than 83.99% in 2019. At the same time, 98.40% of employees felt satisfied with their jobs in the Company. Meanwhile,

the Net Promoter Score in 2020 was 48.4, higher than the previous year's score of 37. The Company believes that these achievements resulted from BRI's initiatives in human capital management. Going forward, the Company will continue to create policies that increase employee engagement, particularly for Generation Y employees who make up 80% of total employees at BRI.

Productivity Level

The Company was using Earnings per Employee (EPE) to measure its employee productivity. In 2020, EPE was Rp285 million per permanent employee, which was lower than the 2019 EPE of Rp556.16 million per permanent employee. The decrease in EPE was a result of lower productivity due to the COVID-19 pandemic.

Human Capital Development

EMPLOYEE WELFARE

Remuneration

Employee's remuneration structure was designed based on several factors, such as performance assessment, competence, and the standard of living costs in each geographical Work Unit, to ensure a fair, competitive system and matches the needs and capabilities of the Company.

Proper remuneration management was one of the Company's key strategies in winning the talent war. BRI's remuneration system management was fair, competitive, aligned with the Company's strategies, and complied with the regulations. BRI did not differentiate remuneration by gender (male and female employees), race, religion, and ethnicity. The implementation of BRI's remuneration strategy was taking into account the market conditions, the industry's prevalent practices, and the Company's capabilities.

Generally, BRI's remuneration system includes salary, annual salary adjustment, religious holiday allowance, annual leave allowance, and long service leave allowance that is provided upon the completion of and every six years of continuous employment.

BRI also provides short-term incentives specifically for marketing forces on an automated quarterly basis through the system. It is expected to motivate the marketing forces, especially in achieving and exceeding their targets.

In addition, the Company provides health benefits for employees and their dependants. They include insurance for primary-level and referred outpatient visits, maternity, dental, general medical check-up, coverage for glasses, and retirement health programs.

BRI also provides variable compensation for its employees, such as premium allowance adjusted to regional characteristics, allowance for employees holding certain positions, overtime compensation, performance achievement bonus, short-term incentives, and long-term incentive programs in the form of share ownership. BRI supports official assignments by providing facilities, such as rent assistance, official residents and rented official vehicles, and vehicle-ownership program.

Types of Compensation and Benefits

The following are compensation and benefits for BRI employees:

1. Fixed compensation, consisting of Basic Salary and Allowance.
2. Variable compensation, given to employees based on performance achievements.
3. Benefits, to provide a sense of security and convenience at work. The benefits are provided for employees during their tenure (e.g., health care programs) or after the termination of employment (e.g., pension programs). Benefits also include other facilities commonly provided by similar companies in the banking industry.
4. Employee Stock Ownership Program, to improve employee engagement and sense of belonging to the Company, and to motivate/provide long-term incentives for the employees to achieve the Company's performance targets. In 2020, BRI had two employee stock ownership programs, as follow:
 - a. Employee Stock Allocation (ESA) Phase 2
A stock ownership program in the form of stock allocation. It was given to employees at all levels who met the Company's criteria (est. 54,000 employees): tenure, individual performance, and employee's track records in carrying out their responsibilities.
 - b. Employee Stock Option Plan (ESOP) Phase 1
A stock ownership program in the form of share purchase option at a special price. It was given to employees of certain levels who were BRI's Top Talents and met the Performance and Capacity/Potential criteria.

Increase in Compensation

BRI applies a merit increase strategy for employee compensation. It means that high-performing employees will receive higher compensation. In other words, the increase in salaries is directly proportional to the employee's performance. In 2019, BRI also adjusted the amount of salary and the performance benefits' formulas that were more challenging than previous years, especially for marketing officers at the frontlines.

Human Capital Development

Retirement and Termination - Smooth Landing Offboarding

The banking and financial services industry is built based on trust and therefore is highly regulated. The Company strives to ensure all industrial relations rules in its human capital management have complied with and adhered to the prevailing laws and regulations. For its termination process, the Company ensures that employee's rights and responsibilities are in accordance with the prevailing laws and regulations.

Types of termination that are applicable in BRI are, among others:

1. Resignation
2. Absenteeism
3. Poor work performance
4. Overcapacity of manpower
5. Retirement
6. In custody by authorities
7. Convicted by a court of law
8. Disciplinary sanctions
9. Health issues
10. Death

The following are the details of employment termination in the Company in 2020:

Types of Termination	Male	Female
Reaching retirement age	562	252
Health Reasons	13	1
Resignation	561	391
Death	121	29
Others	244	55
Sub-total	1,501	728
Total	2,229	

EMPLOYEE CERTIFICATION

Certification for Employees

To enhance the quality of human capital for the achievement of excellent performance, in 2020, BRI renewed the Certification policy for employees. This policy encourages employees to get certification relevant to their job fields, hence aligning their skills or competencies with the industry standards or recognized by the relevant institutions.

Throughout 2020, BRI organized various educational programs with a total of 5,274,114 participants, comprised of: E-Learning 94.9%, enhancement education 3.0%, FPK 1.3%, Socialization 0.6%, and Development 0.2%. The details are as follow:

No.	Education programs	2018	2019	2020
1	Development	9,895	13,350	8,018
2	Enhancement	2,799,661	115,961	160,571
3	E-Learning	-	3,802,672	5,003,522

Human Capital Development

No.	Education programs	2018	2019	2020
4	FGD	109,762	122,889	68,087
5	socialization	67,963	112,092	33,916
Total		2,987,281	4,166,964	5,274,114

Notes:

Enhancement programs include certifications and public courses; development programs include graduate/master's degree programs.

Performance Appraisal and Remuneration

BRI assesses employee performance based on employee's achievement of key performance indicators (KPI) and employee's competency fulfillment or improvement.

The system was established with the aim: to ensure the conformity of employee's performance with the Company's performance; to encourage, motivate, and direct employees to continuously improve their performances; and to realize clear relations between target achievements and employee's career development (promotion). Performance appraisal result determines employee's compensation and benefits and talent class.

To develop a performance-driven culture within the Company, BRI sharpens its performance assessment by, among others, standardizing the contents of Objective Performance Targets (Sasaran Kinerja Objektif /SKO) for Unit Heads, employees holding structural positions, and marketing officers. Automation and monitoring of KPI target achievements on marketing officers are carried out with quarterly performance appraisal. BRI constantly standardizes the KPI contents for all positions in the Company (except for staff and administrative officers), aiming to maintain the fairness and objectivity of performance appraisal.

Furthermore, the Company collects and locks the Competency Target (SK) scores prior to the SKO evaluation and implements a 360° competency review. The aim is to ensure that performance appraisal is not only carried out from 1 vertical direction of supervisors to staff but also vice versa and between fellow employees. BRI sets the KPI in the Performance Management System (SMK) by integrating the Company's targets to all of its employees, hence aligning both individual and the Company's KPI. As such, competence-based performance appraisal is expected to deliver objective and fair results.

Employee remuneration structure is designed based on several factors, such as performance appraisal, competence, and the standard of living costs in each geographical Work Unit to ensure a fair, competitive system and matches the Company's needs and capabilities.

HR Demographics - Employees with Disabilities

BRI currently has 69 employees with disabilities who are placed in the Jakarta Head Office and 18 Regional Offices throughout Indonesia with the following tenure:

No.	Tenure	Notes
1.	≤ 1 year	8
2.	> 1 years	1
3.	≥ 2 years	21
4.	≥ 3 years	23
5.	≥ 4 years	16
Total Employees		69

Human Capital Development

BRI also equipped its offices with facilities for employees with disabilities, such as accessible toilets and handicap accessible stairs.

To maintain harmony among employees, BRI also assigns the same types of work to employees with disabilities and involves them in teamwork as with other employees. Since there is no differentiation between employees, the Company becomes a convenient place to work at, as evident from their tenure at BRI.

Human Capital Development Costs

BRI recorded education and human capital development costs of Rp342 billion in 2020. BRI successfully reduced education costs by 61% with cost per employee of Rp65 thousand through e-learning. The details of human capital education costs in 2020 are as follow:

Program	Rupiah (Million)	
	2019	2020
Development	138,293	90,014
Enhancement	384,395	145,432
Total Development & Enhancement	522,688	235,447
FGD	154,335	62,815
Socialization	4,771	3,951
E-Learning	-	23,731
Literacy	200	0
Support	14,799	16,135
Total FPK, e-learning, socialization, literacy, & support	174,106	106,632
Total Costs	696,793	342,079

Program	(Employees)		
	2019	2020	%
Development	13,350	8,018	-39.9%
Enhancement	115,961	160,571	38.5%
E- Learning	3,802,672	5,003,522	31.6%
Total	3,931,983	5,172,111	31.5%
FGD	122,889	68,087	-44.6%
Socialization	112,092	33,916	-69.7%
Total	234,981	102,003	-56.6%
Total Participants	4,231,199	5,128,762	26.6%

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Rupiah (Thousand)

Program	2019	2020	% Efficiency	
Development	10,359	11,227	-8%	
Enhancement	3,315	3,315	906	73%
E-Learning		5	0%	
Cost per Participant I	133	50	62%	
FPK/FGD	1,256	923	27%	
Socialization	43	116	-171%	
Literacy	-	-	-	
Cost per participant II	721	655	9%	
Total Cost/Participant	167	65	61%	

HUMAN CAPITAL DEVELOPMENT PLAN 2021

In 2021, Human Capital development will remain focused on the three main focuses of Human Capital management, namely People (Grooming Talent and Great Leader), Culture (Internalizing Brilian Values & Building Digital Culture), and Organization (Leveraging Organizational Competence). The Company will:

1. Strengthen BRI's employer brand to attract and retain talent;
2. Maintain BRI's position as the place to work for young professionals with superior competencies;
3. Increase employee engagement with a clear reward system and career path.
4. Use People Analytics and data driven to support Human Capital management decisions.

Improving the quality of performance in 2021 is also a major concern in facing increasingly fierce business competition and recovering from the impact of COVID-19. Therefore, BRI needs to establish a more advanced and integrated human capital management system to become a World-Class Human Capital System & Practices. And to support business performance, BRI's Human Capital always strives to become a strategic business partner by providing a reliable and responsive system to any challenges faced by the Company.

As the Company deals with various disruptions, cultural transformation becomes one of the keys to the success of BRI's human capital management. Therefore, the Company consistently carries out cultural transformation to create an internalization of work culture at every level.

Human Capital Development

HUMAN CAPITAL DEMOGRAPHICS

BRI's Human Capital is dominated by Generation Y with a composition of 80.56%, Generation X at 15.68%, Generation Z at 3.65%, and Baby Boomers at 0.11%. The domination of generation Y or the 'tech savvy' generation in BRI's employee composition indicates the Company's success in transforming into digital banking.

Employees by Organization Level

The composition of BRI employees according to organization level is as follows:

Organization Level	2018	2019	2020
Senior Executive Vice President	4	4	5
Executive Vice President	103	109	102
Vice President / Senior Vice President	198	177	192
Assistant Vice President	353	345	386
Senior Manager	766	788	841
Manager	1,320	1,532	1,629
Assistant Manager	5,599	5,277	5,125
Officer	11,945	12,574	13,169
Assistant	69,656	70,814	66,735
Total	89,944	91,620	88,184

Employees by Gender for each Organization Level

BRI's employees by organization level is as follow:

Position	2018				2019				2020			
	Female		Male		Female		Male		Female		Male	
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
SEVP	1	25%	3	75%	2	50%	2	50%	3	60%	2	40%
EVP	10	10%	93	90%	13	12%	96	88%	13	13%	89	87%
VP & SVP	25	13%	173	87%	24	14%	153	86%	31	16%	161	84%
Pinca & Pincapem	140	14%	876	86%	150	15%	847	85%	158	15%	873	85%
Manager Equivalents (MP, MO, Vice Division Head)	123	29%	302	71%	117	21%	435	79%	102	22%	358	78%

Human Capital Development

Employees by Employment Status

BRI employees in 2020 consisted of 62,388 permanent employees, 25,696 contract employees, and 100 trainees. The composition of BRI employees by employment status is as follows:

Status	2018	2019	2020
contract	28,970	29,899	25,696
permanent	61,010	61,768	62,388
Trainee	27	272	100
Grand Total	89,944	91,620	88,184

Employees by Education

The majority of BRI employees have undergraduate qualifications and diplomas. The composition of BRI employees according to education is as follows:

Education	2018	2019	2020
< Senior High School/Equivalent	2,308	1,952	1,529
Diploma	10,595	10,825	10,926
Bachelor Degree	75,797	77,509	74,196
Master Degree	1,238	1,325	1,527
Doctorate Degree	6	9	6
Grand Total	89,944	91,620	88,184

Employees by Age

The composition of BRI employees by age is as follows:

Age	2018	2019	2020
20-24	4,635	5,930	3,280
25-29	33,340	28,252	22,798
30-34	27,384	31,638	34,397
35-39	9,783	10,577	11,890
40-44	4,716	5,645	6,653
45-49	4,261	3,810	3,631
50-54	4,889	4,812	4,560
>54	936	956	975
Grand Total	89,944	91,620	88,184

Human Capital Development

Employees by Generation

The majority of BRI employees are Generation Y at 80.56% or 71,039 employees.

Generation	2018	2019	2020
Baby Boomers	1,902	979	98
Gen X	16,779	16,267	13,830
Gen Y	70,718	71,494	71,039
Gen Z	545	2,880	3,217
Grand Total	89,944	91,620	88,184

Employees by Gender

BRI's support for gender equality is reflected in its employee recruitment practice. BRI had a relatively balanced composition of female and male employees, which were 42.36% and 57.64%, respectively, as follows:

Gender	2018	2019	2020
Female	38,663	39,323	37,354
Male	51,281	52,297	50,830
Total	89,944	91,620	88,184

DIGITAL, INFORMATION TECHNOLOGY & OPERATIONS



Technology holds a key role in enabling business process and accelerating digital transformation of BRI, particularly amid COVID-19 pandemic, where customers shifted to digital banking services as social mobility became restricted. Therefore, digital banking services are required to meet customers' demands in having access to convenient, fast, secure, and reliable financial services, and to create the best experience for BRI customers.

Digital, Information Technology & Operations

PERFORMANCE OF DIGITAL, INFORMATION TECHNOLOGY & OPERATIONS DIRECTORATE

PERFORMANCE HIGHLIGHTS OF DIGITAL, INFORMATION TECHNOLOGY & OPERATIONS DIRECTORATE

2020 Performance Summary of Digital, Information Technology & Operations Directorate

The theme of 2020 was "Future Ready IT" and BRI conducted various initiatives in pursuit of this theme. These included continued digital innovations to support the Bank's business growth, the Next Gen Infrastructure implementation to improve IT resilience, and core banking modernisation. By taking into account the importance of cyber security development in today's digital era, BRI continued to develop its cyber security capability through the Enforce Digital Trust program. BRI also has a dedicated Security Operation Centre (SOC) that monitors cyber threat continuously 24/7, 365 days a year. BRI carries out proactive monitoring by harnessing threat intelligence services from international providers. BRI also has a brand protection program to examine any incident of brand abuse on social media to identify or mitigate brand abuse threat.

In 2020, BRI also continued to improve its Big Data management capabilities, including the implementation of Master data Management and BRIOneData. In addition, BRI persistently developed the human capital capabilities and competencies on the fields required by company. As at December 2020, BRI managed 1,844 employees under six divisions of the Digital Information Technology & Operations Directorate.

To enhance its human capital competencies in IT, BRI organized training in seven areas and produced 622 certifications. The training and certification programs were expected equip BRI's human capital with competencies that meet industrial standard, particularly in the IT field.

Digital, Information Technology & Operations

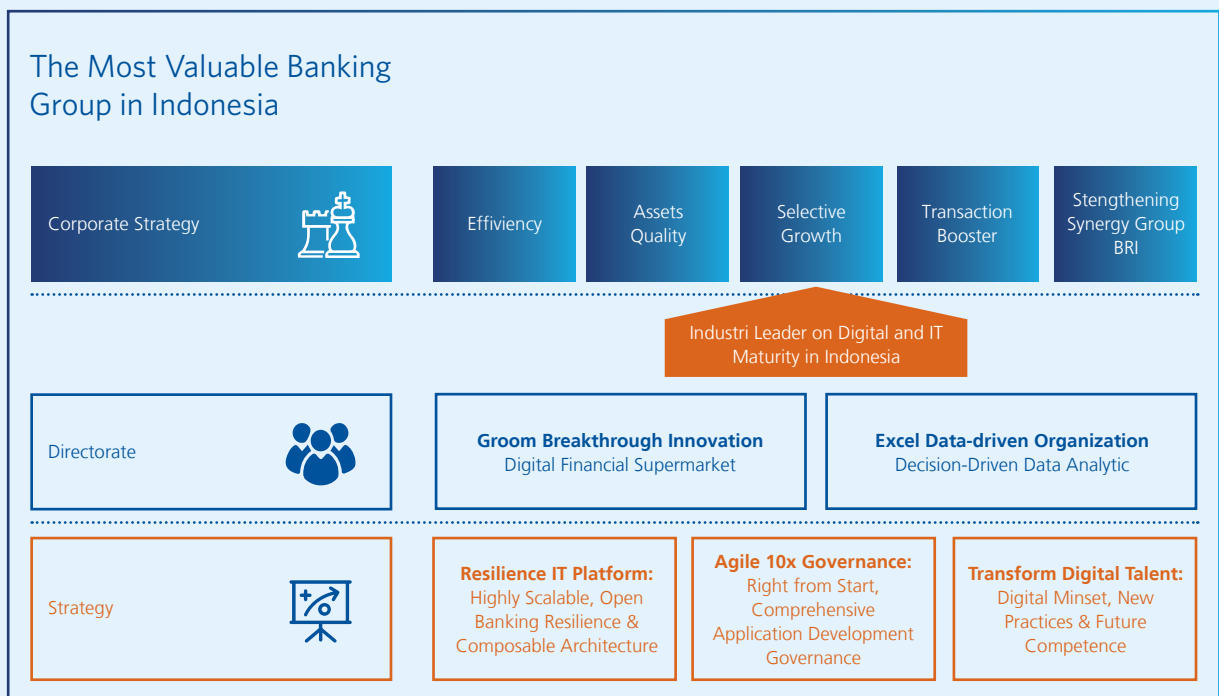
STRATEGIES IN 2020 & 2021

To realize the Bank's Strategic Plan 2018-2022, the Digital, Information Technology and Operations Directorate have established BRI's IT initiative Strategy and Main Work Programs. BRI set the direction of IT strategic roadmap (IT Strategic Directions) based on 5 (five) strategy pillars, namely Groom Breakthrough Innovation, Resilience IT Platform, Excel Data-driven Organization, Agile Governance, and Transform Digital Talent.

In 2021, carrying the theme: Doing More with Less | through Data-driven Culture & 10x-Automation,

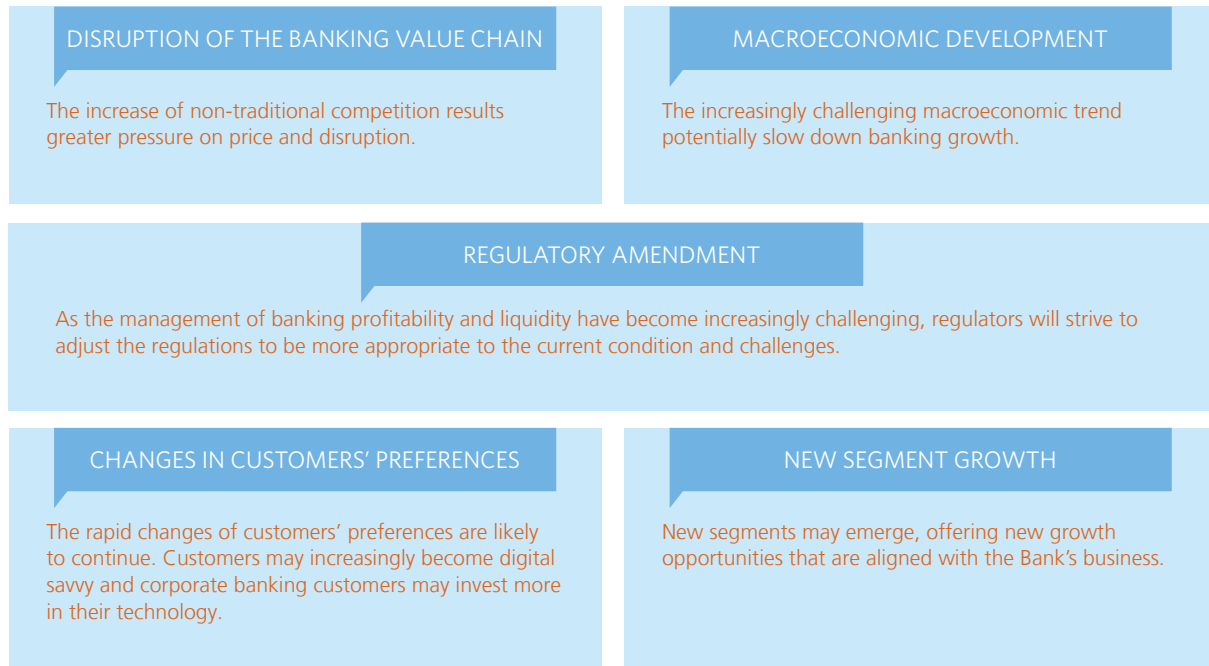
the Digital, IT & Operations Directorate will continue to adhere to the IT strategic Roadmap and the five functional strategy pillars of Groom Breakthrough Innovation Strategies, Resilience IT Platform, Excel Data-driven Organization, Agile Governance, and Transform Digital Talent.

The particular focus of 2021 will be on Groom Breakthrough Innovation where the Company plans to be a Financial Supermarket & to Excel as a Data-driven Organization, having committed to Decision-Driven Data Analytic.



Digital, Information Technology & Operations

In reference to the IT Strategy Plan 2018-2022 and current banking developments, BRI has identified the following challenges and opportunities:



THE STRUCTURE OF BRI'S DIGITAL, INFORMATION TECHNOLOGY AND OPERATIONS MANAGEMENT

The digital transformation and IT operations in BRI need the support of digital platforms and IT infrastructure that meet international standard and to be managed according to the applicable best practices. To that end, in 2020 BRI founded an organization structure dedicated to managing digital and IT platforms. This organization consists of IT Strategy & Governance, Application Management & Operation, IT Infrastructure & Operations, Digital Development & Operation, and Enterprise Data Management & Desk Information Security.

Broadly speaking, the IT Strategy & Governance Division is responsible for designing IT & digital-related strategies and carry out their governance in BRI. The Application Management & Operation Division is in charge of carrying out development and operation of the entire BRI Applications, while the IT Infrastructure & Operation Division provides the next gen infrastructure in order to support BRI's application development. In terms of digital innovation, the Digital Development & Operation Division is tasked to perform innovations regarding Digital Banking. In terms of data management, to manage BRI's vast data library, the Enterprise Data Management Division is in charge of big data management and to enhance Data Analytic capability in BRI. Finally, in an era where cyber security has become critical, the organization also has the Desk Information Security to safeguard BRI's systems against cyber threats.

Digital, Information Technology & Operations

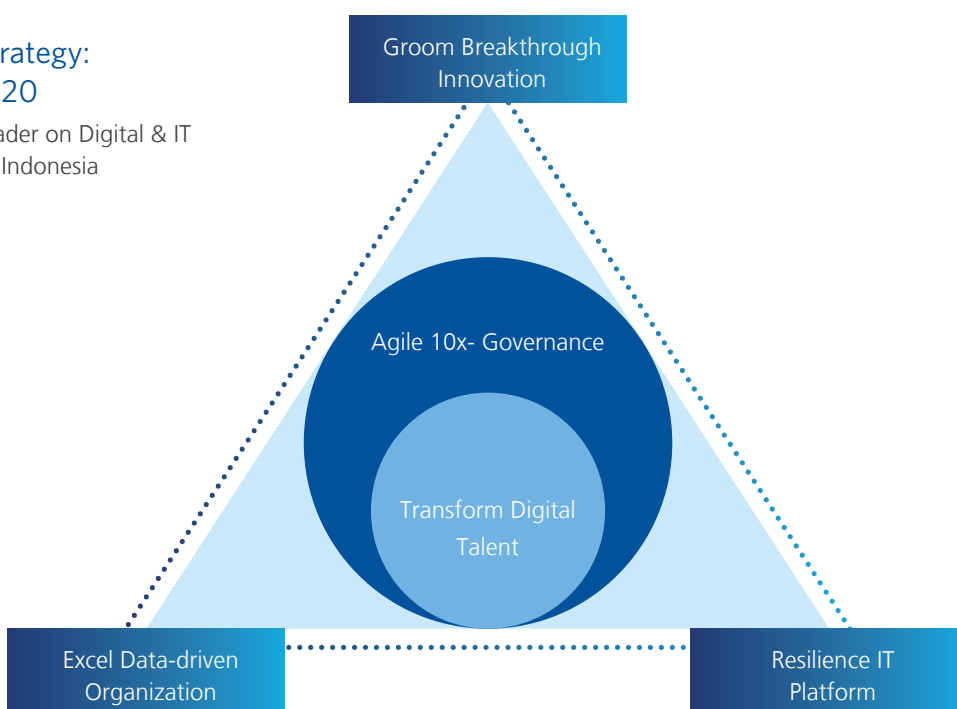
IT ROADMAP AND MAIN WORK PROGRAM

To materialize the vision and mission of BRI's IT for the period of 2018-2022, BRI IT Roadmap and Main Work Program establish the IT Strategic Directions based on 5 (five) functional strategic pillars, namely:

1. Groom Breakthrough Innovation
2. Resilience IT Platform
3. Excel Data-driven Organization
4. Agile Governance
5. Transform Digital Talent

Grand Strategy: Great 2020

Industry Leader on Digital & IT
Maturity in Indonesia



GRAND STRATEGY: GREAT 2020	2020	2021	2022
Groom Breakthrough Innovation	Innovative Digital & Open Financial Solution	Digital Financial Supermarket	The Most Innovative Digital Financial Ecosystem in Southeast Asia
Resilience IT Platform	Robust & Secured Digital Architecture & Infrastructure	Highly Scalable, Open Banking Resilience & Composable Architecture	World-Class Digital Infrastructure
Excel Data-driven Organization	Improved Data Management Process & Big Data Analytics	Decision-Driven Data Analytic	World-Class Data Company
Agile Governance	Effective Agile & DevSecOps to Support Business & IT	Comprehensive Application Development Governance	Mature Agile IT Governance
Transform Digital Talent	Digital Talent Center of Excellence	Nurture and Engage World-Class Digital Talent	Home to the Best Digital Talent & Mature Digital Dexterity (Holding & Subsidiaries)

Digital, Information Technology & Operations

1. Groom Breakthrough Innovation

In delivering digital transformation, BRI applies a hybrid company model strategy.

Digitalization: improving operational excellence and focusing on efficiency.

Digital: creating new products by being customer-centric, making innovation a priority, and placing customer experience at the heart of the products.

This hybrid company model strategy is represented in 3 frameworks that guide BRI's Digital Transformation:

Digitization:

- First: Digitize Core as part of digitization, creating more reliable services and improving business processes such as BRISPOT and BRI mo.

Digital:

- Second: Build Digital Ecosystem is to create Open Banking (Bank As A Platform) with Mobile and API First Strategy with BRI API that BRI already has in place.
- Third: New Digital Proposition to create a new business model with a new digital proposition to support (Pinang and Ceria apps).

BRI Digital Transformation Framework



Digital, Information Technology & Operations

2. Resilience IT Platform

BRI continues to improve the capability of its IT technology to make it more scalable, reliable & secured to support BRI's business growth by developing:

- Next gen Infrastructure: BRI data center has obtained Tier 3 Data Center standard. In addition, the infrastructure is now able to accommodate new technologies such as virtualization and private cloud.

BRI realizes that the banking business is always confronted with operational risks that may arise due to insufficient internal processes, human resources, systems or from external events. This risk can be more effectively managed with Information Technology optimization, such as Big Data Analytics equipped with Fraud Detection System and Early Warning System features that can proactively anticipate fraudulent behavior and launch preventive measures.

- Enforce Digital Trust: one of the ways to constantly improve IT security capability is by developing big data and AI-based fraud detection systems.

3. Excel Data-driven Organization

As data have become the new oil in the digital era, BRI continually improves its capabilities in big data and AI. BRI has carried out several initiatives to achieve excel as a data-driven organization, among others the implementation of master data management which aims to strengthen the Bank's capability in managing dig data group-wide. BRI also continues to strengthen data usage by constantly building its intelligent data analysis for business development, utilizing big data and AI technology.

4. Agile Governance

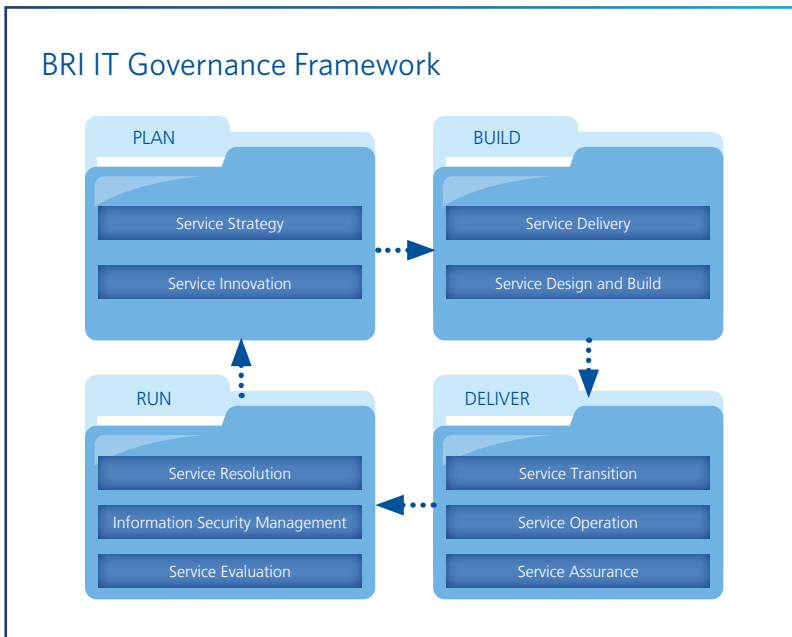
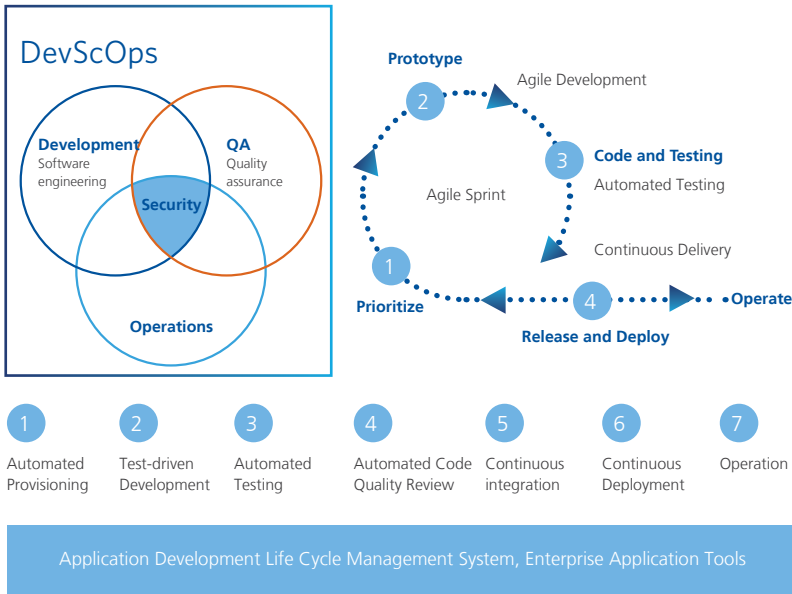
Speed is key in this digital era and BRI is expected to be able to deliver high quality products or services quickly. By adopting the DevSecOps method, BRI is expected to do and to do it securely. Under the agile governance concept, business development processes are carried out with a product-centric approach consisting of product squads whose development are conducted with agility, led by collaboration tools and automation.

Digital, Information Technology & Operations

IT & Digital Capabilities: Agile Governance

Governance for Agile & DevSecOps Method for 'Security -Driven Apps'

Infusing Risk into Dev Sec Ops Initiating Risk Based Cyber Security



- 2020
 - BRI's Structural Organization - Combining Development and Operation Team into single Organization
 - DevSecOps
- 2019
 - Tools for collaboration, development, & automation
 - Tribes for Business & Development Collaboration, QA & Operation
- 2018
 - Agile Development Policy
 - Agile Concept Training

In addition, BRI organizes carries IT Maturity Assessment based on COBIT 4.1 to improve IT quality and to implement agile governance continuously. Digital maturity assessment is also carried out to measure the progress of the Bank's digital transformation. Moreover, BRI participates in various ISO Certification to constantly provide high quality IT.

Digital, Information Technology & Operations

IT Maturity Certification 2020:



Digital Maturity Certification 2021:



ISO 2020 certification:

ISO Certification - BRI Pursue Worldwide Standard Ensure Best Practices Achieved



- 2019:
 - Big Data
 - BRI API
 - Satellite Operations (SOC)
- 2020:
 - Cyber Intelligence & Analysis Center
 - IT Security Operations
 - IT Data Center Infrastructure
 - Satellite Operations (GCS & PAC)



Payment Application Data Security Standard

- 2020:
 - BRI API

#The First in Asean Region



- 2019:
 - IT Data Center Operations
 - IT Infrastructure Operations
 - IT HelpDesk Operations
 - IT Network Operations
 - IT Quality Assurance Dept
- 2020:
 - OSP
 - Data Center Infrastructure
 - Network Operation Center
 - Network Quality Assurance
 - Core & Host Application Services
 - IT Service Desk
 - Application Integration Testing
 - Knowledge Management
 - Application Portfolio Quality
 - Application Engineering Support



- 2020:
 - Overall IT Service Management for Applications:
 - BRINETS Express operated in approx 9.621* Uker BRI
 - Pinang
 - Ceria



PT Bank Rakyat Indonesia (Persero) Tbk
 4th Data Center OTL Levels 3 & 4
 Expires 26 June 2022
 UPTIME INSTITUTE CERTIFIED

Data Center

*Position TW III 2020

Digital, Information Technology & Operations

5. Transform Digital Talent

Strong professional competence is an important quality for any BRI employee to demonstrate, especially considering today's highly dynamic business environment and rapid technological development. Digital talents need to be continually trained to ensure that their skills can keep up with the latest technologies. To that end, BRI facilitates various competency building and certification programs for its digital talents.

IT GOVERNANCE AND RISK MANAGEMENT

The implementation of IT management policy is informed by the principles of GCG (Good Corporate Governance) that support IT risk management and provide strategic values to the Bank. BRI's IT governance employs an effective and efficient IT governance framework that reflects a sound decision-making process and leadership in implementing IT Governance.

To demonstrate professional management and good corporate governance, BRI is committed to building its behavior according to BRI's ethical standards. BRI consistently refers to the best practices that comply with applicable laws and regulations in a sustainable and consistent manner through the implementation of GCG values, namely Transparency, Accountability, Responsibility, Independence, and Fairness.

In addition, to continuously improve its IT quality and to implement agile governance, BRI has strengthened its IT governance, as evidenced by a maturity score of 4.44 from a scale of 5 in the IT Maturity assessment based on the COBIT 4.1 Framework. Meanwhile, the Bank's enhanced digital transformation capability is shown by the maturity value score of 72.7 from a scale of 100. The results of the Digital maturity assessment based on the Digital Quotient® framework indicate that BRI is already in the Digital Leader level.

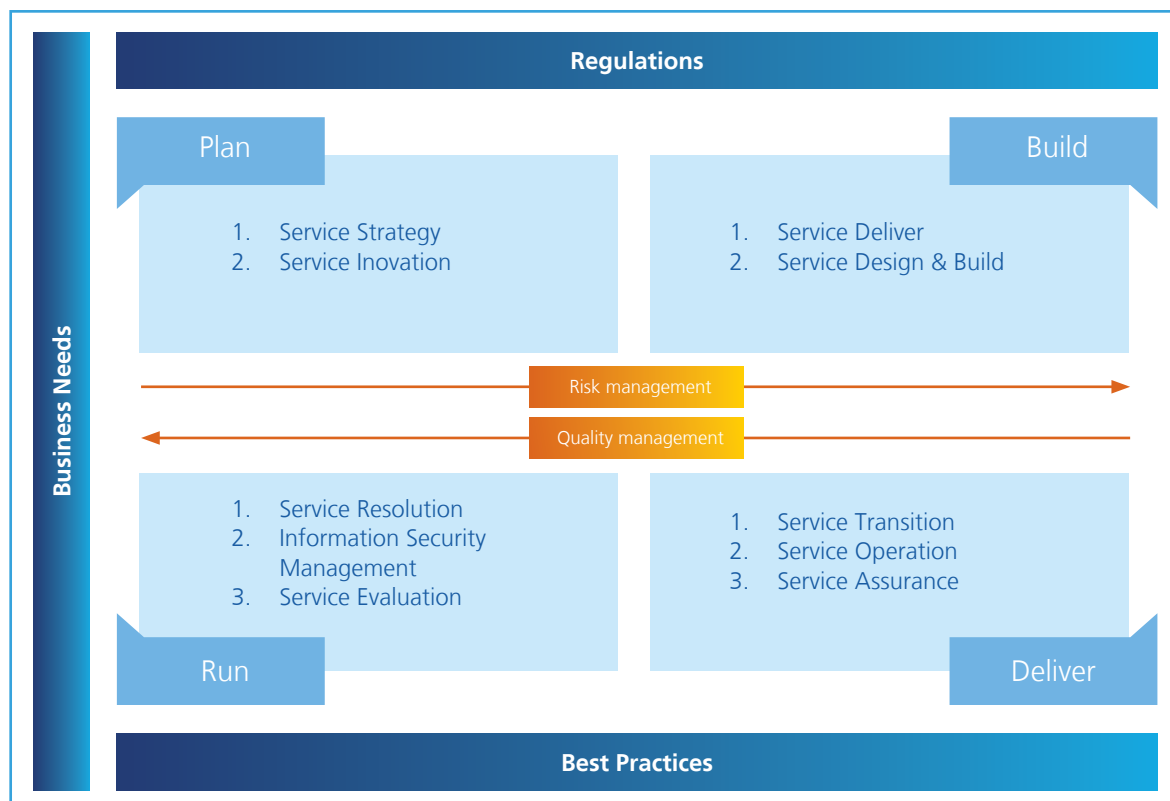
BRI also adopts international standards in order to improve information and cyber security, quality management systems, and service quality systems.

GCG Terms of Reference and IT Risk Management



Digital, Information Technology & Operations

GCG and IT Risk Management Framework



IT HUMAN CAPITAL DEVELOPMENT

To ensure that IT programs and policy are implemented according to the framework that the Bank has established, BRI continuously develops its human capital ability and competencies. Competency building efforts are focused on areas that are relevant to the Bank's needs. As at December 2020, BRI managed 1,844 employees under six divisions of Digital Information Technology and Operations, which are:

No	Division/Desk	Organic	In-source	Outsource	Total
1	IT Strategy & Governance Division	34	13	-	47
2	Application Management & Operation Division	240	133	243	616
3	IT Infrastructure & Operation Division	146	60	594	800
4	Digital Development & Operation Division	79	77	81	237
5	Enterprise Data Management Division	55	36	2	93
6	Information Security Desk	34	6	11	51
Total		588	325	931	1,844

Digital, Information Technology & Operations

DIGITAL & IT TRAINING AND COMPETENCY CERTIFICATION

The training and certification activities to enhance the competency of the digital talents in BRI begins with needs assessment. BRI maps out the training and certification requirements for technical, non-technical, and managerial employees. The followings are trainings and certifications conducted and attained in and until 2020 are:

A. Training and Certification of Digital & IT Talents

Training & Certification Distribution data at each Division under the Digital, Information Technology & Operations Directorate in 2020, are as follows:

FIELD	APP	DDB	INF	ISC	ISG	EDM	Number of certifications
Data Specialist	51	22	2	0	6	19	100
Software Engineering	56	16	2	1	0	0	75
UI/UX Design Specialist	0	6	0	0	2	0	8
IT Infrastructure Specialist	18	42	33	1	13	0	107
IT Architecture Specialist	1	0	0	0	18	19	38
IT Security Specialist	0	0	11	72	0	2	85
IT Product Manager	0	3	0	0	0	0	3
Other IT Certification	28	116	20	11	10	21	206
TOTAL							622

Certifications in: Data

No	CERTIFICATIONS
1	CDSM (Certificate Data Science For Manager)
2	In House Training : Big Data
3	Implementing a Data Warehouse with Microsoft SQL Server
4	Certified Data Science For Manager - CDSM
5	Machine Learning form Data to Decisions
6	Digital Marketing Analytics
7	Advance Credit Scoring Using Machine Learning
8	Data Science For Business
9	Certified Data Science Specialist - CDSS Certification
10	Pelatihan Data Management & Analytics Conference di Luar Negeri
11	Business Analytics
12	Credit Risk Modeling in R
13	Learning Digital Business Analysis
14	Learning Data Analytics
15	Data Analytics for Business Professionals

Digital, Information Technology & Operations

No	CERTIFICATIONS
16	Fraud Detection in R
17	Anomaly Detection in R
18	Bracketology Club: Using March Madness to Learn Data Science
19	Machine Learning
20	Implementing Data Warehouse with Microsoft SQL Server
21	Tableau 2020 A-Z: Hands-On Tableau Training For Data Science
22	Metadata Management Fundamentals
23	RHEL Administration I
24	Microsoft Certified Professional: Implementing a Data Warehouse
25	ISO/IEC 27001:2013 Information Security Management System Awareness
26	IBM Product Training MDM
27	Machine Learning Specialization
28	Python for Data Science
29	DevOps Foundation v3.0
30	Certified Data Science for Programmer (CDSP)

Certifications in: Software Engineering

NO	CERTIFICATIONS
1	Pemrograman Android (2015)
2	DevOps Test Engineer (2020)
3	DevOps Foundation
4	Certified International Software Testing Qualifications Board (ISTQB) Agile Tester
5	Foundations of PostgreSQL Administration
6	API Design and Fundamentals of Google Clouds Apigee API Platform
7	API security on Google Clouds Apigee API Platform
8	API development on Google Clouds Apigee API Platform
9	Microservices with Docker
10	Developing ASP.NET MVC Web Application
11	Certified Secure Programmer .NET
12	Certified DevOps by DevOps Institute
13	Certified Secure Programmer .NET
14	DevOps Test Engineering (DTE) Certification
15	Getting Started with Google Kubernetes Engine
16	Search Engine Optimization
17	Microsoft Certified Solution Associate (MCSA) : SQL 2016 Database Administrator

Digital, Information Technology & Operations

NO	CERTIFICATIONS
18	TOS - In House Training Web Method Development Software AG
19	WebMethods Advanced Integration Workshop and Certification
20	Certified WebMethods Integration Developer
21	Certified Secure Programmer .NET
22	Exam Certified WebMethods Integration Developer
23	Developing ASP.NET MVC Web Application
24	Certified Data Center Professional (CDCP)
25	Sertifikasi LSP Quality Assurance (QA)
26	Microsoft® Certified Solutions Expert
27	Implementing a Datawarehouse with Microsoft SQL Server

Certifications in: UI/UX Design

NO	CERTIFICATIONS
1	User Interface Design Fundamental Training
2	UX Principle, Mobile UX Design, Webpage Design, Design Thinking Principle and UX Heuristic Evaluation & Usability Testing
3	Human Computer Interaction for User Experience Design
4	User Interface Design Fundamental Training
5	HCD 101 Digital User Experience Design
6	General Assembly's User Experience

Certifications in: IT Infrastructure

No	CERTIFICATIONS
1	Sertifikasi Disaster Recovery Professional v3
2	ITIL v3 (2012)
3	VMware Certified Professional
4	VMware Certification Profesional (VCP) Data Center Virtualization 2019
5	JNCIA
6	Palo Alto
7	Google Cloud Platform Fundamentals: Core Infrastructure
8	Essential Google Cloud Infrastructure: Foundation
9	Essential Google Cloud Infrastructure: Core Services
10	Elastic Google Cloud Infrastructure: Scaling and Automation
11	VMware Certification Profesional (VCP) Data Center Virtualization 2019
12	Red Hat Certified System Administrator (RHCSA)
13	Sertifikasi Profesi Telekomunikasi: Drivetest

Digital, Information Technology & Operations

No	CERTIFICATIONS
14	Certified Data Center Professional (CDCP)
15	Certified Data Centre Facilities Operations Manager (CDFOM)
16	CICPE : Certified IT Capacity Planning Expert
17	IT Infrastructure Library
18	Certified Data Center Professional (CDCP)
19	Certified IT Capacity Planning Expert (CICPE)
20	Red Hat RHCSA & RHCE
21	ITIL Certification
22	ITIL Foundation
23	ITIL Service Strategy
24	ITIL Service Operation
25	Google Cloud Platform Big Data and Machine Learning Fundamentals
26	Openshift Enterprise Development
27	Certified Data Center Specialist (CDCS)
28	Accredited Tier Specialist
29	CCNA
30	Satellite Communication System Engineering
31	Katalon Studio
32	Finacle Digital Core Banking
33	Sertifikasi LSP Network Engineer

Certifications in: IT Architecture

NO	CERTIFICATIONS
1	IT Architecture (TOGAF 9.1)
2	Fundamental Arsitektur Data untuk IT Governance Pada Industri Perbankan
3	BITAF
4	Aplikasi E- Server Orbus
5	IBM Product Training MDM
6	Archimate 3.0
7	TOGAF 9 Certified, Level 1 & 2
8	iServer Orbus
10	ITIL 4 Foundation Training Program
11	ITIL Foundation Certificate in IT Service Management
12	ISO/IEC 27001:2013 Information Security Manajemen System Awareness

Digital, Information Technology & Operations

Certifications in: IT Security

NO	CERTIFICATIONS
1	Certified Information Systems Security Professional (CISSP) (2007)
2	CISA (2017)
3	CISO
4	Certified Ethical Hacker (CEH)-2009
5	Certified Computer Hacking Forensic Investigator (CHFI) -2009
6	Certified Security Analyst (ECSA) - 2010
7	Certified Network Security Administrator (ENSA) -2010
8	ISO/IEC 27001:2013 ISMS Lead Auditor (2020)
9	Assessor of Competency BNSP
10	Certified Cisco Network Associate Cyber Ops – CCNA Cyber Ops (2018)
11	Certified Information Systems Security Professional (CISSP) - 2015
12	Certified Ethical Hacking (CEH) - 2014
13	ISO 27001:2005 Lead Auditor
14	CEH V.11 (2018)
15	CAST 612 (2017)
16	Certified Incident Handler v.2 (2020)
17	OFCE (Oxygen Forensics Certified Examiner) - 2019
18	Certified Ethical Hacker (CEH) v.10 - (2020)
19	Certified Incident Handler v.2 (2020)
20	Completion Encase Computer Forensic I - DF120
21	Completion Encase Computer Forensic II - DF210
22	Certified Ethical Hacker (CEH) - 2017
23	ISO 27001:2013 Lead Auditor (2020)
24	DevOps Fundamental (2019)
25	Certified Incident Handler v.2(2020)
26	ISO 27001 Lead Implementer (2018)
27	ISO 27001 Lead Auditor (2018)
28	CCNA (Certified Cisco Network Associate) - 2002
29	FCNSA (Fortinet Certified Network Security Administrator) - 2008
30	CSCP (Cyber Security Certified Professional) - 2018
31	CEH v7 (2013)
32	ECSA v4 (2013)

Digital, Information Technology & Operations

NO	CERTIFICATIONS
33	CHFI v8 (2014)
34	ENSA v4 (2015)
35	Certified CyberArk Defender (2020)
36	Certified Ethical Hacker (CEH) - 2019
37	CEH (2013)
38	CHFI (2014)
39	ENSA (2015)
40	CPISI (2019)
41	MTCNA (MikroTik Certified Network Associate) - 2018
42	MTCRE (MikroTik Certified Routing Engineer - 2018
43	DevOps Test Engineer (2020)
44	CHFI EC Council (2013)
45	CyberArk Defender (2019)
46	Certified Ethical Hacker (2018)
47	Certified Network Defender (2019)
48	Certified Ethical Hacker v10 (2019)
49	Certified Secure Computer User (CSCU) - 2017
50	CEH (2017)
51	CCNA (Certified Cisco Network Associate)
52	Juniper Service Provider Routing and Switching Professional (JNCIP-SP, JN0-662)
53	Certified Secure Computer User v2
54	Certified Ethical Hacker (CEH)-2013
55	Sertifikasi Computer Hacking Forensic Investigator v8 (CHFI) - 2014
56	Certified Network Security Specialist (CNSS)
57	Network Security Associate (NSE1)
58	Network Security Associate (NSE2)
59	Cisco Certified Network Associate (CCNA) 200-301
60	ISO/IEC 27001:2013 Information Security Management System Awareness

Certifications in: Products

NO	CERTIFICATIONS
1	Product Manager
2	Training Agile Tim Product Development

Digital, Information Technology & Operations

REALIZATION OF IT WORK PROGRAM 2020

GREAT 18 Strategic Initiatives

Grand Strategy	No	18 Strategic Initiatives 2020	Action Work	Realization of IT Work Program 2020
Groom Breakthrough Innovation	1	Establish Corporate-Startup Ecosystem	Build Embrio Management	BRI Innovation Management (emBRlo) established
	2	Integration Financial Solution Innovation	Develop BRI Phone platform	MVP BRIPhone available
			Implement M-Habs	Concept and analysis of M-Habs implementation cost created
			Enhancing BRImo Super Apps	Live: Account Opening Personal Financial Manager Cross Border QRIS
3	Digital Ecosystem Innovation	Implement Emerging Ecosystem Platform : 1. MSME Platform (Stroberi Kasir) 2. Establish Traditional Market Platform 3. Agri-tech Ecosystem Platform	Live Stroberi Kasir (Total User = 15629, Total Transaction = 44330, Sales Volume = 26,4 M) Live Stroberi Tagihan (Total User = 3619, Total Transaction = 25254, Sales Volume = 1,9 M) Live Dashboard Panen sudah 100% dari target (Jumlah User : 1109)	
Resilience IT Platform	4	Architecture for Next-gen Platform	Enrich Digital Enterprise Architecture Tools	DEA (Digital Enterprise Architecture) Tools have been provided and utilized
			Enforcing Standard IT Architecture Framework	Application standardization have been conducted
			Project Satellite Diversity	Project performed 100%, Hub & Satellite Ready available and ready for service
	5	Modernisasi Core Banking	Brinets Tactical Enhancement	Activity completed on time
			New Delivery System	36 monetary features & 98 non-monetary features implemented
			BRI New Finance System	Activity completed on time
			Enterprise Service Bus	Live with total features: 206

Digital, Information Technology & Operations

Grand Strategy	No	18 Strategic Initiatives 2020	Action Work	Realization of IT Work Program 2020
	6	Create Next-gen Infra	Implementing Offsite Data Center	Digital Application implementation on ODC is 100%
			Eliminates Single Point of Failure LAN DC	Migration activities in every segment of DC GTI Ragunan and DC Tabanan completed
			Tier 3 Facility Certification (GTI and TAB)	Tier 3 Facility implementation and certification completed
	7	Orchestrate Automation Operation	Implementation Robotic Process Automation	PoC RPA Batch 2 is completed 100%
			Implementing Automation Tools for Disaster Recovery (Regulatory Farm Server)	A. POC Automation tools for Disaster Recovery Implementation completed 100%. B. Backup Solution is 100% provided
			Implementation AIOps Platform	Monitoring tools and IT AIOps Platform operational systems now availablePlatform
			Enforce Self Service User Management	100% implementation
	8	Enforce Digital Trust	Implementation of IT Security Solutions for Zero IT Security Incidents	Realized 100% according to 2020 target
			Zero Trust Endpoint & Network Security	Realized 100% according to 2020 target
			Reinforcing Multi Fraud Detection System (BRIForce++)	Realized 100% according to 2020 target
Excel Data-driven Organization	9	Master Data Management	Implementation MDM	Realized 100% according to 2020 target (Operational Live Batch 1 finished on March. Development Batch 2 finished on Sept 2020)
			Data Awards	Data Awards have been implemented
	10	Intelligent Data Analysis	Building Intelligent Data Analysis for Business Development	1. Dashboard was provided in accordance with deadline and needs. 2. Self-service analytics for Consumer Directorate has been provided

Digital, Information Technology & Operations

Grand Strategy	No	18 Strategic Initiatives 2020	Action Work	Realization of IT Work Program 2020
Excel Data-driven Organization	11	Enterprise Data Warehouse	Enrichment Enterprise Data Warehouse	Provided in BRISIM to access report and dashboard.
	12	BRIOneData	Implementation: BRIOneData (BRI & Subsidiaries) BRIOne Data Developer Page and Data Governance Hackathon One BRI Data (BRI & Subsidiaries)	1. Hackathon Data implemented 2. Subsidiaries Data input to Big Data environment.
Agile 10x-Governance	13	Enhancing Business IT Alignment	Maintain IT - Business Alignment	100% Project Started in BRI IT Development Plan 2020.
	14	Effective Bimodal IT Governance	Increased IT Maturity & Digital Maturity Plan	IT Maturity & Digital Maturity Certification conducted
			Implementasi & Governance Disaster Recovery Plan	Implementation was conducted according to the timeline
			ISO Certification	2020:ISO 27001 (5), ISO 9001:2005 (10), ISO 20000 (3), PA-DSS (1)
			Security Policies Updates	Realized 100% according to 2020 target
			Establish Bank-Wide Data Governance	New Data Governance Policy available
			Service Management System Implementation	Service Management System Implementation on main application
	15	Enforcing DevSecOps Practice	Creating Standardized QA Environment	Realized 100% according to 2020 target
Implementation Testing Automation			Realized 100% according to 2020 target	
Enrichment of DevSecOps Practices			DevSecOps implementation (Static Application Security Testing)	
Intensify DevSecOps practices			DevSecOps implementation on Application development	

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Grand Strategy	No	18 Strategic Initiatives 2020	Action Work	Realization of IT Work Program 2020
Transform Digital Talent	16	Talent Access	IT Branding Program	<ul style="list-style-type: none"> • BRILian Shine Impactful Simplicity • BRING IT ON Series (3 events) • Hackathon One BRIAPI • DevOps Days Jakarta 2020 • BRIAPI Awards
			Initiate Flexi Workspace	Established piloting remote working
	17	Talent Development	Certified IT Professional	667 IT & Digital Professional Certification
	18	Talent Engagement & Deployment	BRI Engineering Awards Program	BRI Engineering Awards Program was held
IT Business Partner Program			IT Business Program was performed	

IT INVESTMENT AND EXPLOITATION

In 2020, BRI allocated a budget of Rp6.256 trillion, consisting of Rp1.967 trillion for IT investment and Rp1.967 trillion for IT exploitation. Budgeted activities included 25 projects and 10 non-projects from 19 initiation divisions up to December 2020.

The followings are several of project and non-project activities that utilized the IT investment and exploitation budget:

No	Division	Proyek
1	Office Network Division	<ol style="list-style-type: none"> 1. Network Roadmap (New Delivery Channel Transformation) 2. BRIBOX
2	Desk E-Channel	<ol style="list-style-type: none"> 1. Outlet Expansion CRM of 2020 2. Outlet Expansion EDC of 2020 (EDC RBB 2020 and Replacement)
3	Application Management & Operation Division	<ol style="list-style-type: none"> 1. Middleware Modernization (Enterprise Service Bus) 2. Core Banking Modernization (BRINETS Tactical Enhancement) 3. New Delivery System
4	Enterprise Data Management Division	<ol style="list-style-type: none"> 1. Enterprise Data Warehouse (EDW) 2. Master Data Management (MDM) 3. Basic Data Setup- Operational Data Store
5	Banking Transaction Division	Platform CMS Acquisition End to End Corporation Feature
6	Contact Center Services Division	<ol style="list-style-type: none"> 1. Integrated Handling Complaint System 2. Contact Center System Development
7	Credit Restructuring and Settlement Division	<ol style="list-style-type: none"> 1. BRI Collection System Batch 1 (BRIGUNA, Ritel) 2. BRI Collection System Batch 2 (KPR dan KKB)
8	International Business Division	The Opening of UKLN BRI Taiwan
9	Accounting and Management Division	IFRS 9 (PSAK 71) implementation
10	Business Program and Partnership Division (BPM)	Kartu Tani & KUSUKA

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No	Division	Proyek
11	Investment Services Division	1. Tapera Application System 2. New SI DPLK (BRIFINE Webs System)
12	Wealth Management Division	Wealth Management (Private Banking) WM Platform System Development
13	Corporate Transformation Division	1. Sales Planning for Medium Business 2. Ekstrakomptabel Information System Application 3. Digital Lending
14	BRIFIRST Team	New Finance System
15	IT Infrastructure & Operation Division	IT non-project activities, including activities to meet routine Data Centre and Networking devices needs.
16	Application Management & Operation Division	IT non-project activities, including activities to meet routine application development needs.
17	IT Strategy & Governance Division	IT non-project activities, including activities to meet needs relating to hardware and software research and development.
18	Desk Information Security	IT non-project activities, including activities to meet routine needs related to IT Security hardware and software.
19	Enterprise Data Management Division	IT non-project activities, including activities to meet data management-related needs.
20	Digital Banking Development & Operation Division	IT non-project activities, including activities to meet needs related to digital banking or digital development implementation.
21	International Business Division	IT non-project activities, including activities to meet hardware dan software needs of Overseas Work Unit.
22	Operation Centre Division	IT non-project activities, including activities to meet Opration Centre Activities' hardware needs.
23	Office Network Division	IT non-project activities, including activities to meet IT Operational devices needs throughout BRI working unit.
24	Desk E-Channel	IT non-project activities, including activities to meet the needs of e-channel devices (CRM, EDC, ATM, dll)

DATA PRIVACY AND SECURITY

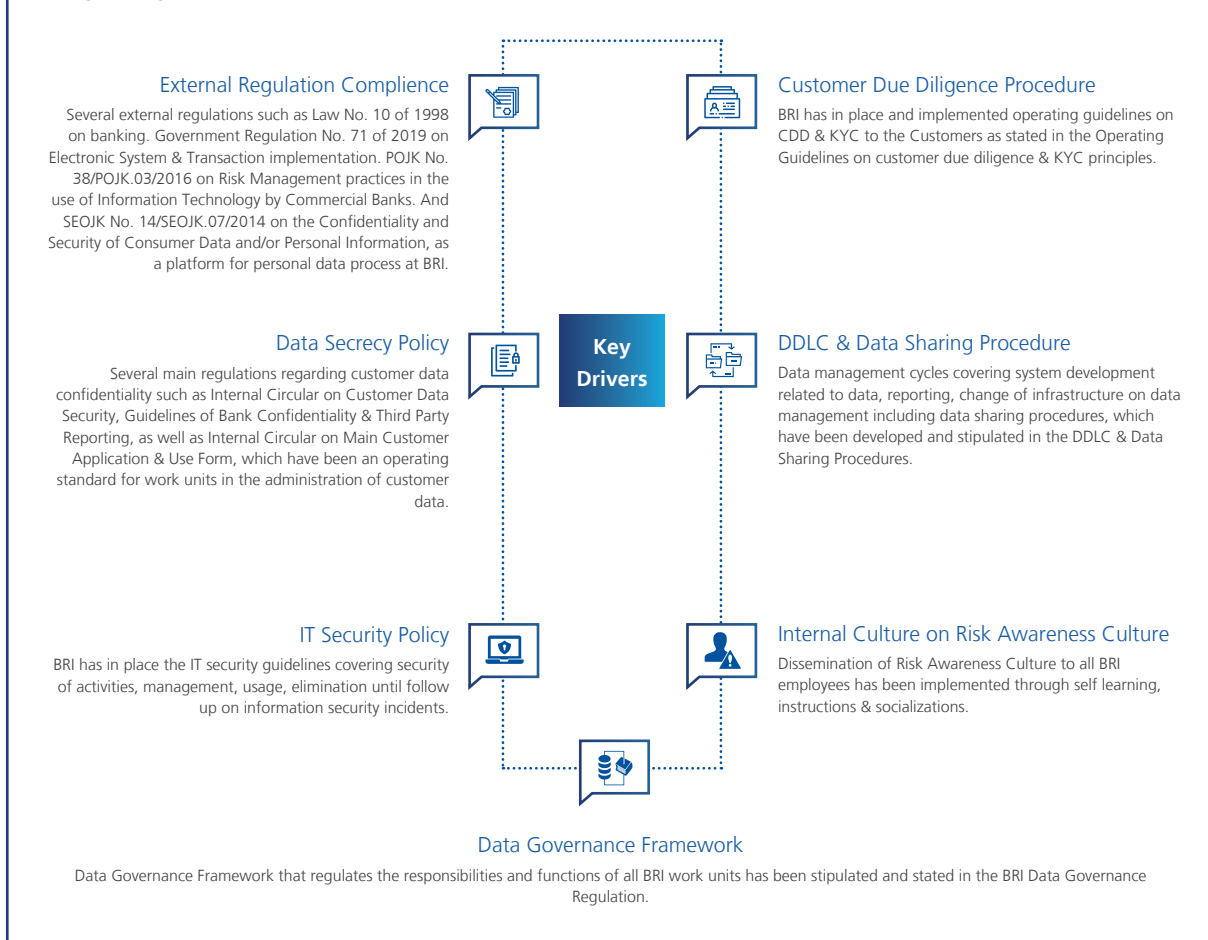
BRI has adopted and implemented a series of policies and operational guidelines to safeguard customers' data privacy. The Bank employs Information Security Implementation Guidelines, including the guidelines for the management, use, destruction, monitoring, evaluation, reporting of information and follow-up on information security incidents. Through strict implementation of those guidelines, BRI has been able to properly maintain customers' data privacy and security.

BRI is strongly committed to continuously enhancing the security of the entire data that the Bank manages. The followings are the principles of customers' data security and management as stated in various internal regulations.

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BRI's Implementation of the Supporting Policies on Data Privacy and Security

BRI sangat berkomitmen untuk meningkatkan keamanan informasi data yang kami kelola. Kami telah melaksanakan prinsip - prinsip di dalam pengamanan dan pengelolaan data nasabah yang dituangkan dalam beragam regulasi utama perusahaan.



1. External Regulation Compliance: In processing personal data stored in BRI's systems, the Bank observes a number of relevant external regulations, such as Law No. 10 Year 1998 on Banking, Government Regulation No. 71 of 2019 on the Implementation of Electronics System and Transaction, Regulation of Indonesia Financial Service Authority (OJK) No.38//POJK.03/2016 on the Implementation of Management Risk in the Use of Information Technology by Commercial Banks, as well as OJK Circular Letter No. 14/SEOJK.07/2014 on the Secrecy and Security of Consumers' Personal data and/or Information.
2. Data Secrecy Policy : BRI translates the relevant external regulations into the Bank's internal regulations and SOPs regarding customers' data privacy, such as Internal Procedure for Customers' Data Security (customers' data protection throughout all stages of data collection from obtaining data, processing & analyzing, storing, transferring/sending, opening access, as well as data disposal) including encryption procedures; Instructions on Bank's Confidentiality, transaction postponement, third parties reporting, and intenal procedure on the implementation and use of customers' primary forms. Some of these international policies have become the operating

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standards for BRI's work units in managing customers' data.

3. IT Security Policy: BRI has established IT security guidelines based on the procedures or standard of industrial best practice. The standards refer to OJK Circular Letter No. 21 / SEOJK.03 / 2017, ISO / IEC 27001: 2013 Standard on Information Technology-Security Techniques-National Security Management Systems-Requirements and PCI DSS Version 3.2 of 2016 Requirement 12.1 Establish, Publish, Maintain, Disseminate Security policy. The regulations are stated in the Primary Guidelines for the implementation of information security, including activities to safeguard, manage, use, destroy, and to follow-up security incidents (PP 08 / ISC / 09/2020).
4. Data Governance Framework: BRI have set and adopted Data Governance Framework that regulates the role, duties, and function of every BRI work unit. This adoption is set and stated in Internal Procedure concerning Guidelines for Data Governance Implementation.
5. Customer Due Diligence Procedure: BRI upholds banking prudence in its relationship with both existing and prospective customers. This principle is acted upon through BRI's guidelines on customer due diligence (CDD) and Know Your Customer (KYC). These guidelines are stated in the operational guideline book. They have been carried out in all business conduct with BRI customers and have become the operational standard for every BRI work unit.
6. *Data Development Life Cycle (DDLC) & Data Sharing Procedure: data management cycle, includes system development related to data, report generation, as well as infrastructure changes in data management and data sharing procedures have been compiled and regulated in internal procedure named DDLC & Data sharing procedures.*
7. Internal Culture concerning Risk Awareness Culture. BRI realizes that the series of procedures above should be followed by the internalization of working culture in all BRI management and employees. To that end, BRI has encouraged regular self-learning sessions, announced instructions, and conducted consistent awareness-raising campaign.

In addition, BRI is committed to protecting customer information/data in compliance with several laws and regulations. The followings are the law and regulations that BRI's adhere to and adopt in its internal regulations regarding protection of customer information.

1. Law No. 10 of 1998 regarding the amendment to Law No.7 of 1992 concerning Banking.
2. Government Regulation No. 71 of 2019 concerning the Implementation of Electronic System and Transaction.
3. OJK Regulation No.38/POJK.03/2016 concerning the Implementation of Risk Management in the Use of Information Technology by Commercial Banks.
4. OJK Regulation No.1/ POJK.07/2013 concerning Financial Consumer Protection
5. OJK Circular Letter No.14/SEOJK.07/2014 concerning Secrecy and Security of Consumers Personal Data and/or Information.
6. Other regulations.

BRI has adopted the regulations through the issuance of internal provisions on customer complaints, namely the Decree on Policy and Procedure for Settlement of Customer Complaints. Through this procedure, any complaints regarding breaches of customer confidentiality will be followed up immediately. In addition, there are also provisions that confirm the protection of customer data and/or information in the Circular Letter regarding Security of Customer Data.

During account opening, BRI requests the consent of the prospective customer and the customer's permission to use their data for the purpose of product and service offering by BRI or a company under BRI group. In the development of data privacy policy in BRI, the scope of consent will be expanded according to the data subject regulated under BRI's data privacy management framework.

In addition, Bank BRI also Procedure for the Implementation of Bank Secrecy, Transaction Postponement, and Reporting to Third Parties, that outlines the following:

1. The general provisions on bank secrecy as well as strict procedures that must be applied to carry out transaction opening, transaction postponement, temporary suspension, confiscation, freeze of asset, and reporting regarding customer data. The

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document also contains definitions and regulations, authority and responsibilities, workflow and job descriptions, as well as flowchart.

2. The procedure also defines data disclosure for the following purposes:
 - Taxation
 - Judiciary interest in the event of civil proceedings between the Bank and its customers.
 - Exchange of information between banks
 - Request, approval, or authorization from customers in writing
 - Bank inspection by Bank Indonesia

BRI also has internal procedure on data sharing for third party needs. The procedure defines what documents are required in the event of data inquiry and maintains the integrity of the Bank's confidentiality. The procedure also regulates the classification level of data that are managed by BRI, giving clarity on the criteria and what are required to obtain data from each level of classification. Data requests must also be authorized according to classification.

BRI is always vigilant when submitting or receiving third-party data to safeguard its own data. In any instances of data exchange, whether as the data provider or in a setting where all parties mutually exchange data, BRI always requires the third party to sign a Non-Disclosure Agreement.

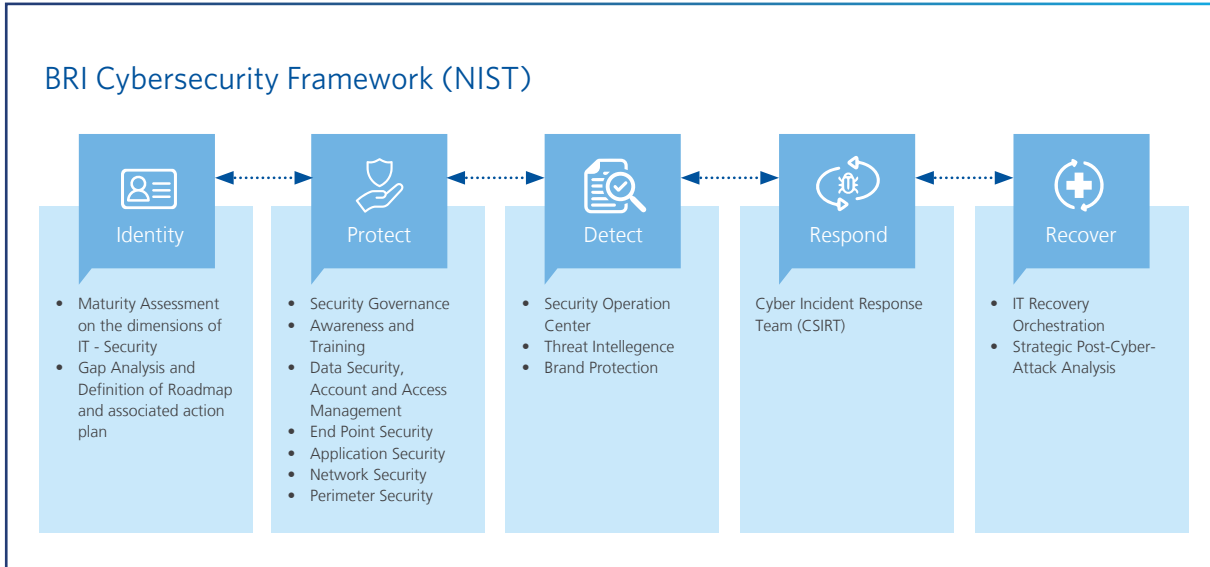
CYBER SECURITY

In 2018, in line with the development of BRI's digitalization and the increasing trend of cyber attacks, BRI formed a work unit under the Director of Digital Information Technology & Operations that specifically deals with information security. The information security work unit is responsible for:

1. Design of Security Architecture,
2. Operational Security,
3. Cyber Risk and Cyber Intelligence,
4. Data Loss & Fraud Prevention,
5. Identity & Access Management,
6. Program of Management, Investigation & Forensics, and
7. Security Governance.

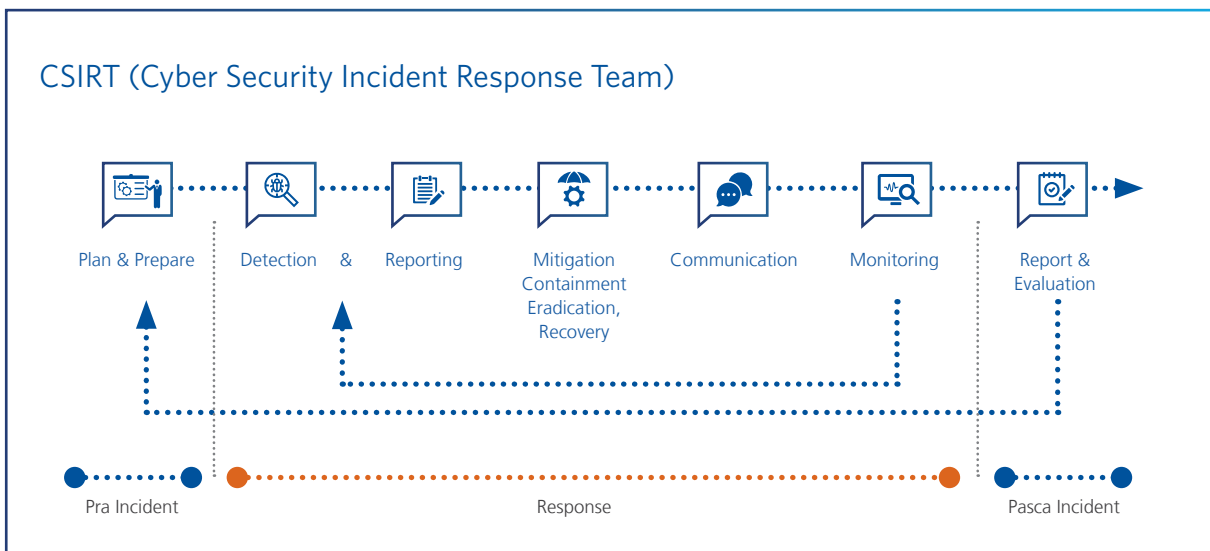
The information security work unit is led by a Chief Information Security Officer (CISO). CISO must be experienced in security and holds several certifications, such as CISA (Certified Information System Auditor) and CISSP (Certified Information Systems Security Professional). BRI has designed an Enterprise Security Architecture based on the NIST Cyber Security framework that is used as reference in the development of cyber security in BRI.

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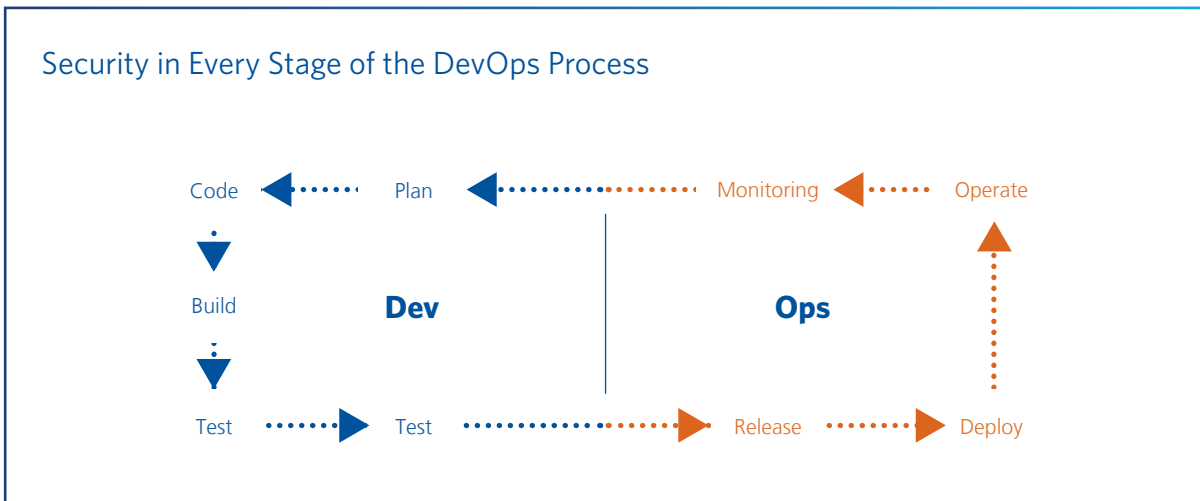
BRI has in place the cyber security policy that regulates the information security bank-wide. The cyber security policy is prepared based on the international standard of ISO27001: 2013, PCI DSS, and POJK No.38/POJK.03/2016 concerning the Application of Risk Management in the Use of Information Technology by Commercial Banks.

BRI also has in place procedures to handle information security incidents and has founded a cyber incident response team (CSIRT) that are coherent with BRI's Disaster Recovery Plan (DRP) and Business Continuity Plan (BCP). BRI collaborates with international security experts with global experience in incident response to assist BRI in dealing with cyber incidents.



To ensure that BRI's system security is always respected, cyber security must be considered in every application development process (Software Development Life Cycle - SDLC) throughout the design, development, and application testing stages.

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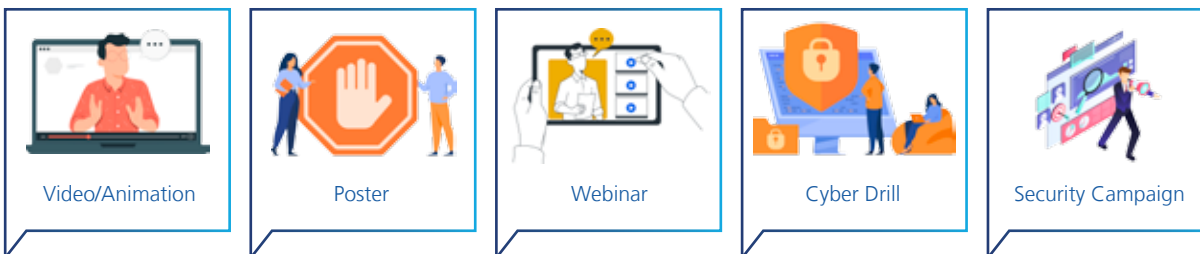
BRI's Security Operation Center (SOC) is a dedicated function that monitors cyber threats continuously 24/7, 365 days a year. BRI carries out proactive monitoring by harnessing threat intelligence services from international providers. BRI also has a brand protection program to examine any incident of brand abuse on social media to identify or mitigate brand abuse threat. This resulted in no data breach in BRI since 2019.

BRI also collaborates with third parties that carry out independent assessment and review on BRI's system vulnerabilities, such as by carrying out vulnerability assessment, penetration tests and cyber-attack simulations (red team).

Information Security Culture

To enhance BRI employee's awareness towards information security, BRI regularly conducts awareness raising program through various forms and media, including:

1. BRI's internal poster and publication,
2. E-learning program for all employees,
3. Webinar, open for BRI employees, and
4. Anti-phishing campaign via email.



Showing its commitment to information governance, BRI imposes disciplinary actions against individuals who violate information security rules and where this action cause impacts to the Bank's business.

Digital, Information Technology & Operations

BRI Cyber Security Talent Roadmap

To increase BRI capabilities in handling cyber security, the Company has cyber security talent roadmap that ensure all employees in the field are certified and their competency level standardized. They are also expected to be at par with international standard skills. BRI also recruits professionals who are experienced and certified in cyber security. To date, BRI has completed a number of certifications, including CEH, CHFI, ECIH, ECSA, ENSA, OFFICE, ISO 27001 Lead Auditor, ISO27001 Lead Implementer, CISSP, etc.

As an effort to ensure the governance and process of information security meet international standards, BRI undertakes ISO 27001:2013 certification that covers includes Big Data, BRIAPI Platform, Managing Event & Cyber Threat Monitoring, Card Production, Satellite Service Operation Department and Data Center Infrastructure.

BRI also actively coordinates and cooperates with various government institutions and communities regarding cyber security, such as the National Cyber and Crypto Agency (BSSN), C SSP-SP Bank Indonesia, Himbara Forum, and Perbanas Forum.

FIXED ASSET MANAGEMENT & PROCUREMENT



With over 120 million customers, more than 9,000 branch offices, and over 125 thousand employees, BRI runs a vast scale of business operations. The Fixed Asset Management & Procurement Directorate is responsible to fulfil the need of operations procurement in BRI and to ensure BRI has proper fixed asset and logistics management.

Fixed Asset Management & Procurement

FIXED ASSET MANAGEMENT & PROCUREMENT DIRECTORATE PERFORMANCE

SUMMARY OF PERFORMANCE & STRATEGY IN 2020

In 2020, the Fixed Asset Management & Procurement Directorate carried out organization transformation to re-arrange its role/function in the work units under the directorate. Underpinned by good governance, the transformation separates policy and operational role.

Asset Management & Procurement Directorate also continued its continuous upgrade of its information system (versioning) to create an added value for BRI. The Directorate also designed BRI's e-procurement roadmap to go fully digital.

In 2020, the Fixed Asset Management & Procurement Directorate achieved cost efficiency with an average of 17.33%, or equal to Rp954.89 billion. The Fixed

STRATEGY IN 2021

In 2020, the Fixed Asset Management & Procurement Directorate will continue implementing cost efficiency strategies and upgrading its information management system.

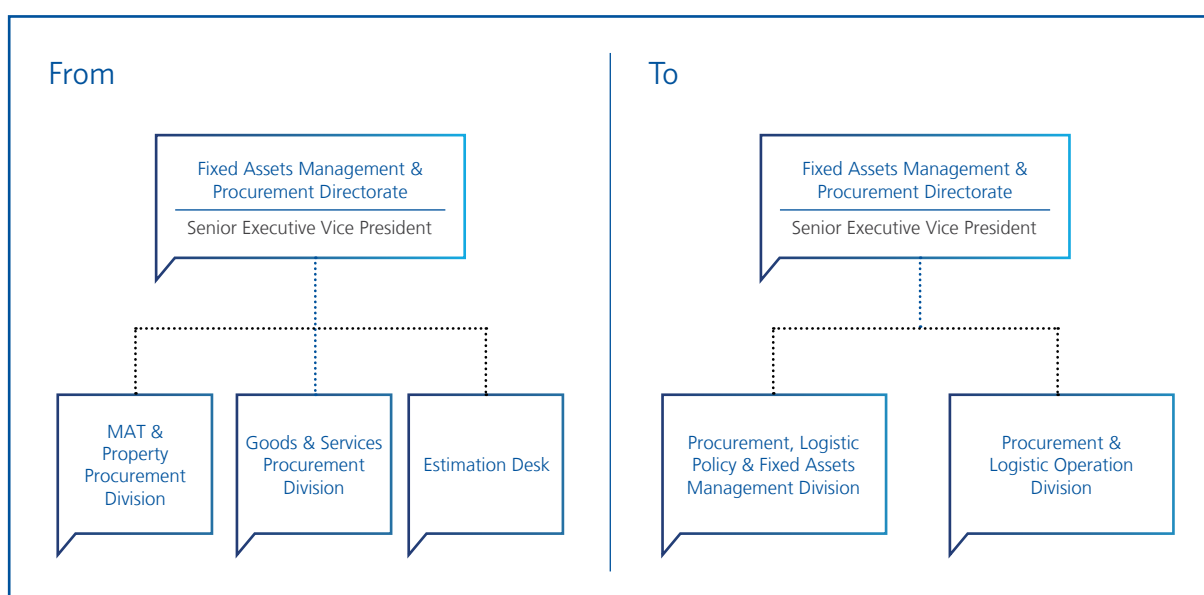
BRI has identified 5 BRI Corporate Strategies for 2021, focusing on: Asset Quality, Operational Efficiency, Selective Growth, Transaction Boost, and BRI Group Synergy. Based on this high-level plan, the Fixed Asset Management & Procurement Directorate identified the following three priority areas for 2021:

1. Data quality: cleansing of data assets, BRIsmile optimization, reviewing archiving procedures, development of estimation data management application, and owner's estimate standardization;
2. Operational efficiency: promoting the use of PaDI, digitizing the business process in logistics, optimizing the role of Budget Coordinator, improving estimation procedures and methods;
3. BRI Group Synergy: reviewing fixed asset & logistics policies that may be applicable at the Group level, optimizing collaboration with companies under BRI Group in terms of procurement and asset use, conducting a benchmark study at the BRI Group on logistics and owner's estimate standardization, leveraging the BRI Tower Gatot Subroto to benefit the BRI Group, integrating the insurance claim management system application with subsidiaries.

Fixed Asset Management & Procurement

ORGANIZATION TRANSFORMATION

The Fixed Asset Management & Procurement Directorate used to consist of three work units, namely Goods and Services Procurement Division, MAT and Property Procurement Division and Estimation Desk. Following the transformation, the Directorate now has just two divisions, namely Procurement, Logistic Policy & Fixed Assets Management Division and Procurement & Logistic Operation Division.



FINANCIAL PERFORMANCE

Budget Management

The Fixed Asset Management & Procurement Directorate is responsible for managing investment and non-IT exploitation budgeting (Budget Coordinator). In implementing its responsibilities, the Directorate cooperates with Budget Sub-Coordinator.

Non-IT realization and work plan and budget (RKA) for investments (Capex) and exploitation (Opex) managed by the Fixed Assets Management & Procurement Directorate for 2018-2020 is as follow:

Keterangan	2018		2019		2020	
	Realization	RKA	Realization	RKA	Realization	RKA
Capex (million Rp)	2,371,220	4,764,317	1,215,188	5,153,804	1,909,951	4,319,838
Opex (million Rp)	5,659,499	6,450,903	5,896,778	6,770,324	5,871,495	5,952,495
Total (million Rp)	11,215,220	8,030,719	7,111,965	11,924,129	7,773,446	10,272,333

Fixed Asset Management & Procurement

Cost efficiency in Procurement (10% of the budget)

Efficiency is always important in any procurement activity. BRI consistently aims to create cost efficiency as part of the Bank's strategies to achieve value for money. In 2020, the Fixed Asset Management & Procurement Directorate delivered an average of 17.53% of cost efficiency, or equal to Rp954.89 billion.

Procurement Type	2018		2019		2020	
	% Cost Efficiency	Billion Rp	% Cost Efficiency	Billion Rp	% Cost Efficiency	Billion Rp
Goods & Services	22.11	848.8	16.46	1,170.6	17.16	950.10
Building Support Facilities	20.88	4.8	17.25	4.4	17.50	4.79
Total	21.50	853.6	16.86	1,175	17.33	954.89

NON-FINANCIAL PERFORMANCE


In 2020, the Fixed Asset Management & Procurement Directorate carried out the following activities as set out in the Directorate's work program:

1. Implementation of procurement strategy through framework contracts for goods/services.
2. Implementation of multi-vendor procurement strategy.
3. Implementation of repeat orders as a procurement strategy.
4. Implementation of procurement strategy through design and build for building renovation.
5. Online Vendor Registration (web-based) application upgrade
6. Price estimation methodology improvement and standardization.
7. Estimation Management Information System upgrade (versioning).
8. Development of a new function to calculate the insurance premium cost of the entire fixed assets under BRI's work units in BRISMILE.
9. Modular migration of BRISMILE from SSO portal to PN-based.
10. Development of blueprint of estimation data bank app.
11. Architecture design of Fixed Asset Management & Procurement Directorate.
12. BRI e-procurement roadmap design concept towards going fully digital.

Management Information System of Procurement and Fixed Asset Management


The Fixed Asset Management & Procurement Directorate regularly upgrades (versioning) its management information system, ensuring that the system can create added value for BRI. The system today offers the following benefits for BRI work units:

1




Online monitoring on fixed asset record to minimize differences in fixed assets data.

2




Decentralized fixed asset management.

3



Online monitoring on the progress of insurance claims on fixed asset losses.

4



Self-initiated fixed asset write-off.


Fixed Asset Management & Procurement

5



Monitoring on the progress of write-off proposals.

6



Needs and budget planning by system, with greater visibility on realization monitoring.

7



Submission of property leasing/buying proposals by system.

BRI FIXED ASSET MANAGEMENT & PROCUREMENT

General Policy

The General Policy on Fixed Asset and Logistics Management PT Bank Rakyat Indonesia (Persero), Tbk informs the Bank's fixed asset management and procurement activities. The policy supports BRI's operations, providing goods and services in the quantity and quality as needed, within the time required and with the best value for money in accordance with GCG (Good Corporate Governance) principles. The policy is issued by virtue of Board of Directors Decision Letter Number KB.01-DIR/MAT/03/2020 dated March 31, 2020 regarding General Policy of Fixed Asset and Logistics of PT Bank Rakyat Indonesia (Persero), Tbk in force starting March 2020. The policy is based on State-Owned Enterprises (SOE) Minister Regulation Number PER-08/MBU/12/2019, dated December 12, 2019 regarding General Guideline for the Implementation of Goods and Services Procurement in State-Owned Enterprises.

The said policy contains an integrated governance of BRI fixed assets and logistics, which include planning, needs identification, funding, procurement, payment, distribution, insurance, maintenance, optimization of assets, administration and reporting, and monitoring and evaluation.

The objectives of BRI's Fixed Asset and Logistics Management Policy are:

- To guide quality fixed asset management and logistics services in all BRI work units.
- To guide the procurement process in BRI.

BRI consistently updates the policy, taking into account the Bank's needs, business development, also applicable regulations. By ensuring the policy's relevance, the procurement process can be more in line with business needs, priority, budget availability and cost efficiency.




Fixed Asset Management

In managing Fixed Assets and Logistics, the Fixed Assets Management & Procurement Directorate refers to of Directors Decision Letter Number KB.01-DIR/MAT/03/2020 dated March 31, 2020 regarding General Policy of Fixed Asset and Logistics of PT Bank Rakyat Indonesia (Persero), Tbk and the operating procedures.

Fixed Asset Management & Procurement



Code of Ethics for Procurement of Goods and Services

The procurement code of ethics consists of the following norms:

<p>1</p>  <p>Procurement tasks are to be carried out in accordance with its applicable governance framework and responsibly to ensure seamless and effective procurement activities.</p>	<p>2</p>  <p>Procurement officers must demonstrate professionalism, independence, and honesty; they must maintain the confidentiality of procurement documentation to prevent fraud in procurement.</p>	<p>3</p>  <p>Procurement officers must avoid undue influence, directly and indirectly, to prevent and avoid unhealthy competition.</p>	<p>4</p>  <p>All decisions endorsed and agreed by all parties involved in a procurement activity shall be respected and exercised responsibly.</p>
<p>5</p>  <p>Procurement officers avoid and prevent conflict of interests, directly and indirectly, between parties involved in a procurement activity.</p>	<p>6</p>  <p>Procurement officers avoid and prevent financial inefficiency and financial leakages in procurement.</p>	<p>7</p>  <p>Procurement officers avoid and prevent abuse of authority and/or collusion for the purpose of personal, group, or other party's enrichment that harms BRI directly and indirectly.</p>	<p>8</p>  <p>Procurement officers shall not receive or commit to provide or receive gifts and rewards in any form to anyone who are known to or can be reasonably inferred to be relating with a procurement activity.</p>

Goods and Services Procurement Principles


The Bank refers to the following fundamental principles of procurement, which are:

<p>1</p> 	<p>Efficient</p> <p>Procurement of goods/services shall obtain optimum and best results within a swift timeframe. Funding and capabilities must be as minimal as possible, but still fairly and not only rely on lowest price.</p>
<p>2</p> 	<p>Effective</p> <p>Procurement of goods/services shall be in line with the specified requirements and provide the greatest value for money according to procurement targets.</p>

Fixed Asset Management & Procurement

3


Competitive



Procurement of goods/services shall be an open to qualified vendors. The mechanism should promote healthy competition between the equal vendors and meet certain requirements/ criteria based on clear and transparent rules and procedures.

4


Transparent



All rules and information on procurement of goods/services, including technical requirements of procurement administration, evaluation procedures, evaluation results, decisions on prospective vendors, should be provided transparently for interested parties.

5


Open



Procurement of goods and services are open for all qualified vendors.

6


Fair



All qualified vendors shall be treated equally.

7


Accountable



Procurement process must meet the activity's intended target and must be accountable to prevent the risk of abuse and fraud.

8

Goods and/or Services Standardization



The goods and/or services procured should follow the standardization of goods and/or services and/or are already used by other banks/companies.

Fixed Asset Management & Procurement

9



Centralization

Procurement of goods and/or services are carried out by the Procurement & Logistic Operation Division. A procurement activity carried out by a different unit must have a Principal Approval from an authorized officer.

10



Decentralization

Procurement of goods and/or services may be delegated to work units other than the Procurement & Logistic Operation Division according to the limit of the given authority. Where the limit is exceeded, approval from authorized officer(s) is needed.

11



Specified in procurement plan and/or Corporate Work and Budget Plan

Procurement of goods and/or services can be executed if already specified in the Procurement Plan and/or Corporate Work and Budget Plan approved by a Commissioner. A procurement activity not listed in either of the plan may be carried out following plan revision or budget switching with approval from an authorized officer.

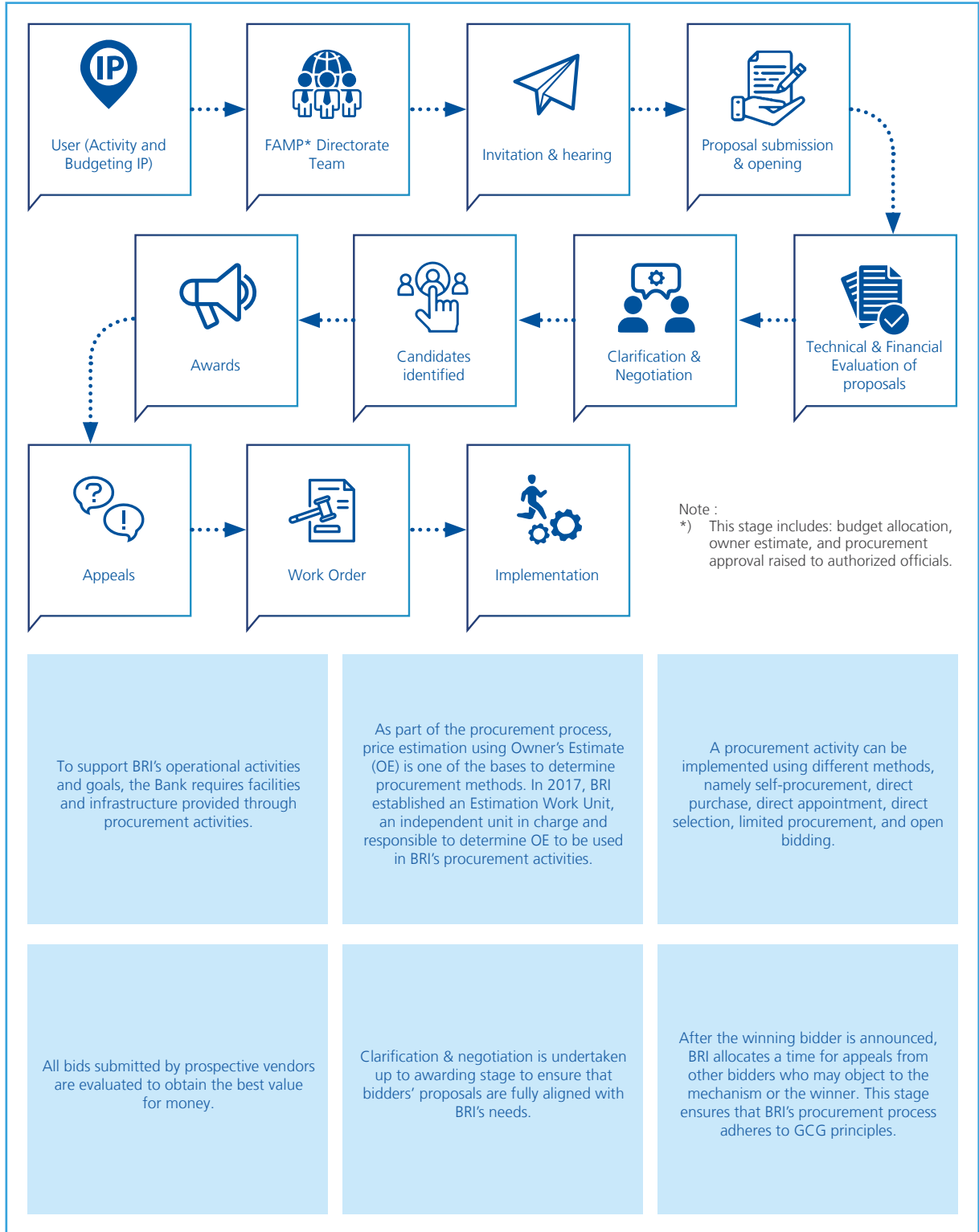
To realize procurement process according to the above principles, BRI implements the following:

1. Transparency and independency of procurement of goods and services process.
2. Consistent compliance with the internal and external regulations.
3. Implementation of risk management principles, including risk identification, measurement, monitoring and control.
4. Consistently observe BRI Corporate Culture founded upon the values of:
 - a. AKHLAK BUMN (Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative);
 - b. BRILIAN (Integrity, Professionalism, Trust, Innovation, Customer Centric);
 - c. Good Corporate Governance; and
 - d. Code of Conduct and prudence.

Fixed Asset Management & Procurement

Procurement of Goods and Services Procedure/Mechanism

The stages of BRI procurement of goods and services are as follows:



Fixed Asset Management & Procurement

Vendor Management

1. Vendor management includes the process of registration and selection of prospective vendors, monitoring, and evaluation of vendors performance, to identification of a blacklist. Vendor management creates a database of BRI's potential suppliers that are ready and able to participate in BRI's procurement.
2. To participate in a procurement activity, vendors must have a Registered Vendor Certificate. The Certificate is proof that the holder has been officially listed as BRI's vendor and is required for vendors to compete in a procurement process.
3. The Registered Vendor Certificate is issued for qualified and eligible vendors from any business sectors that provide goods and services required by BRI.
4. BRI has created a list of vendors to refer to in a procurement process. The list was created by identifying qualified and eligible vendors based on BRI's criteria. The criteria and the procurement process, from planning to bidding and awards, are identified and decided transparently according to GCG principles.
5. Vendors are valuated based on procurement process, quality, delivery, responsiveness, and maintenance period.
6. BRI has developed a registered vendor management app, SKT Online, integrated with BRISMILE. The system enables self-service function for vendors to register their companies (online registration) as well as evaluation function on a vendor's legality and business capacity and issuance of Registered Vendor Certificate.

Vendor Gathering

In 2020, BRI organized a focus group discussion (FGD) for vendor gathering. The program included presentations on the following topics:

1. Sharing on BRI's future vision and mission.
2. Collaboration between BRI and its partners.
3. Capturing vendors' inputs to improve BRI's procurement mechanism.
4. Introduction of ISO 37001:2016 and vendor evaluation.

External Customers/Vendors' Satisfaction Index

To improve the quality standard of procurement, in 2020 BRI organized a vendor survey. The result was 3.13 (on a maximum scale of 4).

Education & Certification

To realize the Fixed Asset Management and Procurement Directorate vision and mission, the Directorate's human resource needs to be strengthened through education and training activities. Some programs are mandatory for the Fixed Asset Management and Procurement Directorate, such as supply chain management, negotiation skills, and estimation techniques. The Directorate also plans to carry out programmatic professional certifications (in procurement, estimation, archiving, and others) that cover national and international standards.

Fixed Asset Management & Procurement

ISO Implementation

ISO Certification



ISO 37001:2016



Anti Bribery Management System

International Standards in Anti Bribery Management System

- Register No.SAB 00019
- Expiry date 9 August 2023



Provision of Establishment Strategy and Policy (Inc. Vendor Mgt.)

International Standard in strategy and policy (incl. vendor mgt.) quality management system

- Register No.10156337
- Expired date 25 November 2021



ISO 9001:2015



Provision of Inventory, Purchase Payment and Archiving Service

International Standard of quality management of inventory, purchase payment, and archiving service

- Register No.10107144
- Expiry date 9 December 2020



Provision of Cost Estimation Processes

International Standard of quality management in estimation

- Register No.10162162
- Expiry Date 28 November 2021

Procurement Report 2020

As part of banking prudence, procurement of goods and services of certain value is decided jointly by authorized decision-making officials in a Procurement Committee.

The Procurement Committee is expected to carefully weigh procurement decisions, making sure that every resolution is accountable, effective, and efficient.

The following are Procurement of Goods and Services Committee data during 2020:

Fixed Asset Management & Procurement

No.	Committee Name	Procurement Values	Total Procurement
1	Procurement Committee I	1,251,622,516,000	3
2	Procurement Committee II	291,776,630,000	2
3	Procurement Committee III	1,636,457,658,359	31
4	Procurement Committee IV	1,520,381,761,583	107
Total		4,700,238,565,942	143

Procurement Audit

To ensure that procurement processes are implemented according to applicable rules and procedures, BRI conducts the periodical audit by engaging internal and external auditors.

NETWORK & SERVICE



With the rapid acceleration of digitization amid the Covid-19 pandemic, customers have also moved away from branch offices to mobile or digital channels to do banking transactions. Responding to this trend, BRI has continued to optimize both its physical Work Units and digital channels, including the role of BRILink Agents throughout the country. Improvements in Work Units have been continued to make them more aligned with customers' segmentation and profile, thereby providing customers with a more refined banking experience.

Network & Service

PERFORMANCE HIGHLIGHTS OF NETWORK & SERVICE DIRECTORATE

2020 PERFORMANCE SUMMARY OF THE NETWORK & SERVICE DIRECTORATE

Committed to support the Bank's vision and mission of delivering "integrated financial solution" by 2020, the Service & Network Directorate of BRI has defined a strategic roadmap that focuses on Digital Transformation, Capturing New Business Model, and Improving Digital Capabilities.

From 2017 to 2020, to drive business process digitization and transformation of Work Units, BRI optimized its Work Units by migrating banking services to digital channels leveraged further its branchless banking agents. As the result, BRI has recorded a decline in the number of physical branch office with a CAGR of 5% since 2017. At the same time, digital channels have steadily grown with an addition of 2000 CRMs and 44,685 EDCs per 2020, while BRILink Agents grew to 504,233 across Indonesia.

From BRILink Agents, BRI reported a 39.57% growth in the volume of financial transactions from 521.32 million transactions in 2019 to 727.62 million transactions in 2020, while sales volume stood at Rp843.21 trillion. From BRILink transactions, BRI

generated Rp1.16 trillion of free-based income as at December 2020, or up 47.04% from Rp788.71 billion in the same period of 2019. The notable growth positively impacted BRI's overall revenue performance. Moreover, BRILink Agents also drove growth in low-cost funds, or CASA, that stood at Rp13.27 trillion or up 57.14% from the Rp8.4 trillion in the preceding year.

Aside from channel development, BRI also enhanced the quality of services and operations of Work Units. To monitor progress and measure service quality, BRI conducted regular internal and external surveys, such as the Quality Consistency Measurement Survey in Service Offices using mystery shopping and customer satisfaction survey as the methods. In terms of cash management operations, Bank BRI reached a new milestone in 2020, reporting a 1.98% of cash ratio as at December 2020, which indicated excellent cash management. The result was delivered by the handover of regional office ATM management to centralized CRO, system developments, and an operational strategy that maintained services during Eid holidays.

Network & Service

In terms of information system security and customer data secrecy, BRI has obtained the ISO/IEC 27001:2013 on Information Security Management System from BSI. The certification is expected to contribute to improving transaction process quality in BRI and customer satisfaction.

2020 & 2021 STRATEGIES

To realize the Bank's vision and mission, Roadmap, and Priority Work Programs, the Service & Network Directorate of BRI has defined a strategic roadmap that focuses on Digital Transformation, Capturing New Business Model, and Improving Digital Capabilities. Strategy implementation was reflected from business process optimization and branch transformation to digital channels.

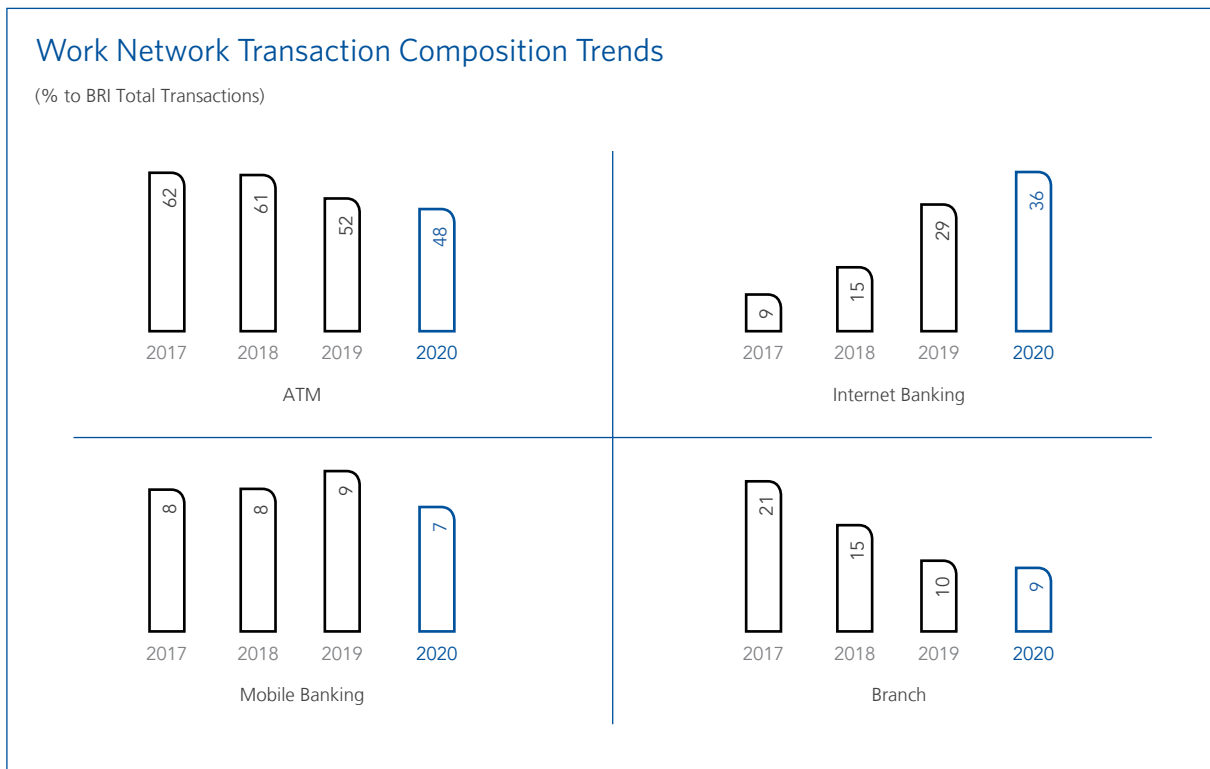
In 2021, BRI will continue its transformation process, moving on with strategic initiatives such as end-to-end branch operating model, customizing branch formats, optimizing distribution network footprints, automating & digitizing business processes, accelerating migration of ATM/CRM to cross-industry utility, enhancing digital sales & marketing capabilities, and developing Brilink 2.0. To enhance service quality, BRI has in place the WeAreShine service dan complaint management automation and digitization strategies.

Network & Service

ELABORATION OF NETWORK & SERVICE DIRECTORATE PERFORMANCE IN 2020

BRI's Network and Service Directorate plays a vital role in BRI in ensuring seamless activities and service operations across the Bank's network, including the operations of BRILink Agents. Committed to support the Bank's vision and mission of delivering "Integrated Financial Solution" by 2020, the Service & Network Directorate of BRI has defined a strategic roadmap that focuses on Digital Transformation, Capturing New

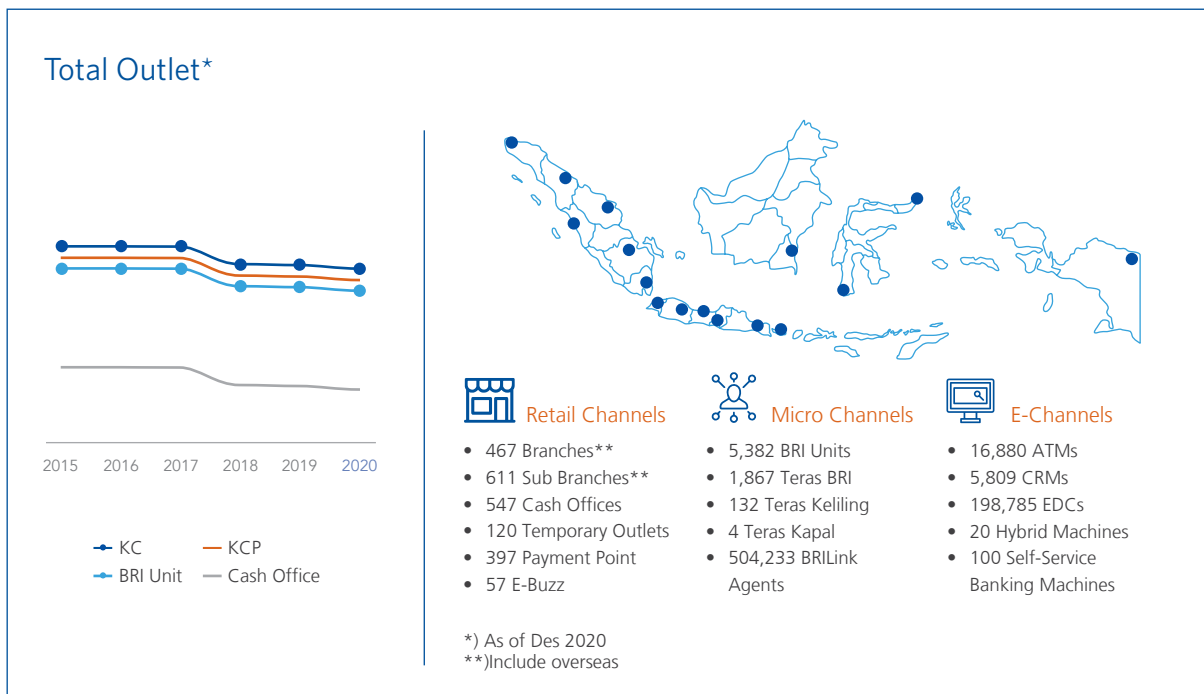
Business Model, and Improving Digital Capabilities. To that end, the Service & Network Directorate is supported by 5 (five) divisions: Distribution Network Division, Services & Contact Center Division, Brilink Network Division, Payment Operation Division, and Credit Operation Division.



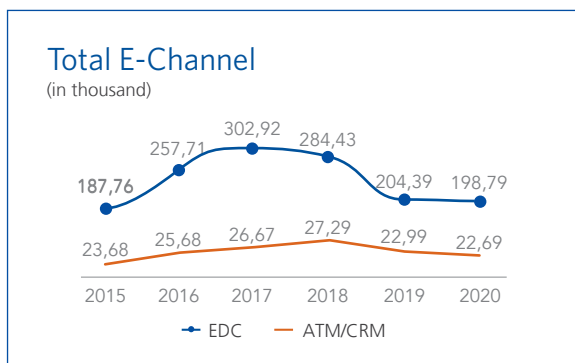
Rapid technology development has caused an evolution in customers' transaction behavior. This could be seen from the shifting preference of transaction channel, from branch offices to digital channels, such as ATM, Mobile Banking, and Internet Banking.

To respond to the situation, since 2017 BRI has initiated branch office optimization. The following data show the number of types of BRI's channels.

Network & Service



In managing electronic channels, BRI focuses on tool reliability to ensure channel productivity. As per December 2020, e-channel reliability reached 104.31% (ATM 100%, CRM 105.29%, EDC 105.98%), while e-channel productivity reached 100.43% (ATM 100%, CRM 101.29%, EDC 100%).



In terms of e-channel quantity, the Network & Service Directorate expanded CRM and EDC outlets, adding 2,000 units of CRMs and 44,685 units of EDCs – consisting of 25,000 BRILink EDCs and 19,685 units

of EDCs for the Government’s program. To keep ATM machines updated, the Bank has de-activated 2,304 ATM units that are obsolete or have been operating for more than 5 years.

To deliver branchless banking services, Network & Service Directorate also manages BRILink Agents, who support BRI in providing branchless banking services on the ground for customers to support financial inclusion, digital financial services, and the use of rupiah as the currency in the national jurisdiction. BRILink Agents are also considered partners, therefore the cooperation offers a win-win solution in three ways: customers benefit from reliable financial transactions, partners receive additional income, and BRI can expand its network to serve unbanked customers efficiently.

In 2020, BRI carried out the following the programs and strategies to develop BRILink:

1. BRILink Agent Quality Improvement

BRI focuses on growing profitability by maintaining the quality and productivity of BRILink Agents, thereby improving the performance and seamless

Network & Service

operations of the Agents. To that end, Agents have been mapped based on their transaction volume and activities. The mapping informs the Agents' incentive scheme, and this has been proven effective to motivate Agents to compete and enhance their performance.

2. BRILink Service Improvement

Following the growth of Internet of Things, BRILink Agents have started to drive acquisition of agents that operate with Android-based mobile platform, BRILink Mobile, that is secured, efficient, and reliable. BRILink Mobile is also expected to attract the interest of millennials in supporting financial inclusion. In this platform, BRI develops service features and increases back-end reliability. New and innovative services are now available via BRILink Agents, such as referrals for ultra-micro loans and gold savings top-up in addition to existing services and features.

3. Supporting Government's Program

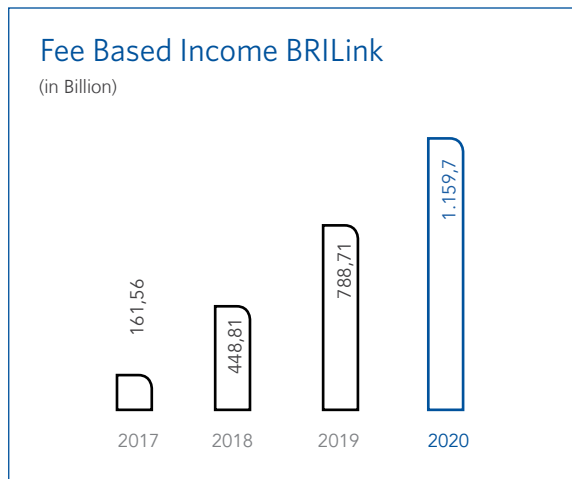
BRI continues to play its role in supporting financial inclusion and literacy under the Financial Services Authority (OJK)'s branchless banking initiative and Bank Indonesia's digital financial service initiative. Through BRILink Agents, BRI is also actively participating and synergizing with the Social Affairs Ministry and the sub-national Social Affairs Offices to channel social assistance to eligible recipients.

Aside from the above, BRI also focused on the ultra-micro segment. The segment has been playing a significant role in Indonesia's economy, but was also bearing the brunt of the pandemic. BRI has implemented several initiatives to collaborate with other ultra-micro financing providers to open new product and ultra-micro service distribution channels via BRILink Agents located throughout Indonesia, on the ground and close to the segment.



Until 31 December 2020, there are 504,233 BRILink Agents nation-wide, consisting of 124,720 EDC BRILink Agents and 379,513 Mobile BRILink Agents. The number of agents increased by 19.44% in 2020 compared to 2019. BRI is noticing a strong interest from the society to become BRILink Agents, which reflect this initiative's substantial benefits.

The volume of BRILink Agents' financial transactions grew by 39.57% from 521.32 million in 2019 to 727.62 million in 2020. The increase pointed to BRILink's key features of convenience, proximity, and speed of service.



Network & Service

From BRILink Agents, BRI reported Rp1.16 trillion of fee-based income as at December 2020, or up 47.04% from Rp788.71 billion in the same period of 2019. The notable growth positively impacted BRI's overall revenue performance. Moreover, BRILink Agents also drove growth in low-cost funds, or CASA, that stood at Rp13.27 trillion or up 57.49% from the Rp8.4 trillion in the preceding year. In terms of sales volume, BRILink generated a total of Rp843.21 trillion from its transactions.

BRILink Agents are now serving over 54 thousand Indonesian villages, with as many as 12 thousand village-owned enterprises have been registered as BRILink Agents. The vast network enables BRILink to support MSME loan channeling as well as social assistance to families impacted by Covid-19. Among other roles, BRILink Agents can serve MSME loan application using local loan referral system. Moreover, in coordination with neighborhood units, BRILink supports BRI in distributing staple food packages to families and businesses that were impacted by the pandemic.

Other than the quality and quantity of service network, BRI closely monitors service quality delivered to all customer through all channels, especially customer touchpoints that involve customer-bank interaction. Customer-centric value is continuously promoted and translated into initiatives to improve people capability, business process, and the convenience of the Bank's premises. BRI aims to standardize its service and drive customer satisfaction towards all service channels, therefore increasing account opening, usage, and balance to impact BRI's bottom line through CASA and fee-based income performance.

In 2020, BRI executed the following initiatives that targeted quality improvement:

- **Improvement of people capabilities**, through JakartaSHine, JavaSHine, and IndonesiaSHine initiatives, which focus on and People, Process, Premises, as well as operational parameters to ensure service consistency across of service units.

- **Service culture development.** BRI celebrates Customer Day with a series of thematic activities carried out by every work unit to drive customer engagement with BRI's branch office or service channel that customers typically access.
- **Service process improvement.** BRI carries out business process re-engineering, namely simplifying procedures and re-arranged service sequence in branch offices to improve service convenience and reduce waiting time.
- **Premise repair and improvement.** BRI improves and repairs service infrastructure to provide comfortable banking experience.

To monitor progress and measure service quality, BRI conducted regular internal and external surveys:

1. **BRI Service Quality Consistency of Service Channels**
Quality assessment using mystery shopping method to obtain accurate and objective information on service quality. Assessment is done on four aspects of People (CS, Teller, Security Guards), Process, E-Channel (ATM/CRM), and premises.
2. **Customer Satisfaction Survey**
Using Computer Assisted Telephonic Interview (CATI), the survey is carried out on customers post transaction (no later than 3 days after the transaction)

Service quality is consistently measured due to its value to business continuity. BRI also measures its performance against the competitors, in order to gauge BRI's positioning and ensuring that BRI is consistently leading the banking industry.

To objectively learn of its performance, BRI engages independent firms to measure its quality compared to competitors' services. The results of 2020 are as follow.

- **Satisfaction, Loyalty, and Engagement (SLE) 2020** by Marketing Research Indonesia (MRI):
 - a. Ranked 3rd of 7 banks in Customer Loyalty Index (CLI)
 - b. Ranked 3rd of 7 banks in Satisfaction, Loyalty, and Engagement Index (SLE Index)

Network & Service

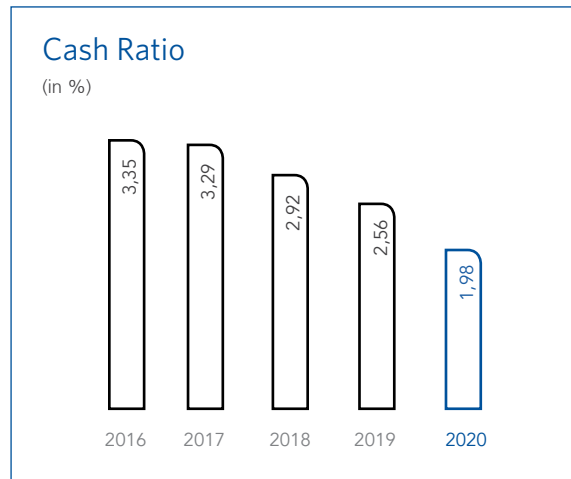
- Customer Experience Service Quality Index (CX-SQI) 2020 by Carre:
 - a. Ranked 2nd in Brand Usage (most frequented banks) among customers who make cash deposits and withdrawals at BRI's branch offices.
 - b. Ranked 1st in Brand Usage (most frequented banks) among customers who perform cash transfers at BRI's branch offices.
 - c. Ranked 2nd for Customer Experience Service Quality Index (CX-SQI).

- Bank Service Excellence Monitor (BSEM) 2020 by Marketing Research Indonesia (MRI):
 - a. Ranked 3rd in Convenient Branch Experience
 - b. Ranked 3rd in Overall E-Banking
 - c. Ranked 1st in Internet Banking

- Contact Center awards::
 1. 2nd Place in Wow Brand Award, Call Center category
 2. 4th Place in Top Brand Award, Call Center category
 3. 4th Place in Marketing Research Indonesia (MRI), Call Center category
 4. Contact Center World (CCW) Asia Pacific Region Category:
 - a. Best Sales Professional Silver Winner
 - b. Best IT Support Professional Bronze Winner
 - c. Green Contact Center Bronze Winner
 - d. Best Self-Service Technology Bronze Winner
 - e. Best Sales Campaign Bronze Winner

To complement service quality and to meet the increasingly diverse needs of customers, BRI also upgrades its systems and operations from time to time. In 2020, the Bank reported the following activities and achievements:

1. Cash management activity



Bank BRI reached a new milestone in 2020, reporting a 1.98% of cash ratio as at December 2020, which indicated excellent cash management. This was a result of the handover of regional office ATM management to centralized CRO, system developments, and an operational strategy that maintained services during Eid holidays.

2. Network and Payment System Infrastructure Optimization

Bank BRI regularly reviews network productivity and stability that supports payment systems money transfers in rupiah (RTGS & clearing), remittance, treasury settlement, and centralization of transfer reconciliation. In 2020, to improve network quality and business continuity plan, BRI applied new back-up system infrastructure in its core network (data center) and back-up system Disaster Recovery Plan.

Network & Service

3. Overhead Cost Efficiency

BRI's spending was focused on network and service development to enable transaction growth as well as on efficient digital infrastructure. At the same time, BRI ensured that the costs spent to fund its strategic initiatives were aligned with Bank's long-term strategies. In 2020, BRI carried out operational business process re-engineering through system enhancement, resulting in overhead cost efficiency in, among others, commercial papers and card inventory management.

4. Operational Excellence

In 2012, BRI's operations have complied with and certified by Quality Standard System ISO 9001:2008. BRI has upgraded its certification to ISO 9001:2015 in 2017, covering 10 (ten) areas of Operation Centre System for RTGS, Clearing, Remittance, Card Perso Processing, E-Banking Reconciliation, ATM Reconciliation, Treasury and E-Banking Settlement, Cash Operation, ATM Cash Operation and Trade Processing Centre. The certification was conducted by PT Lloyd's Register Indonesia.

In terms of information system security and customer data secrecy, BRI has obtained the ISO/IEC 27001:2013 on Information Security Management System from BSI. The certification is expected to contribute to improving transaction process quality in BRI and customer satisfaction.

In terms of loan operations, in 2020, the Network & Service Directorate implemented the following strategic initiatives and programs:

1. Development of new feature/module in BRISpot Mikro
2. Development of new feature/module in BRISpot Konsumer
3. Development of new feature/module in BRISpot SME
4. Development of One Gateway Access Insurance Application simplifies credit insurance process, now in a single gateway.
5. BRI Document Management System (BRIMEN), an initiative that digitizes and centralizes credit documentation.

2021 WORK PROGRAMS

In 2021, Network & Service Directorate will focus on the following priority strategic initiatives:

1. End-To-End Branch Operating Model

Transforming the end-to-end business model of work units, by:

- a. Changing work units' way of work from "service" to "sales" by introducing a new position of Universal Banker;
- b. Migrating transactions from branch offices to digital or remote channels;
- c. Developing cluster model sales by implementing joint sales planning between branch offices located in the same area/region/cluster.

2. Branch Format Customization

Re-adjust branch format based on customer segment, introducing general branch format and specialist branch format.

3. Distribution Network Footprints Optimization

Optimizing existing branch offices to avoid operational area overlap. Optimization considers the branch office's current capacity, future transaction potential, customer growth, marketing agents' capacity, and micro market attractiveness.

Network & Service

4. Business Processes Automation and Digitization

Automation and digitization of transaction process in branch offices to create modern, paperless user experience.

5. Accelerated Migration of ATM/CRM to Cross-Industry Utility

Driving the migration of ATM to cross-industry utility to lower maintenance cost.

6. Accelerated Migration of ATM/CRM to Cross-Industry Utility

Develop digital-based marketing to support customer acquisition and customer maintenance digitally.

7. Brilink 2.0

BRILink Agent development programs, encouraging agents to be more active in marketing BRI's diverse products (agents taking on basic advisory role, providing referrals to BRI's marketing officers). Agents are also trained, and their performance managed in a standardized and systematic manner.

8. WeAreShine Service Initiative

WeAreShine initiative aims to maintain consistent service quality in every touch point, comprising BRI branch offices, contact center, and electronic channels. Service quality must always meet customers' needs and expectation. WeAreShine focuses on four aspects of People, Process, Premises, and Operational activities to ensure that BRI's performance in all aspects create excellent customer experience.

9. Complaint Management Automation and Digitization

Convenient, quick, and accurate are the added value from the service recovery that BRI provides for customers who experience trouble in their transactions. To report complaints, customers can use self-service platforms such as the Sabrina chatbot, BRIimo mobile app, and BRI's internet banking. Transaction analysis, investigation, and settlement processes will be automated to minimize turnaround time for customers.

CHANGE MANAGEMENT & TRANSFORMATION OFFICE



TRANSFORMATION JOURNEY

The unprecedented and massive impacts that COVID-19 pandemic brought about were felt by nearly all business sectors, including banking. BRInnovation represents a journey and the steps that BRI took to bring its ambitions into reality whilst anticipating new challenges in the future.

Change Management & Transformation Office

PERFORMANCE HIGHLIGHTS OF CHANGE MANAGEMENT & TRANSFORMATION OFFICE DIRECTORATE

2020 PERFORMANCE SUMMARY OF THE CHANGE MANAGEMENT & TRANSFORMATION OFFICE DIRECTORATE

Throughout 2020, the Change Management & Transformation (CMT) Directorate closely guarded and acted as the catalyst of the Bank's strategic initiatives. In 2020, we recorded a total of 96 strategic initiatives that the CMT Directorate had to oversee. These initiatives were key to the Bank's successful implementation of its business strategies. They were also instrumental for the Bank to survive the multitude of shifts in the global business landscape, as BRI pursues a goal to be a leading financial institution in Southeast Asia. The CMT Directorate identified BR!volution 2.0 as our new theme in sustaining BRI's transformation journey with a vision of becoming "The Most Valuable Banking Group in Southeast Asia" and the "Champion of Financial Inclusion".

To support those goals, the Change Management (CMG) Division has continued execute transformation activities to swiftly and effectively, focusing on 12 strategic initiatives in 2020. Two of our flagship initiatives during the year were the World Class Wholesale Banking (WCWB) dan BR!volution 2.0.

Meanwhile, the Project Management Office (PMO) is closely involved in project development and implementation and acted as the catalyst of BRI's strategic initiatives through the PMO's various activities – from project initiation to post-project follow-up.

2020 & 2021 STRATEGIES

The CMT's theme for survival and growth in 2021-2022 is "Strengthening the Core", followed by "Accelerating the Growth" as our 2023-2025 theme. We want to make sure BRI achieves all of its primary objectives and be a positive force that brings valuable contribution for Indonesia.

Change Management & Transformation Office



From the launch of BRIVolution three years ago, BRI has been consistently demonstrating excellent performance. In pursuit of BRI's vision of becoming "The Most Valuable Bank in Southeast Asia" and the "Home to the Best Talent", the Change Management & Transformation Office (CMT) Directorate introduced BRIVolution 1.0, focusing on digital and culture transformation. Digital transformation aimed to enhance the efficiency of business processes and prepare BRI to always be on the lead, whereas culture transformation emphasizes on meritocracy.

A transformation journey has not been easy to accomplish and BRI has been forced to weather different challenges along the way. Economic uncertainty, equally innovative ideas from peers and fintech companies, the rapid change of market behavior and customer preference, and an even more difficult business situation due to the pandemic have created setbacks for BRI and the Bank's attainment of the targets set out in the 2018-2022 Corporate Plan.

The gap between what we aspired and what we achieved in reality prompted BRI to revisit its BRIVolution 1.0. This resulted in the management's decision to adjust BRIVolution 1.0, creating an improved plan of BRIVolution 2.0, which will be implemented in 2021. Given that the success of BRI's transformation is crucial, the Bank's Board of Management (Board of Directors and SEVP) and the Board of Commissioners organized a Board Forum on 2 October 2020 in Bandung.

The Board Forum discussed and reflected upon the BRIVolution 1.0 journey (Look Back), the future development of the banking sector and the impacts of the COVID-19 pandemic as well as the pandemic's implications to BRI (Look Around), and the key strategies to realize BRI's long-term growth (Look Ahead). In practical terms, the Forum focused on business initiatives relating to CASA, credit, product cross-selling, customer service, new growth engines, and culture and capabilities as core enablers.

We realize that the challenges in 2016, when the transformation was first initiated, were vastly different than they are today. BRI identified five primary challenges that at the time had been predominant in the banking sector, namely decelerated growth, increased pressure on BRI's profitability and liquidity, changes in customer behavior marked by the growing number of digital-savvy customers, business potentials in 14 major Indonesian cities, and aggressive competition from non-traditional players. Today, what we are witnessing are the profound impacts of the COVID-19 pandemic to global economic growth, BRI's role as a state-owned bank in exercising its social responsibility mandated by the government, and banks' efforts to adapt to a new normal that demand us to re-think about our capability and the way we do business.

Change Management & Transformation Office

Mr. Sunarso as the President Director of BRI presented the result of assessment on BRI's transformation progress to date. Overall, the BRIVolution 1.0 was executed well enough, but not all programs were completed, and therefore the strategic initiatives needed to be sharpened. A transformation journey could also even be more challenging if not viewed as a long-term process to create business sustainability for BRI. The commitment to support the transformation of BRI, now with eight subsidiaries, will require systematic and orchestrated mobilization of resources.

Digital transformation in BRI aims to make business processes more efficient, ensuring that BRI is always on the lead, whereas culture transformation aims to build meritocracy, a performance-oriented culture. All individuals and work units in BRI must at least have KPIs as their compass, design and use the Bank's Strategic Initiatives as the map to deliver their targets, and build a culture that is appropriate to meet those targets. Amid Covid-19, BRI has responded by identifying survival strategies for 2021-2022, starting by implementing the business-follows-stimulus principle. Subsequently, the transformation initiative is aimed to ensure BRI can robustly grow in the next three years.

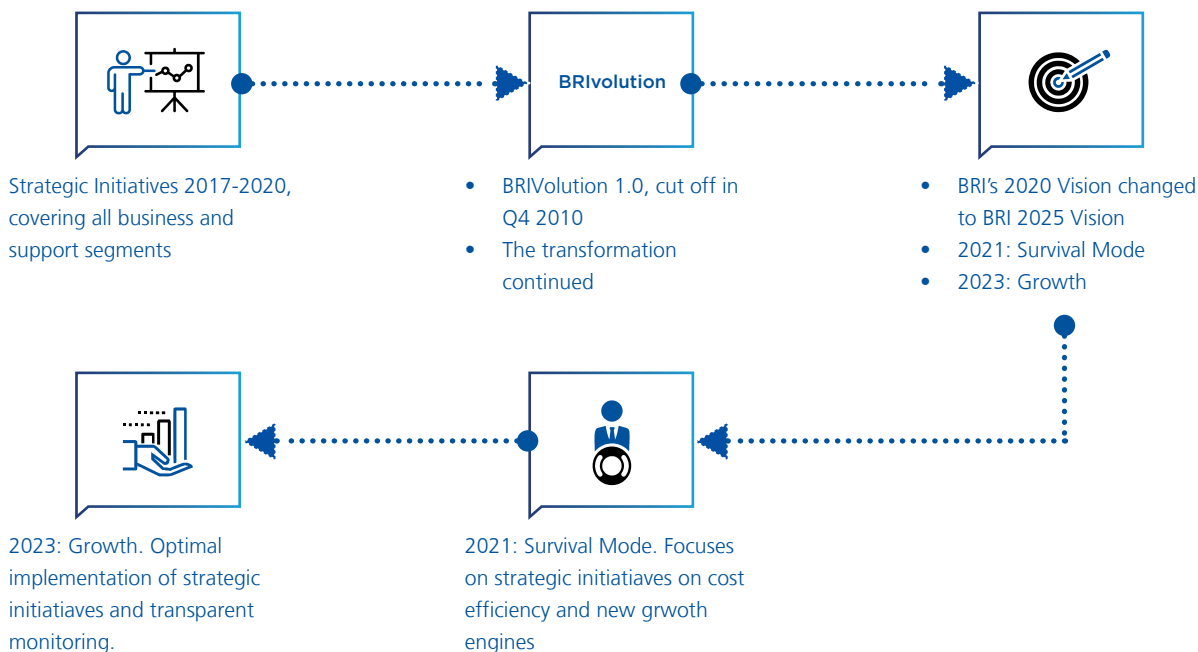
The CMT directorate will safeguard and act as the catalyst of BRI's strategic initiatives, which support BRI's role as the Agent of Development. In this role, BRI creates economic and social values for the people and focuses on the micro segment, expanding access to formal financial services. BRI's transformation journey will also focus on new engines of growth, namely the ultra-micro segment, including micro-payment, CASA and fee-based income, cost control, network transformation, organizational structuring, and culture transformation. To align its business strategies organization-wide, the Bank will need to integrate and establish clear Key Performance Indicators (KPIs) as well as the best performance management system. The

CMT Directorate has formulated the BRIVolution 2.0 as a new aspiration that sustains BRI's transformation to realize the vision of becoming "The Most Valuable Banking Group in Southeast Asia" and the "Champion of Financial Inclusion".

To support the Bank in realizing this vision, the Change Management (CMG) Division has continued to work swiftly and effectively. In 2020, CMG focused on 12 strategic initiatives and two flagship projects: World Class Wholesale Banking (WCWB) and BRIVolution 2.0. All activities under CMG were connected to BRIVolution 2.0. To support the Credit pillar, the CMG oversaw EWS project for the Corporate Segment, sales planning for medium-sized businesses, digital lending, and the application of an information system to manage data on state assets recorded off the balance sheet.

To support the Cross Sell pillar to boost fee income, the CMG was involved in the BRI-X and World Class Wholesale Banking (WCWB). Meanwhile, to deliver the Customer Centricity pillar, the CMG supported projects such as Road to Digitalization, Banking Service on Demand, and BRI Loyalty Point. The Create New Growth Engine pillar was delivered through BRIPhone, and for the Culture & Capabilities pillar the CMG managed the BRIVolution 2.0 and the Establish Innovation Management. These strategic initiatives were the key to the Bank's successful implementation of its business strategies. They were also instrumental for the Bank to survive the multitude of shifts in the global business landscape, as BRI pursues a goal to be a leading financial institution in Southeast Asia.

Change Management & Transformation Office



The Project Management Office (PMO) also oversees projects, from design to implementation, and acts as the catalyst of BRI's strategic initiatives through the PMO's various activities – from project initiation to post-project follow-up. In 2020, the PMO Division enhanced project management and monitoring capabilities by carrying out idea gathering and mapping and analysis of project priority, project health check, IT development prioritization, and screening consultancy. Idea gathering took place during pre-initiation of a project to explore ideas/initiatives that could address the needs and issues faced by work units. As many as 8 directorates and 20 divisions attended the idea gathering session. The bulk and most important part of the process, however, was Project Management. PMO engaged project owners to talk about project execution and management and carried out project management IHT. The PMO also evaluated a completed project, an important phase to close-out the PMO's

supervision on a journey or project. PMO concluded 14 Post-Implementation Reports (PIRs) and were able to take stock of lessons learned, which can be applied in future projects.

The transformation momentum must be maintained and continued by accelerating digital and culture transformation, improving business process and way of work, and to continue creating new ideas as well as innovations that could create economic and social values for all stakeholders of the BRI Group. The CMT Directorate carries the theme of Survival & Growth for the 2021 – 2022 period, "Strengthening the Core" and "Accelerating Growth" for 2023 – 2025 make sure BRI achieves all of its primary objectives and be a positive force that brings valuable contribution for Indonesia.

CORPORATE GOVERNANCE

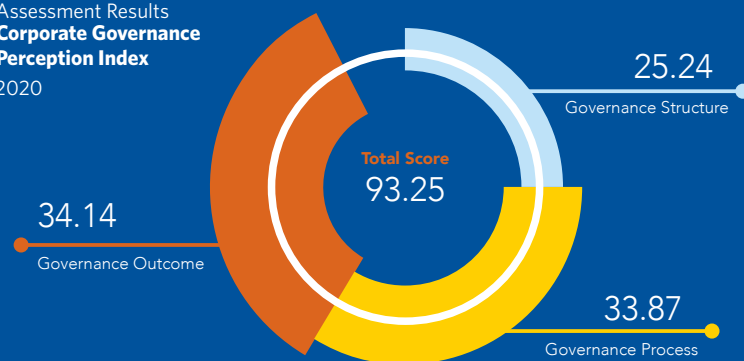
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ASEAN Corporate
Governance Scorecard

**Top 3 PLCs
Indonesia**

IN 2020

Assessment Results
**Corporate Governance
Perception Index**
2020



BRI continuously improved its Good Corporate Governance during 2020, including update on Corporate Governance Policy, ISO 37001: 2016 concerning the anti-bribery management system implementation, and refining the whistleblowing system reporting application through the Company website. Moreover, despite the Covid-19 pandemic restricting the employees to have face-to-face education, BRI continued to provide trainings using webinars and e-learning to enhance the understanding of Good Corporate Governance, control of gratification and bribery, and understanding of other banking regulations.

PERFORMANCE HIGHLIGHTS OF COMPLIANCE DIRECTORATE

The Compliance Directorate is a Compliance Unit of BRI having the duties and responsibilities in carrying out the Compliance Function in accordance with OJK Regulation No. 46/POJK.03/2017 concerning the Compliance Function of Commercial Banks, which at least includes:

1. Realizing the implementation of a Compliance Culture;
2. Managing Compliance Risk;
3. Ensure that policies, regulations, systems and procedures are in accordance with applicable regulatory provisions;
4. Ensuring BRI's compliance with the commitments made to regulators.

In addition, the Compliance Directorate is responsible for the Company's compliance assessment and fulfillment to prevailing regulatory (Compliance Division), legal advice provision & legal cases handling (Legal Division), and managing the Company policies & procedures (Policy & Procedure Division).

Compliance Directorate Key Performance Indicators

To support BRI's aspirations for 2022, the Compliance Directorate set a vision to become **Excellence Compliance for Sustainable Business**. To achieve this, the Compliance Directorate established Key Performance Indicators (KPI) with the following achievements:

1. Achievement of Compliance Risk Profile Score of low to moderate.
2. Good Corporate Governance Self-Assessment composite rating of 2 (good)
3. Integrated Governance Self-Assessment composite rating of 2 (good)
4. Corporate Governance Perception Index (CGPI) 2020 Assessment as the "Most Trusted Company" category with a score of 93.25.
5. Top 3 Public Listed Companies in Indonesia in the Asean Corporate Governance Scorecard (ACGS) with a score of 110.22.
6. Synchronization of 168 internal policies & procedures.
7. Litigation with in kracht reaching 98.8% or 1,735 cases out of 1,756 cases.

Compliance Directorate Work Programs

To support the achievement of KPIs, the Compliance Directorate has the following Work Programs:

1. Implementation of ISO 37001: 2016 Anti-Bribery Management System
BRI has obtained the ISO 37001: 2016 Anti-Bribery Management System certificate for the scope of Goods & Services Procurement at BRI Head Office.
2. Assessment of Compliance Culture Effectiveness
The Compliance Directorate has a parameter measuring the implementation effectiveness of compliance culture for work units which is carried out twice a year. This assessment provides an overview for management to determine the level of compliance of each work unit which can be a consideration for KPI assessments of each work unit.

3. Strengthening the Anti-Money Laundering (APU) and Prevention of Terrorism Financing (PPT) Programs
To anticipate the increasing complexity of products, financial services and marketing patterns (multichannel marketing) as well as banking technology, Bank BRI continues to make continuous improvements to the implementation of the AML-CFT program both internally and group wide. Several improvement initiatives that have been taken include:
 - a. Refinement of ML & TF Risk Assessment with a risk-based approach (Risk Based Approach/RBA).
 - b. Refinement of the AML-CFT Program Implementation Policy to comply with the Financial Services Authority Regulation Number 23/POJK.01/2019 concerning Amendments to the POJK Number 12/POJK.01/2017 concerning the Implementation of the Anti-Money Laundering and Prevention of Theoretical Funding Program in the Financial Services Sector.
 - c. Optimizing the implementation of the AML-CFT program in Regional Offices and Branch Offices by enhancing the roles of Regional Risk Management & Compliance and Branch Risk & Compliance.
4. Review of Governance Policies and Procedures
Reviewing the Governance Policies and Procedures which include, Hierarchy of Policies and Procedures, Governance Policies and Procedures, preparation of Corporate Governance Guidelines, and mapping of BRI's main activities as a basis for conducting an omnibus of policies and procedures.
5. Synchronization of Internal Regulations
Synchronizing internal regulations as a form of policy & procedure omnibus to make it more effective and efficient, not overlapping, to accommodate rapid changes and to be always in harmony with one another.
6. Increasing Awareness (Compliance Culture, Legal, Policy & Procedure)
The Compliance Directorate raises awareness on the implementation of compliance culture, implementation of the AML-CFT program, legal knowledge, as well as new Company provisions, among others through the following activities:
 - a. BRI E-College.
 - b. Legal Update manual and provisions related to the field of law.
 - c. Update Legal Knowledge together with Legal Experts named the Coffee Morning.
 - d. Conducting legal education through webinars.
 - e. Disseminating new provisions named the Policy and Procedure Update program.
7. Providing Quality Legal Aid
To provide quality legal aid, the Compliance Directorate through the Legal Division does the following:
 - a. Actively providing input on the provisions of laws that will be issued by the government to support BRI's business.
 - b. Participate in the BRI Project team such as the National Economic Recovery Project, MSME Digital Market Project, Sharia Bank Consolidation, Project Strategic Workforce Planning (Legal Stream), Project Cyperus, etc.
 - c. Conduct regular legal coaching for BRI Work Units throughout Indonesia;
 - d. Actively providing legal assistance for legal problems faced by the Work Unit to reach the optimal resolutions.

8. Business Processes Reengineering

Processes simplification to support business efficiency and growth through system development, which includes:

- a. Development of Integrated Anti Money Laundering & Counter Financing Terrorism (AML & CFT) Data Base.
- b. Development of the Go AML reporting system.
- c. Designing simple business processes to improve services and mitigate risks in order to support the New Delivery System project.
- d. Verify prospective customers in the process of opening a savings account using Face Recognition.
- e. Enhanced the back office (internal) transaction system using the BRIPASTI UKO application to improve business process efficiency.
- f. Development of a Simple Suit Submission application.
- g. Enhanced the Operational Supervision Dashboard to improve monitoring of abnormal conditions in operational activities.
- h. Updating the forms to be filled out by customers to obtain more accurate data and can be used for business development.

GOOD CORPORATE GOVERNANCE

COMMITMENT

As a Bank with a State-Owned Enterprise (SOE) status as well as a public company, Good Corporate Governance (GCG) is one of the important indicators for shareholders to assess the Company's performance and the trust that the Company is well managed and able to protect all shareholders interests. The effectiveness of GCG implementation can be seen from the alignment of 3 (three) governance system aspects, the governance structure, governance processes and governance outcomes.

Governance Structure concerns the GCG structure and infrastructure adequacy hence the process of GCG principles implementation produces outcomes that meets the Company's Stakeholders expectations. The structure of the Governance organs includes the Board of Commissioners, Board of Directors, Committees and Work Units of the Company. Meanwhile, the governance infrastructure includes policies and procedures, management information systems as well as the main duties and functions of each organizational structure.

Governance Process is the effectiveness of the process of implementing the Good Governance principles which is supported by the adequacy of the structure and infrastructure of Corporate Governance to produce outcomes that meets all stakeholders' expectations. As a result, a Governance Outcome that meets the stakeholders' expectations is achieved through the process of implementing GCG principles and is supported by an adequate Governance structure and infrastructure.

As such, the Governance Outcome is the final result of the Governance Process and adequate support from the Governance structure. Any issues in the Governance structure creates weaknesses in the Governance Process. On the other hand, a weakness in the Governance Process impacts the Governance Outcome.

In 2020, BRI made several improvements in Good Corporate Governance, including updating the Corporate Governance Policy, implementing ISO 37001: 2016 concerning an anti-bribery management system, a whistleblowing system policy and refining the whistleblowing system reporting application through the BRI website.

In addition, despite the Covid-19 pandemic which restricted the employees from receiving face-to-face education, BRI continued to provide trainings to increase employee understanding regarding Good Corporate Governance, gratification and bribery control and understanding of other banking regulations using webinars and e-learning.

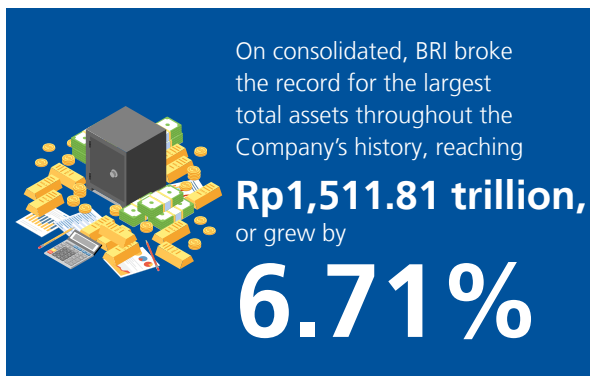
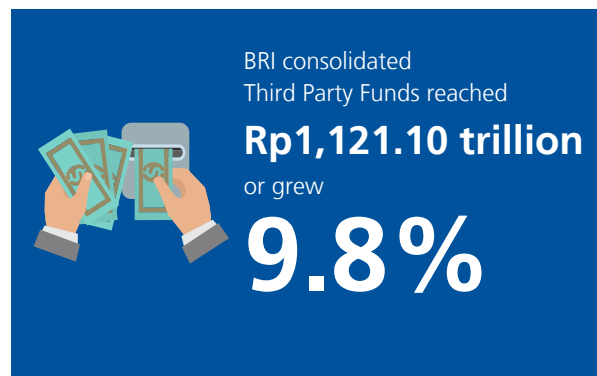
Moreover, during 2020 BRI has received various awards related to Good Corporate Governance including the Top 3 PLCs Indonesia in the Asean Corporate Governance Scorecard (ACGS) rating by the Asean Capital Market Forum (ACMF), as "Most Trusted Company" in Corporate Governance Perception Index organized by The Indonesia Institute for Corporate Governance (IICG), and various other awards.

Good Corporate Governance

CORPORATE GOVERNANCE CORRELATIONS WITH BRI'S PERFORMANCE

PERFORMANCE ACHIEVEMENT 2020

BRI maintains the business continuity through implementation of GCG based on best practices of all elements of the organization referring to GCG principles. The results can be seen in BRI's financial performance that is maintained and grows during the Covid-19 pandemic in 2020, as shown below:



Good Corporate Governance

AWARDS

During 2020 BRI has received various awards concerning Good Corporate Governance, including:

1



2019 ASEAN CORPORATE GOVERNANCE SCORECARD AWARD
COUNTRY TOP 3 PLCs (Indonesia)
Presented to
PT BANK RAKYAT INDONESIA (PERSERO) TBK
March - December 2019

Top 3 PLCs Indonesia in the Asean Corporate Governance Scorecard (ACGS) ranking by the Asean Capital Market Forum (ACMF)

2



As the "Most Trusted Company" in the Corporate Governance Perception Index organized by The Indonesia Institute for Corporate Governance (IICG).

3



Issuers Governance Transparency, Transparency of Banks Governance (Best Buku IV Bank) and Best State-Owned Banks Governance Transparency in the 2020 ESG Award.

4



3rd Place for 2020 Best Gratification Control Unit for SOE Category

5



The Best GRC Overall For Corporate & Performance 2020

6



The Best CEO & GRC Leader 2020

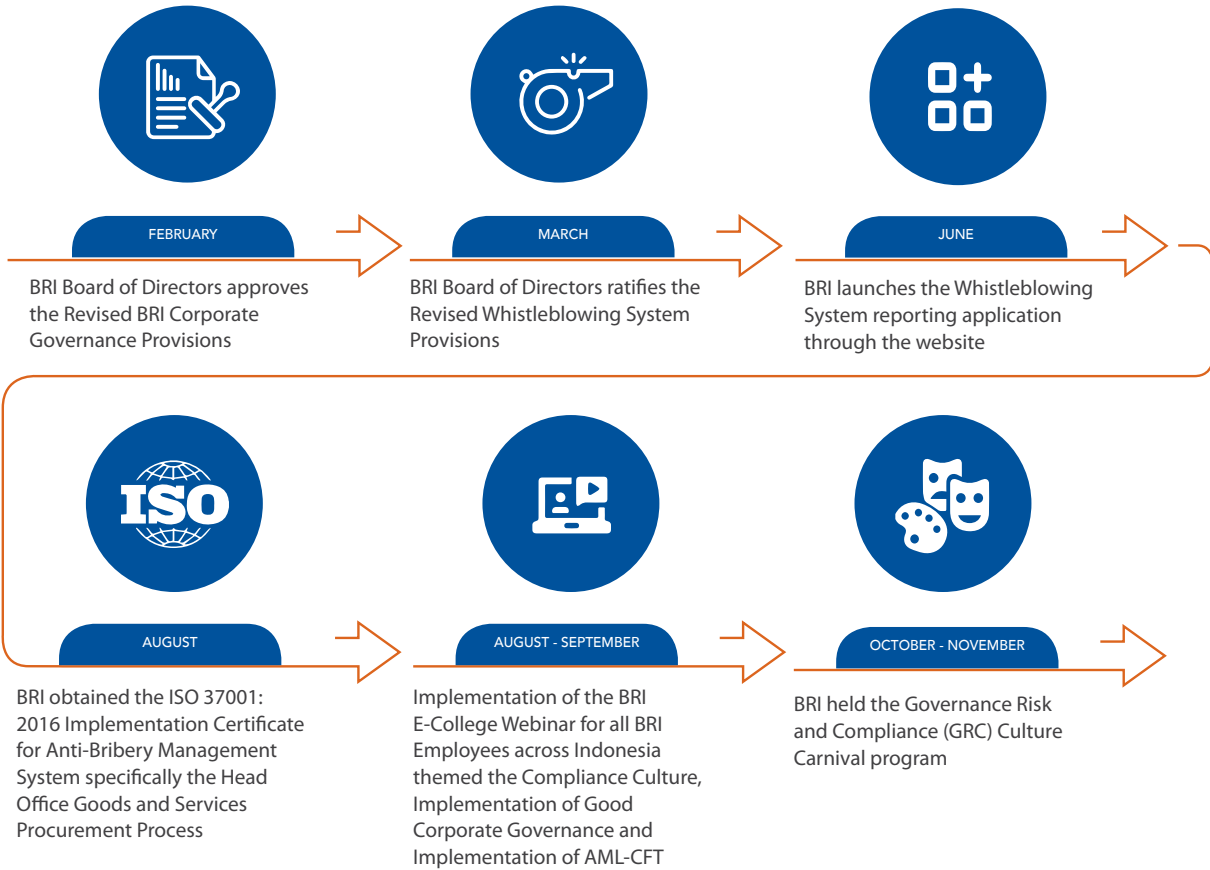
7



The Best COO & GRC Leader 2020

Good Corporate Governance

HIGHLIGHTS OF BRI 2020 GOOD CORPORATE GOVERNANCE IMPLEMENTATION ACTIVITIES



GOOD CORPORATE GOVERNANCE IMPLEMENTATION

LEGAL REFERENCES

Bank BRI is always committed to implementing corporate governance by referring to relevant regulations and best good corporate governance practices of national and international institutions.

The laws and regulations that serve as the basis for implementing corporate governance are as follows:

1. Republic of Indonesia Law No. 7 of 1992 on Banking as amended by Republic of Indonesia Law No. 10 of 1998.
2. Government Regulation No. 21 of 1992 dated 29 April 1992 on Legal Entity Adjustment of Bank Rakyat Indonesia to become a Company (Persero).
3. Republic of Indonesia Law No. 19 of 2003 on State-Owned Enterprises.
4. Republic of Indonesia Law No. 40 of 2007 on Limited Liabilities Companies.
5. Ministry of State-Owned Enterprise Regulation No. PER-01/MBU/2011 dated 1 August 2011 on Stipulation of Good Corporate Governance in State-Owned Enterprises (SOEs), as amended by Ministry of State-Owned Enterprise Regulation No. PER-09/MBU/2012 dated 6 July 2012.
6. Financial Services Authority Regulation (POJK) No.18/POJK.03/2014 dated 18 November 2014 on Integrated Governance Practices for Financial Conglomerates.
7. Financial Services Authority Circular (SEOJK) No.15/SEOJK.03/2015 dated 25 May 2015 Integrated Governance Practices for Financial Conglomerates
8. POJK No.31/POJK.04/2015 dated 22 December 2015 on Transparency on Material Information or Facts by Issuers or Public Companies.
9. POJK No.4/POJK.03/2016 dated 26 January 2016 on Commercial Banks Ratings Valuation.
10. SEOJK No. 32/SEOJK.04/2015 dated 17 November 2015 on Public Companies Governance.
11. POJK No.55/POJK.03/2016 dated 07 December 2016 on Governance Practices for Commercial Banks.
12. SEOJK No.13/SE.OJK.03/2017 dated 17 March 2017 on Governance Practices for Commercial Banks.
13. SOE Ministry Circular No: SE-2/MBU/07/2019 dated 29 July 2019 on Clean Management of State-Owned Enterprises through Prevention Practices of Corruption, Collusion, Nepotism, and Handling of Conflict of Interest as well as Strengthening of Internal Control.
14. As well as other Regulatory regulations governing Good Corporate Governance.

BRI also adopts the best standards and latest guidelines and best practices to improve GCG quality implementation, among others:

1. GCG principles by the Organization for Economic Cooperation and Development.
2. ASEAN Corporate Governance Scorecard.
3. GCG Guidelines for Indonesian Banking by the Governance Policy National Committee.
4. Principles for Enhancing Corporate Governance by Basel Committee on Banking Supervision.

Good Corporate Governance Implementation

STAGES OF GOOD CORPORATE GOVERNANCE IMPLEMENTATION

To ensure the achievement of GCG Excellence at BRI, BRI GCG implementation is carried out in 4 (four) interrelated stages, namely: formulation, implementation, monitoring and evaluation, which are carried out continuously and sustainably, and GCG implementation disclosure to all stakeholders.



Good Corporate Governance Implementation

GCG PRINCIPLES AND ITS PRACTICES

GCG principles are implemented by BRI to improve the company's value and performance for sustainable management. These principles include:



GCG principles formulation in supporting BRI sustainable business activities are as follows:

Transparency

1. The Bank has a policy to disclose important information required by the stakeholders.
2. The Bank discloses information in accordance with prevailing laws and regulations including the Bank's vision and mission, business values and targets and strategies, financial condition, composition and remuneration of the Board of Commissioners and Board of Directors, controlling shareholder, organizational structure, risk management, internal control system, and implementation of GCG and compliance.
3. The principle of information disclosure does not reduce the obligation of Bank and Customers confidential information in accordance with applicable regulations.

Good Corporate Governance Implementation

Accountability

1. The Bank establishes long-term and short-term business targets that are accountable to shareholders and stakeholders.
2. The Board of Commissioners and the Board of Directors submit the annual report and financial accountability in the GMS.
3. The Bank submits the report in accordance with the applicable provisions to the supervisory authority of the Bank and other stakeholders as applicable.
4. The Bank shall determine the duties and responsibilities of the Board of Commissioners, Board of Directors and corporate organs as well as their subordinates in line with the Bank's vision and mission.
5. The Bank ensures on the availability of competencies of the Board of Commissioners and the Board of Directors as well as all levels below in accordance with their responsibilities and understands their role in GCG implementation.
6. The Bank ensures on the availability of structures, systems and SOPs that can insure the operation of check and balance mechanism in achieving the Bank's vision and mission.
7. The Bank has an effective internal control system.

Responsibility

1. The Bank adheres to the principles of prudence and guarantees the enforcement of regulations, articles of association and internal regulations of the Bank.
2. The Bank maintains nature conservation through lending policy and other policies that support the natural resources preservation.
3. The Bank acts as a good corporate citizen through social and environmental responsibility.

Independency

1. The Bank avoids the dominance of any party, unaffected by certain interests, free of conflict of interest and any influence or pressure so as to act objectively.
2. The Bank performs its functions and duties in accordance with the Articles of Association, internal Bank rules and regulations.

Equality and Fairness

1. The Bank provides fair and equal behavior to the stakeholders in accordance with the benefit and contribution made to the Bank.
2. The Bank provides opportunities for stakeholders to provide input and convey opinions for the interests of the Bank and access to information disclosure.

Good Corporate Governance Implementation

OBJECTIVES OF GCG IMPLEMENTATION

BRI is committed to continually implement GCG that has been proven to have a positive impact on achieving the company performance and sustainability. It aims to:

1. Foster the Bank's vision and mission achievement through significant performance enhancement.
2. Provide guidelines to all Bank employees in carrying out duties and responsibilities in accordance with their functions in the organization.
3. Enhance the shareholders and stakeholders' confidence that the Bank management and oversight are professionally implemented.
4. Foster the establishment of Bank policies and decision making by the management is based on GCG principles
5. Foster the realization of good corporate citizen.

GCG MONITORING

Monitoring of GCG Bank BRI is carried out by several company's organs, among others:

Integrated Governance Committee

The Committee under the Board of Commissioners has the duties and responsibilities to assist and facilitate the Board of Commissioners in its duties and oversight function. This includes the oversight on each Financial Services Institution (LJK) in the Financial Conglomeration.

Risk Management Monitoring Committee

The Risk Management Monitoring Committee (KPMR), whose duties and responsibilities are assisting the Board of Commissioners in carrying out evaluations and ensuring the implementation of risk management in the Company.

Audit Committee

The Committee under the Board of Commissioners has the duties and responsibilities to assist and facilitate the Board of Commissioners in its duties and oversight function. This includes matters related to the financial information, internal control system, and audit effectiveness by the external and internal auditors, risk management as well as compliance with the prevailing laws and regulations.

Compliance Function

Has the function to assist the Director in charge of Compliance Function on the identification, measurement, monitoring and control of Compliance Risk by referring to the prevailing rules and regulations.

Internal Audit Unit

The Internal Audit Unit has the function to evaluate and improve the effectiveness of risk management, internal control and governance process.

Risk Management Function

Risk management plays a role in protecting capital and optimizing returns to risk. The wide scale of operations and ever-increasing business volume have forced BRI to implement an integrated risk management pattern to identify, measure, monitor and control all risk exposures.

Good Corporate Governance Implementation

BRI GOOD CORPORATE GOVERNANCE IMPLEMENTATION RECORD

The stages of GCG mechanisms is stipulated under the continuous roadmap in which application is adjusted with the Company's needs. The BRI Roadmap are as follows:

2000-2001

- GCG implementation as stated in the business plan.
- Management's commitment in the vision, mission, core values, and corporate culture.
- GCG policy (Charter)

2002-2005

- BRI Code of Conduct Policy.
- Board Manual of the Board of Commissioners and Board of Directors.
- Corporate Secretary Charter.
- Transparency and Disclosures Manual.
- Audit Committee Charter.
- Risk Management General Policy.
- Discipline Regulatory Policy.
- Manpower Regulatory.
- Information System Technology Security Policy.
- Revision of Information System Technology Security Policy.
- Revision of Logistic General Policy.

2006-2009

- Nomination and Remuneration Committee Charter.
- Risk Management Oversight.
- Committee Charter.
- Audit Charter.
- HR Architecture.

2010-2012

- Compliance Charter.
- Compliance Culture Implementation Policy.
- Conflict of Interest Handling Manual.
- Anti-Fraud Strategy Policy.
- Service Level Agreement (SLA) Standard.

2013

- Know Your Employee Principle Policy.
- Community Development Program Implementation.
- Educational Budget Development and Utilization Guideline.

2014

- Update of Internal Audit Policy and Procedures.
- New Employee Coaching Program Implementation.
- AML and CTF Implementation.
- Bank Soundness Rating Assessment Guideline.
- Internal Capital Adequacy Assessment Process (ICAAP).
- BRI Information System Technology Security Rules.

2015

- BRI Long Term Plan General Policy.
- Guideline for BRI Long Term Plan Implementation.
- Risk Management General Policy.

- Integrated Risk Management Policy.
- Risk Based Bank Rating Assessment Guideline.
- Anti-Money Laundering (AML) and Counter Terrorism Financing (CTF) Program Policy and Procedures.
- BRI Integrated Governance Financial Conglomerate Guideline.
- BRI Internal Audit Charter.
- IT Strategic Plan.
- BRI has again received:
 3. Most Trusted Company based on Corporate Governance Performance Index.
 4. The Best Overall dalam acara Good Corporate Governance Award yang diselenggarakan oleh Indonesian Institute for Corporate Directorship (IICD)

2016

- Commitment of BRI's Gratuity Control Program with KPK.
- Disaster Recovery Plan (DRP) for BRI Information Technology.
- Implementation of Knowledge Management, namely sharing of knowledge (internal and external provision, publication of research/ review result and training) to all employees.
- E-Learning implementation to all BRI Employees.
- BRI has again received:
 1. Most Trusted Company based on Corporate Governance Performance Index.
 2. The Best Overall in the Good Corporate Governance Award event held by Indonesian Institute for Corporate Directorship (IICD).

Good Corporate Governance Implementation

2017

- Establishment of BRI Gratuity Management Unit.
- BRI has again received:
 1. Most Trusted Company based on Corporate Governance Performance Index.
 2. The Best Overall in Good Corporate Governance Award Event held by Indonesian Institute for Corporate Directorship (IICD).

2018

- BRI's policy on Sustainable Financial Action Plans.
- Implementation of a Recovery Plan for systemic Banks determined by the Financial Services Authority.
- Review the Whistleblowing System and implementation of WBS reporting facility on BRI website.

2019

- Dissemination of Gratuity Control System Implementation.
- BRI has again received some awards in 2019:
 1. Most Trusted Company based on Corporate Governance Performance Index for 7 consecutive years.
 2. The Best Financial Sector and Top 50 Public Listed Companies in the Good Corporate Governance Award event held by The Indonesian Institute for Corporate Directorship (IICD).

2020

- Signing of GCG Commitment by the Board of Commissioners and Directors followed by all Employees of BRI across Indonesia in the Performance Improvement Forum.
- The announcement of Annual GMS Fiscal Year 2018 has been done 40 (forty) calendar days prior to the dated of the GMS following the Indonesian Companies GCG Roadmap Recommendation and POJK No. 32/POJK.04/2014 where the Annual GMS Invitation shall called upon at 21 (twenty one) calendar days prior to the date of the Annual GMS.
- Detailed explanation of each agenda has been included in the GMS Invitation according to the Indonesian Companies GCG Roadmap Recommendation and POJK No. 32/POJK.04/2014.
- Publication of Meeting Minutes of the Annual GMS Fiscal Year 2018 and the Announcement of Cash Dividend Schedule and Payout Procedures for Fiscal Year 2018 dated 17 May 2019 has met the rules of POJK No. 32/POJK.04/2014 as lastly amended with POJK No. 10/POJK.04/2017.
- Cash Dividend Payout for Fiscal Year 2018 shall not be exceeded 1 (one) month after the GMS convention

date or following the announcement of GMS minutes.

- Implementation of ISO 37001: 2016 Anti-Bribery Management System.
- Publication of Anti Gratuity in Investor Daily, and Bisnis Indonesia, and Media Indonesia on May 2020 in conjunction with led Fitr Holiday as well as on December 2020 during Christmas 2020 and New Year 2021.
- Employee trainings on GCG, Anti-Fraud, Gratuity Control, AML CTF and Compliance Culture to all BRI employees through in-class, socialization or e-learning.
- Submission of 2019 Annual Report prior to the end of the fourth months following the ended of fiscal year, has been in accordance with POJK No.29/POJK.04/2016.
- GCG Self-Assessment of 2020 has been submitted to OJK in accordance with POJK No.55/POJK.03/2016 and SEOJK No.13/ SEOJK.03/2017.
- Integrated Governance Self-Assessment of 2019 has been submitted to OJK in accordance with POJK No.18/POJK.03/2014 and SEOJK No.15/SEOJK.03/2015.
- Submission of Corporate Secretary Implementation function to the Board of Directors copied to the Board of Commissioners according to rules stipulated in POJK No. 35/POJK.04/2014.
- Revitalization of Whistleblowing System in the Company's Website.
- Updating of Internal Policies:

1. Updating BRI's Corporate Governance policies.
 2. Updating the provisions of the BRI Whistleblowing System.
 3. Updating of BRI's Anti-Bribery & Gratuity Control provisions.
 4. Updating of BRI LHKPN Provisions.
- Implementation of ISO 37001: 2016 Anti-Bribery Management System.
 - GRC Culture Carnival.
 - Commemoration of World Anti-Corruption Day.
 - Award Received in 2020:
 1. Top 3 PLCs in Indonesia with a score of 110.20 in the Asean Corporate Governance Scorecard (ACGS) ranking by the Asean Capital Market Forum (ACMF).
 2. As the "Most Trusted Company" with a score of 93.25 in the Corporate Governance Perception Index organized by The Indonesia Institute for Corporate Governance (IICG).
 3. Openness on Governance of Issuers, Openness of Governance of Banks (Best Book IV Banks) and Openness of Governance of Best BUMN Banks in the 2020 ESG Award.
 4. Top 3 Best Gratuity Control Units in 2020.
 5. The Best GRC Overall For Corporate & Performance 2020.
 6. The Best CEO & GRC Leader 2020.
 7. The Best COO & GRC Leader 2020.

Good Corporate Governance Implementation

GCG EVALUATION AND ASSESSMENT IN 2020

To maintain the implementation of GCG to always in line with the best standards and the Company's GCG Roadmap as well as fulfillment of GCG commitment, BRI periodically evaluates and conducts assessment on the implementation of GCG (GCG Assessment) aimed at improving the quality of GCG mechanisms at the Bank.

GCG ASSESSMENT FROM INTERNAL PARTIES AND THE REGULATOR

GCG assessment on GCG implementation is conducted with 2 approaches, which are assessment by external parties and regulators that are mandatory according to OJK Regulation on Governance for Commercial Banks.

Internal evaluation by the Committee under the Board of Commissioners is carried out periodically with due observance to prevailing oversight principles. The regulator evaluation is periodically carried out in accordance with the regulators' rules (by half year) based on its assessments. While external parties evaluation and assessment is done once a year for BRI GCG implementation based on best practices and applicable rules.

Self-assessment valuation with GCG principles based on ACGS (ASEAN Corporate Governance Scorecard) standard is also carried out and analyzed towards improvements based on international best practices.

GCG Self-Assessment 2020

Pursuant to POJK No: 55/POJK.03/2016 and SEOJK No: 13/SEOJK.03/2017 on Governance Implementation for Commercial Banks, the Bank shall carry out a comprehensive and structured self-assessment integrated into three (3) aspects of governance as follows:

Governance Structure

The assessment aims to assess the adequacy of Bank governance structures and infrastructures hence good governance principles processes produce results that meet the expectations of stakeholders.

Governance Process

The assessment aims to assess the effectiveness of the process of GCG principles application supported by adequacy of the Bank governance structures and infrastructure hence to produce results in accordance with the stakeholders' expectations.

Governance Outcome

The assessment aims to assess outcomes that meet expectations of the Bank stakeholders resulted from GCG implementation process and supported by adequacy of the Bank's governance structure and infrastructure.

The self-assessment is conducted periodically on the principles of GCG consisting of 11 governance valuation factors, which are:

1. Implementation of duties and responsibilities of the Board of Directors.
2. Implementation of duties and responsibilities of the Board of Commissioners.
3. Completeness and execution of committee duties.
4. Handling of conflict of interest.
5. Implementation of compliance function.
6. Implementation of internal audit function.
7. Implementation of external audit function.
8. Implementation of risk management including internal control system.
9. Funding to related parties and large exposure.
10. Transparency of the Bank's financial and nonfinancial condition, governance report and internal reporting.
11. Bank's strategic plan

Good Corporate Governance Implementation

The GCG Self-Assessment is conducted twice a year. GCG assessment result during 2020 has reached a composite index of 2 (GOOD), with the following details:

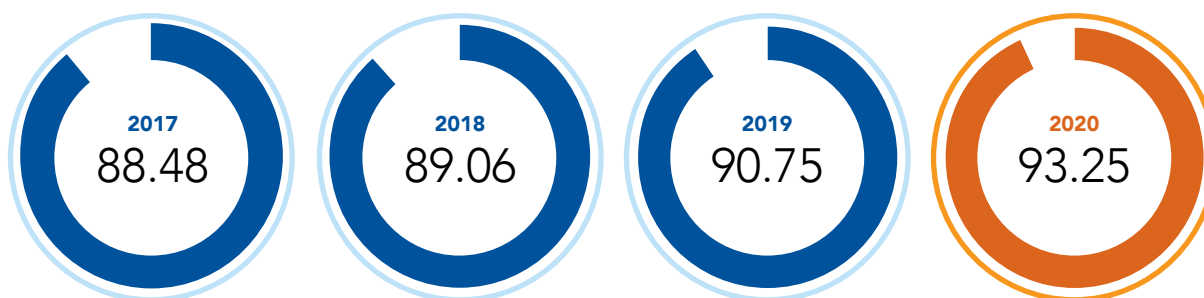
Period	Rating	Definition
2020	PK-2 (Good)	Reflecting that BRI Management has implemented GCG in the Governance Structure, Governance Process, and Governance Outcome aspects, which are generally good. This is reflected in adequate fulfillment of Good Corporate Governance principles. If there is a weakness in the application of GCG principles, then the general weakness is less significant and can be solved by normal action by the management of BRI.

Analysis	
Governance Structure	The aspect of Governance Structure in the implementation of Good Corporate Governance is generally adequate with the existence of Integrated Governance Structures, Policies, Human Resources, and Systems at BRI. Weaknesses that occur in the Governance Structure have been followed up so that they do not interfere with the Company's performance.
Governance Process	The aspect of Governance Processes in the implementation of Good Corporate Governance has generally been running well, the business processes carried out refer to the predetermined business plan and every organ of the company has carried out business processes according to their duties and responsibilities. In addition, BRI always conducts reviews and evaluations in order to improve the effectiveness of the duties and responsibilities of each company organ. Weaknesses that occur in the governance process was followed up immediately.
Outcome	The aspect of Governance Outcome in the implementation of Good Corporate Governance in as generally been well implemented, the process of disclosure and transparency of information, data and reports is in accordance with applicable regulations. Concerning the weaknesses in its reporting, BRI has developed and improved management information systems and reporting in order to improve reporting quality and to provide convenience for stakeholders to obtain accurate information.

GCG EVALUATION AND ASSESSMENT FROM EXTERNAL (INDEPENDENT) PARTY

Corporate Governance Perception Index

BRI recorded significant increase on its CGPI Assessment in the last 4 years. This emphasizes the Management seriousness in continuously improving GCG practices to foster the Company's vision and mission.

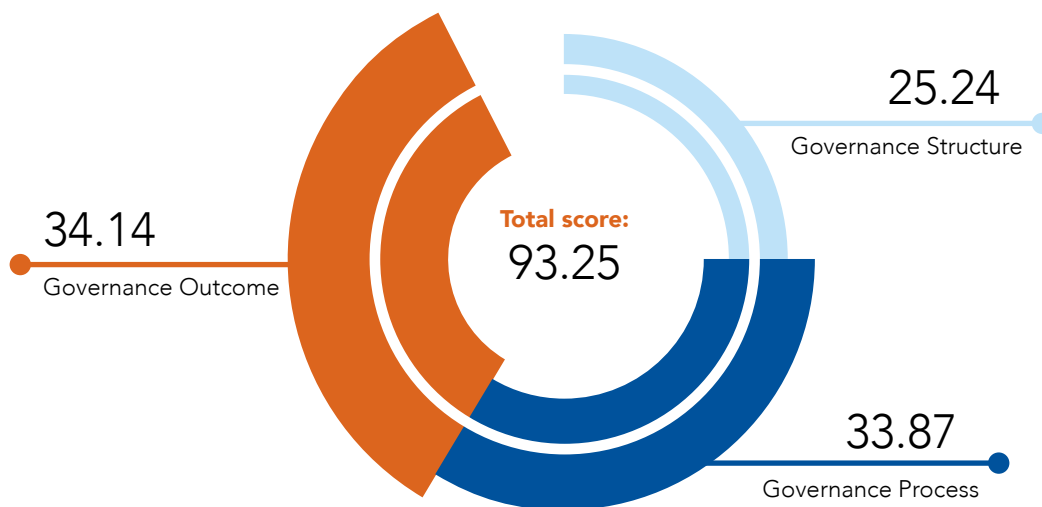


Good Corporate Governance Implementation

CGPI held by The Indonesian Institute for Corporate Governance (IICG) is a research program and GCG implementation rating for the companies in Indonesia with the aim of improving GCG implementation on an ongoing basis. In the 2019 CGPI with the theme of "Strengthening Business Platform within GCG Framework", 3 aspects have been evaluated, as follows:

1. Governance Structure covers corporate governance structure and policy.
2. Governance Process includes corporate governance system and mechanism.
3. Governance outcome includes output, outcome and impact of GCG implementation process.

The CGPI assessment results based on 2020 evaluation delivered a score of 93.25 point with the Most Trusted rating, in detailed as follows:

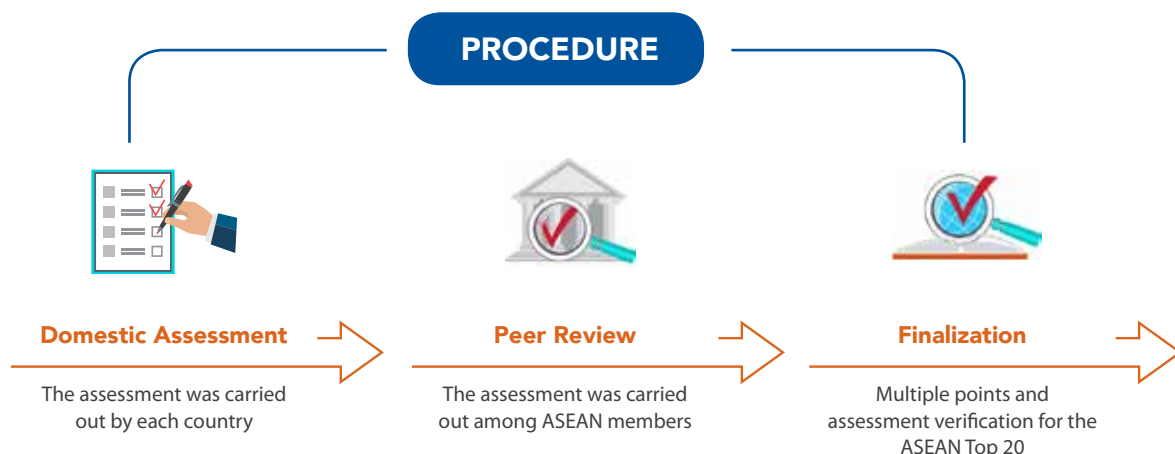


ASEAN Corporate Governance Scorecard (ACGS)

An assessment based on the ASEAN Corporate Governance Scorecard (ACGS) criteria is one of the external assessments conducted on BRI's governance practices in recent years. It adopts the Corporate Governance principles issued by The Organization for Economic Cooperation and Development (OECD). ACGS is an initiative of the ASEAN Capital Market Forum (ACMF) supported by the Asian Development Bank (ADB) to improve governance practices of listed companies in ASEAN and promote listed companies in ASEAN to become an asset class. Indonesia is one of the 6 (six) ASEAN countries participating in this initiative.

Good Corporate Governance Implementation

ASEAN Corporate Governance Scorecard (ACGS) Assessment Procedure



Corporate governance assessment is done by reviewing information in English publicly accessible to the general public, and includes information contained in the Annual Report, website, announcements and circulars made by listed companies. The assessment methodology consists of 2 (two) levels:

1. Level 1: minimum standard items expected to be implemented in each ASEAN member country and includes the laws and regulations and principles of the OECD.
2. Level 2: bonus items that reflect good practice beyond minimum standard expectations, as well as penalty items that reflect bad governance.

Assessment Criteria

The ACGS assessment criteria include 5 (five) aspects as follows:

1. Shareholders' rights
2. Equal Treatment of Shareholders
3. Role of Stakeholders
4. Disclosure and Transparency
5. Responsibilities of the Board of Directors and Commissioners

Parties Conducting the Assessment

ASEAN Capital Market Forum (ACMF) conducted the assessment through the Domestic Ranking Body (DRB) as a representative in each country to conduct an assessment on a national scale and is appointed by the regulator of each country. Since 2016, OJK has appointed RSM as Indonesia DRB. To maintain the independence of the assessment, verifications were also carried out by other ASEAN member countries' DRB.

Assessment Results of the Asean Corporate Governance Scorecard (ACGS)

As the results of GCG assessment, BRI won an award as the Top 3 Indonesian PLCs in the Asean Corporate Governance Scorecard (ACGS) ranking by the Asean Capital Market Forum (ACMF) with a score of **110.22**.

Good Corporate Governance Implementation

THE IMPLEMENTATION OF PUBLIC CORPORATE GOVERNANCE GUIDELINES FOR ISSUERS ISSUING EQUITY SECURITIES OR PUBLIC COMPANIES

Statement of Implemented Recommendations

The implementation of aspect and principles of public company is regulated in POJK No. 21/POJK.04/2015 on the Implementation of Public Companies' Governance Guidelines and SEOJK No. 32/SEOJK.04/2015 on Public Companies' Governance Guidelines that stipulated 5 aspects, 8 principles and 24 recommendations on governance principles implementation.

The implementation of these recommendations in BRI GCG is as follows:

No	Principles	Recommendation	Explanation of OJK Recommendation	Explanation and Implementation at the Company
A. Relationship between Public Company and Shareholders in Ensuring the Rights of Shareholders.				
1	Principle 1 Enhancing the Value of General Meeting of Shareholders (GMS).	The Public Company has technical means or procedure for both open and closed voting that prioritize independency and interest of Shareholders.	Every issued share with voting right has one vote (one share one vote). The Shareholders may use their voting rights during the decision making process, in particular to decision with voting mechanism. However, both open and closed voting mechanism has not been regulated in details. The Public Company is recommended to have voting procedure in decision making of GMS agenda. Such voting procedure must maintain independency or freedom of Shareholders. As an example, an open voting mechanism is implemented by raising hand in accordance with option as offered by the GMS chairman. Whilst a close voting mechanism is conducted in any decision that required confidentiality or by request from Shareholders through voting card or electronic voting.	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 an Independent Party namely Notary, PT Datindo Entrycom, Public Accounting Firm. The voting process has been regulated in BRI's Articles of Association and the GMS Rules are uploaded on the company's website. Remark: Comply

Good Corporate Governance Implementation

No	Principles	Recommendation	Explanation of OJK Recommendation	Explanation and Implementation at the Company
2		All members of the Board of Directors and the Board of Commissioners of Public Company attend the Annual GMS.	The presence of all members of the Board of Directors and the Board of Commissioners of the Public Company is intended so that each member of the Board of Directors and the Board of Commissioners can pay attention to, explain, and answer directly the issues or questions as raised by shareholders related the GMS agenda.	AGMS Year 2020 was convened on 18 February 2020 and was attended by all members of the Board of Commissioners and Board of Directors. Remark: Comply
3		The Summary of Minutes of GMS is available in the Public Company's website at least for one (1) year.	Based on Article 34 paragraph (2) of the Financial Services Authority Regulation No.32/POJK.04/2014 on the Plan and Implementation of the General Meeting of Shareholders of Public Company, The Public Company is required to make summary of GMS Minutes in Indonesian and foreign language (minimum in English), and announced to the public within two (2) working days after the GMS is held, one of which is through the Public Company Website. The availability of summary of GMS Minutes in the Public Company Website provides an opportunity for shareholders who are not present, to easily obtain important information in GMS implementation. Therefore, the provision on the minimum period of availability of GMS Minutes summary in the Website are intended to provide sufficient time for shareholders to obtain such information.	The Company has made the meeting minutes of AGMS in Indonesian and English. The AGMS minutes of meeting has been published on the company's website for a maximum of 2 (two) working days, namely on 17 May 2019. The minutes of meeting was published in Kontan, Tempo and Investor Daily, as well as through the Company's website for more than 1 (one) year (www.bri.co.id). The EGMS minutes of meeting has been published on the company's website for a maximum of 2 (two) working days, namely on 4 September 2019. The minutes of meeting was published in Bisnis Indonesia and Jakarta Post, as well as through the Company's website for more than 1 (one) year (www.bri.co.id). During 2020 no EGMS was held. Remark: Comply

Good Corporate Governance Implementation

No	Principles	Recommendation	Explanation of OJK Recommendation	Explanation and Implementation at the Company
	Principle 2 Enhancing the Quality of Communication between Public Company with Shareholders or Investors.	Public Company has communication policy with the Shareholders and Investors.	<p>The communication between Public Company and shareholders or investors is intended so that shareholders or investors obtain clarity of information that has been published to the public, such as periodic reports, information disclosure, business condition or prospect and performance, as well as implementation of public company governance.</p> <p>In addition, the shareholders or investors can also submit input and opinion to the management of Public Company. The communication policy with shareholders or investors shows the commitment of the Public Company in carrying out communication with shareholders or investors. This policy can include strategies, programs, and timing of communication implementation, as well as guideline that support shareholders or investors to participate in the communication.</p>	<p>The Bank has a communication policy with shareholders or investors. This policy includes investor relations activities i.e. analyst meetings, public expose that allows the shareholders or investors to attain a clearer understanding of information that has been published to the public as disclosed by the Corporate Secretary.</p> <p>Bank BRI has a special work unit, namely the Investor Relations Division with function to manage relationship with investors.</p> <p>Access to this Annual Report Information Disclosure and also disclosed through the Company's Website (www.bri.co.id and www.ir-bri.com).</p> <p>Remark: Comply</p>
		The Public Company discloses the Communication Policy of Public Company with shareholders or investors in Website.	<p>Disclosure of communication policy is a form of transparency on the commitment of the Public Company in providing equality to all shareholders or investors for the implementation of communication. The disclosure of information also aims to increase the participation and role of shareholders or investors in the implementation of the Public Company communication program.</p>	<p>Disclosure of communication policy with shareholders or investors has been uploaded in the Company's website, namely www.ir-bri.com and www.bri.co.id.</p> <p>Remark: Comply</p>

Good Corporate Governance Implementation

No	Principles	Recommendation	Explanation of OJK Recommendation	Explanation and Implementation at the Company
B. Function and Roles of the Board of Commissioners				
	Principle 3 Strengthen the Membership composition of the Board of Commissioners.	Determination of total members of the Board of Commissioners takes into account the conditions of the Public Company.	The total members of the Board of Commissioners may affect the effectiveness of the duties of the Board of Commissioners. Determination of total members of the Board of Commissioners of a Public Company must refer to the provisions of the prevailing law in which at least consists of two (2) people based on the provisions of the Financial Services Authority Regulation No.33/POJK.04/2 14 on The Board of Directors and Commissioners of Issuers or Public Companies. In addition, it is also necessary to consider the condition of the Public Company, which includes among other, the characteristic, capacity and size, as well as achievement of target and fulfillment of different business needs among the Public Companies. However, exorbitant Board of Commissioners has the potential to disrupt the effectiveness on the implementation function of the Board of Commissioners.	The total members of BRI Board of Commissioners as of 31 December 2020 are 10 (Ten) members which consist of 6 (six) Independent Commissioners and 4 (four) Non-Independent Commissioners. Remark: Comply
		Determination on the composition of members of the Board of Commissioners takes into account on diversity of expertise, knowledge and required experience.	The composition of the Board of Commissioners is a combination of characteristics from both organ and individual perspective according to the need of respective Public Company. These characteristics can be reflected in the determination of expertise, knowledge and experience required in the implementation of supervisory and advisory duty by the Board of Commissioners of the Public Company. The composition that has taken into account the need of the Public Company is a positive, especially related to decision making related with supervisory function as carried out by considering various broader aspects.	The composition of members of the Board of Commissioners takes into account the diversity of expertise, knowledge and experience needed as disclosed in the Section of Composition and Assignment of the BRI Board of Commissioners. Remark: Comply

Good Corporate Governance Implementation

No	Principles	Recommendation	Explanation of OJK Recommendation	Explanation and Implementation at the Company
	Principle 4 Enhancing the Quality of Implementation of Duties and Responsibilities of the Board of Commissioners.	The Board of Commissioners has Self-Assessment Policy to evaluate the performance of the Board of Commissioners.	The Board of Commissioners' Self-Assessment policy is a guideline that is used as a form of collegial accountability for evaluating the performance of the Board of Commissioners. Self-assessment is carried out by each member to assess the collegial performance of the Board of Commissioners, and not to assess the individual performance of each member of the Board of Commissioners. With this Self-Assessment, it is expected that each member of the Board of Commissioners can contribute in improving the performance of the Board of Commissioners on an ongoing basis. This policy can include the assessment activity as carried out along with the purpose and objective, periodic period of implementation, and benchmark or assessment criteria being used in accordance with the recommendations from the Remuneration and Nomination function of Public Company as required by OJK Regulation on the Remuneration and Nomination Committee of Issuer or Public Company.	BRI has conducted the performance assessment of the Board of Commissioners based on prevailing law and provisions, hence able to improve the quality on the implementation of duties and responsibilities of the Board of Commissioners as well as to improve continuous performance of BRI. The Board of Commissioners has in place the Self-Assessment Policy as stipulated under the Board Charter being elaborated under the section of Board of Commissioners Performance Assessment of this Annual Report as well as in the Company's website (www.bri.co.id). Remark: Comply
		The Self-Assessment Policy to evaluate the performance of the Board of Commissioners is disclosed in the Annual Report of Public Company.	The disclosure of Self-Assessment Policy on performance of the Board of Commissioners is conducted not only to comply with transparency aspect as form of accountability of its duties but also to provide assurance to the Shareholders or investors on efforts that need to be done in improving the performance of the Board of Commissioners. Upon the availability of disclosure, the Shareholders or investors acknowledge the check and balance mechanism towards the Board of Commissioners.	The Board of Commissioners has a Self-Assessment Policy as stipulated in the Board Manual as described in the performance evaluation section of the Board of Commissioners of this Annual Report and the Company's website (www.bri.co.id). Remark: Comply

Good Corporate Governance Implementation

No	Principles	Recommendation	Explanation of OJK Recommendation	Explanation and Implementation at the Company
		The Board of Commissioners has policy on resignation of member of the Board of Commissioner when involved in financial crime.	The resignation policy of member of the Board of Commissioners being involved in financial crime is a policy that can increase the stakeholders' trust in the Public Company, so that corporate integrity will be maintained. This policy is needed to help the legal process and so that the legal process does not interfere the course of business activities. In addition, in terms of morality, this policy builds an ethical culture within the Public Company. This policy can be included in the Code or the Code of Ethics that applies to the Board of Commissioners. Furthermore, being involved in financial crimes shall means the convicted status from the authorities of respective member of the Board of Commissioners. The financial crimes are manipulation and various forms of embezzlement in financial service activities as well as Money Laundering Criminal Action as referred to Law Number 8 of 2010 on Prevention and Eradication of Money Laundering Crimes.	The Company has in place the policy regarding the resignation and dismissal of the Board of Commissioners in the Company's Articles of Association and the policy of resignation of the Board of Commissioners is disclosed in the 2020 Annual Report of BRI in the Chapter of the Board of Commissioners. Remark: Comply

Good Corporate Governance Implementation

No	Principles	Recommendation	Explanation of OJK Recommendation	Explanation and Implementation at the Company
		The Board of Commissioners or Committee that perform the Remuneration And Nomination Function formulates the succession policy in the nomination process of member of the Board of Directors.	Based on the provision of the OJK Regulation on the Remuneration and Nomination Committee of Issuer or Public Company, the committee that carries out the nomination function has the task of formulating policy and criteria needed in the nomination process of potential member of the Board of Directors. Policy that can support the nomination process is the succession policy of member of the Board of Directors. The policy on succession aims to maintain the continuity of the regeneration of leadership in the company in order to maintain the business continuity and the company's long-term objective.	<p>The succession policy of the Board of Directors refers to the Minister of State-Owned Enterprises Regulation No. PER-03/ MBU/02/2015 on Requirements, Procedures for Appointment and Dismissal of Director of State- Owned Enterprise. In addition, as a public company, the Company's policy also refers to the Financial Services Authority Regulation No.33/POJK.04/2014 concerning The Board of Directors and the Board of Commissioners of Issuer or Public Company.</p> <p>The Board of Directors Succession Policy is submitted in the Nomination and Remuneration Committee Chapter in the 2019 BRI annual report.</p> <p>Remark: Comply</p>

C. Function and Roles of the Board of Directors

Principle 5	Determination of total members of the Board of Directors takes into account on the condition of the Public Company and effectiveness in decision making.	Being the Company's organ that authorized in managing the Company, the determination of total members of the Board of Directors has significant impact to the Company's performance. Thus, the determination of the total members of the Board of Directors must be done through careful consideration and refer to the provisions of the applicable regulation, whereby based on Financial Services Authority Regulation No.33/POJK.04/2 14 on the Board of Directors and Board of Commissioners of Public Company, shall at least consists of 2 (two) people. In addition, the determination of total members of the Board of Directors must be based on the need to achieve the objectives and purpose of public company and being adjusted to the conditions of the public company including the characteristic, capacity and size of the public company and effectiveness of the decision making by the Board of Directors.	<p>The determination of total members of the Board of Directors has been done through Careful consideration as well as referring to the Financial Services Authority Regulation No.33/ POJK.04/2014 on the Board of Directors and the Board of Commissioners of the Issuer of Public Company in which shall at least consist of two (2) persons.</p> <p>Total members of BRI Board of Directors in 2020 consists of 12 (twelve) Directors.</p> <p>Remark: Comply</p>
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Good Corporate Governance Implementation

No	Principles	Recommendation	Explanation of OJK Recommendation	Explanation and Implementation at the Company
		Determination on the composition of members of the Board of Directors takes into account on diversity of expertise, knowledge and required experience.	Similar with the Board of Commissioners, the composition diversity of members of the Board of Directors is a combination of required characteristic from both organ and individual perspective according to the needs of respective Public Company. The combination is determined in view of expertise, knowledge and experience in accordance with segregation of tasks and functions of the Board of Directors in achieving the purpose of the Public Company. Thus, consideration of the combination of characteristics will have an impact on the accuracy of the collegial nomination and appointment of individual member of the Board of Directors or Directors.	<p>The fit and proper test was conducted to ensure that the competencies, experience and educational background of members of the Board of Directors were in accordance with the feasibility based on the applicable provision and needs of the Company and disclosed in the Diversity Composition of The Board of Directors of this Annual Report.</p> <p>Remark: Comply</p>
		Member of the Board of Directors in charge of accounting or finance has expertise and/or knowledge in accounting field.	The Financial Report is a management accountability report for resources management owned by the Public Company, which must be compiled and presented in accordance with Financial Accounting Standards in Indonesia as well as related OJK regulations, including regulation in the Capital Market sector which regulates the presentation and disclosure of Public Company Financial Statement. Based on the laws and regulations in the Capital Market sector that regulates the responsibility of the Board of Directors for the Financial Report, the Board of Directors is jointly responsible for the Financial Report, signed by the President Director and member of the Board of Directors in charge of accounting or finance.	<p>Referring to POJK 06/2015 on Transparency and Publication of Report of Bank, the respective Director in charge of accounting or finance is held by Haru Koesmahargyo, with competencies and/or knowledge in accounting amongst others:</p> <p>Educational Background:</p> <p>Earned an MBA degree, Investment Banking, From Emory University, USA (2000). Bachelor of Agricultural Industrial Engineering, Universitas Brawijaya, Malang (1989).</p> <p>Professional Background:</p> <p>Treasury Head Division, General Manager Overseas Sub-Branch BRI New York President Commissioner of BTMUBRI Finance.</p> <p>Remark: Comply</p>

Good Corporate Governance Implementation

No	Principles	Recommendation	Explanation of OJK Recommendation	Explanation and Implementation at the Company
	Principle 6 Enhancing the Quality of Implementation of Duties and Responsibilities of the Board of Directors.	The Board of Directors has Self-Assessment Policy to evaluate the performance of the Board of Directors.	<p>Similar with the Board of Commissioners, the Board of Directors' Self-Assessment policy is a guideline being used as a form of accountability to evaluate collegial performance of the Board of Directors.</p> <p>The self-assessment is conducted each member of the Board of Directors to assess the collegial performance of the Board of Directors, and not to assess the individual performance of each member of the Board of Directors. With this self-assessment, it is expected that each member of the Board of Directors can contribute to improve the performance of the Board of Directors on an ongoing basis. This policy can include the assessment activity as carried out along with the purpose and objective, periodic period of implementation, and benchmark or assessment criteria being used in accordance with the recommendations from the Remuneration and Nomination function of Public Company as required by OJK Regulation on the Remuneration and Nomination Committee of Issuer or Public Company.</p>	<p>BRI conducts a performance assessment of the Board of Directors based on applicable law and regulations in order to improve the quality of the implementation of the duties and responsibilities of the Board of Directors and to improve BRI's performance continuously.</p> <p>The Board of Directors has a Self-Assessment Policy listed in the Board Charter as described in the performance evaluation section of the board of commissioners of this Annual Report and the Company's Website (www.bri.co.id).</p> <p>Remark: Comply</p>
		The Self-Assessment Policy to evaluate the performance of the Board of Directors is disclosed in the Annual Report of Public Company.	The disclosure of Self-Assessment Policy on performance of the Board of Directors is conducted not only to comply with transparency aspect as form of accountability of its duties but also to provide assurance to the Shareholders or investors on efforts that need to be done in improving the performance of the Board of Commissioners. Upon the availability of disclosure, the Shareholders or investors acknowledge the check and balance mechanism towards the Board of Directors.	<p>The Self-Assessment policy on the performance of the Board of Directors has been disclosed in the results of the Board of Directors' Performance Assessment in the 2020 BRI Annual Report.</p> <p>Remark: Comply</p>

Good Corporate Governance Implementation

No	Principles	Recommendation	Explanation of OJK Recommendation	Explanation and Implementation at the Company
		The Board of Directors has policy on resignation of member of the Board of Commissioner when involved in financial crime.	The resignation policy of the Board of Directors involved in financial crimes is a policy that can increase the stakeholders' trust in the Public Company, so that corporate integrity will be maintained. This policy is needed to help the legal process and so that the legal process does not interfere with the course of business activities. In addition, in terms of morality, this policy will build an ethical culture within the Public Company. This policy can cover in the Code or the Code of Ethics that applies to the Board of Directors.	<p>BRI has in place the policy regarding the resignation and dismissal of the Board of Directors in the event where the respective member of the Board of Directors is involved in such action that detrimental to the Company and/ or the State and if the respective person is found guilty by a legally binding court decision, as stated on the Board Charter.</p> <p>The Policy related to the resignation and dismissal of the Board of Directors is regulated in BRI's Articles of Association.</p> <p>Remark: Comply</p>

D. Stakeholders Participation

Principle 7	The Public Company has the Policy to prevent Insider Trading.	A person with inside information is prohibited from conducting a Securities transaction by using inside information as stipulate under the Capital Market Law. Public company can minimize the occurrence of insider trading through prevention policies, for example by firmly separating between confidential and public data as well as distributing the duties and responsibilities on information management in proportional and efficient manner.	<p>BRI Insider Trading Policy is regulated under:</p> <p>BRI Code of Conduct (Join Decree of the BRI Board of Commissioners and Board of Directors No. 06- KOM/BRI/12/2013 and No. S.65 DIR/ DKP/12/2013 dated 16 December 2013).</p> <p>Conflict of Interest Handling Guideline (Join Decree of the Board of Commissioners and the Board of Directors BRI No.02-KOM/BRI/05/2012 and Nokep: S.104-DIR/DKP/05/2012 dated 24 May 2012)</p> <p>Remark: Comply</p>
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Good Corporate Governance Implementation

No	Principles	Recommendation	Explanation of OJK Recommendation	Explanation and Implementation at the Company
		Public Company has anti corruption and fraud policy	<p>The anti corruption policy is useful to ensure that the business activities of the Public Company are legally carried out with prudent manner and in accordance with the principles of good governance. The policy can be part of the code of ethics, or as a stand-alone policy. The policy can include, among others, programs and procedures carried out in overcoming corruption practices, kickbacks, fraud, bribery and/or gratuities in a public company. The scope of the policy must describe the prevention of the Public Company from all corrupt practices, either giving or receiving from other parties.</p>	<p>The implementation of Anti Fraud Strategy at BRI is regulated under the Circular of the Board of Directors of BRI No. S.18-DIR/MOP/03/2020 on Anti-Fraud Strategies of PT. Bank Rakyat Indonesia (Persero) Tbk.</p> <p>The Anti-Fraud Strategy in the form of Fraud control system has 4 (four) pillars as follows:</p> <p>Prevention; Detection; Investigation, reporting and sanctions; Monitoring, evaluation and follow up.</p> <p>BRI also has in place the Policy related to corruption practice as stipulated in the Decree of the Board of Directors of BRI No: SE.63-DIR/KEP/12/2020 dated 8 December 2020 on Anti Bribery and Gratification Control Stipulations of PT Bank Rakyat Indonesia (Persero), Tbk</p> <p>This policy is part of BRI's commitment with the KPK in preventing corruption.</p> <p>Remark: Comply</p>
		The Public Company has policy on vendor or supplier selection and capability improvement.	<p>The Policy on vendor or supplier selection is useful to ensure that the Public Company can obtain the required goods or services at competitive prices and good quality. While the policy of increasing the capability of supplier or vendor is useful for ensuring the efficient and effective supply chain. The capability of supplier or vendor to supply/fulfill the goods or services needed by the company will affect the quality of the company's output. Thus, the implementation of these policies can guarantee the supply continuity in terms of quantity and quality as required by the Public Company. The scope of this policy includes criteria in selecting supplier or vendor, transparent procurement mechanism, effort to improve supplier or vendor capability, and fulfill the right relating to supplier or vendor.</p>	<p>BRI has in place the policy related to vendor management as stipulated in the Circular Letter of the Board of Directors No. S.35-DIR/MAT/12/2015 on Registration of Partner for Goods and Services of PT. Bank Rakyat Indonesia (Persero) Tbk.</p> <p>BRI has developed a vendor management application that is integrated with the BRISMILE application in which includes the registration and selection process of partner candidate, monitoring, maintenance of partner (Vendor Maintenance) up until partner performance evaluation hence BRI has a database in supporting the implementation of BRI procurement on good and service procurement.</p> <p>Remark: Comply</p>

Good Corporate Governance Implementation

No	Principles	Recommendation	Explanation of OJK Recommendation	Explanation and Implementation at the Company
		The Public Company has policy on fulfillment of creditor rights.	The policy on fulfillment of creditor rights is used as a guideline in providing loan to creditor. The purpose of the policy is to maintain the fulfillment of right and maintain creditor trust in the Public Company. The policy includes consideration in making agreement, as well as follow-up in fulfilling the obligation of the Public Company to creditor.	The Company has a policy on fulfillment of creditor rights as outlined in each Credit Agreement between BRI and the debtor. The agreement included the rights and obligations of both parties such as the transparency of financial statements to creditors. Remark: Comply
		The Public Company has the Whistleblowing System policy.	A well-developed Whistleblowing system policy will provide certainty of protection to witness or reporter for an indication of violation committed by employees or management of the Public Company. The implementation of the policy will have an impact on establishing a culture of good corporate governance. The Whistleblowing system policy includes, among others, type of violations that can be reported through the Whistleblowing system, complaint procedure, protection and guarantee of the confidentiality of the reporter, handling procedure for received complaints, parties that managing the complaints, and the results and follow-up of complaints handling.	The policy on Whistleblowing Systems at BRI is regulated by the Board of Directors' Circular Number S.08-DIR/KPT/05/2018. BRI's Whistleblowing System policy regulates the types of violations reported, reporting facilities, protection & confidentiality of whistleblowers, and Whistleblowing System handlers. Discussion on Whistleblowing System can be found in 2019 BRI Annual Report. Remark: Comply

Good Corporate Governance Implementation

No	Principles	Recommendation	Explanation of OJK Recommendation	Explanation and Implementation at the Company
		The Public Company has a long term incentive policy for the Board of Directors and employees.	Long-term incentive is a given incentive based long-term performance achievement. The long-term incentive plan has the rationale that the long-term performance of the company is reflected in the growth of shares value or other long-term target of the company. Long-term incentive shall have the benefit to maintain loyalty and provide motivation to the Board of Directors and employees to improve their performance or productivity, which will have an impact on improving the company's performance in the long run. The availability of a long-term incentive policy is an actual commitment by the Public Company to encourage the implementation of long-term incentive to the Board of Directors and Employees with terms, procedures and forms being adjusted to the long-term objectives of the Public Company. The policy can include, amongst other, the purpose of objective in providing the long-term incentive, terms and procedures in providing the incentive, and condition as well as risks that must be considered by the Public Company in providing the incentives. This policy can also be included in the existing public company remuneration policy.	<p>The long-term incentive for employees is included in the Employees Welfare Section in the 2020 BRI Annual Report.</p> <p>Remark: Comply</p>

Good Corporate Governance Implementation

No	Principles	Recommendation	Explanation of OJK Recommendation	Explanation and Implementation at the Company
E. Information Disclosure				
	Principle 8 Enhancing the Disclosure Implementation.	The Public Company utilizes technology information wider than the Website as a media for information disclosure.	The use of information technology can be useful as a medium for information disclosure. The disclosure of information is not only information disclosure that has been regulated in legislation, but also other information related to the Public Company, upon consideration is useful to shareholders or investors. Upon the use of wider of information technology than the Website, the company is expected to improve the effectiveness of information dissemination. Nevertheless, the use of information technology is carried out while taking into account the benefit and costs of the company.	<p>The Company always strive to improve the quality of information disclosure to Stakeholders through information technology media, in addition to the 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:</p> <p>Direct visits through Customer Service in all BRI operating units.</p> <p>Calls through 14017, 1500017, dan 021-57987400 Premium calls through 021-5758899 dan 08001017017 SMS 0812 12 14017.</p> <p>Web chat through website www.bri.co.id Email: callbri@bri.co.id Telegram: 0812 12 14017 Internet Banking: https://ib.bri.co.id Twitter: @kontak_bri Facebook: Bank BRI Official</p> <p>Remark: Comply</p>
		The Annual Report of Public Company disclose the ultimate benefit owner in Public Company share ownership at least 5% (five percent), other than final beneficial owner disclosures in ownership shares of the Public Company through main and controlling shareholder.	The Capital Market Regulation that regulates the submission of annual reports of Public Company has regulated the obligation to Disclose information regarding shareholders with 5% (five percent) or more shares of the Public Company, as well as the obligation to disclose information about directly or indirectly main and controlling shareholders of Public Company up to the owner of the last benefit in the ownership of the shares. In this Governance Guideline, it is recommended to disclose the ultimate benefit owner of the shares of the Public Company at least 5% (five percent), in addition to disclosing the owner of the final benefit of share ownership by the main and controlling shareholders.	<p>The 2020 BRI Annual Report conveyed the mandatory disclosure on shareholders with 5% (five percent) or more shares of the Public Company, as well as mandatory disclosure directly or indirectly main and controlling shareholders of Public Company immediately up until the owner of the last benefit in the ownership of the shares.</p> <p>Remark: Comply</p>

Explanation of recommendations that have not been implemented, with the reasons and alternatives
 All recommendations have been implemented and are in accordance with the provisions.

Good Corporate Governance Implementation

THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE ASPECT AND PRINCIPLES IN ACCORDANCE TO THE GUIDELINES OF CORPORATE GOVERNANCE PRINCIPLES FOR BANKS AS PUBLISHED BY BASEL COMMITTEE IN BANKING SUPERVISION

Principles	Elaboration	Implementation
Principle 1 Responsibilities of the Board of Commissioners	The Board of Commissioners has the responsibilities of amongst others approval and supervisory on the implementation of business strategy, structure and governance mechanism as well as the Corporate Culture.	The scope of responsibilities of the Board of Commissioners as stipulated in the BOC Charter in the Decree of the Board of Commissioners No. 09-KOM/11/2018 dated 1 November 2018 are amongst others that the Board of Commissioners provide suggestion and approval on the Company's business plan consist of the Corporate Plan of the Company (RJPP), Business Plan Bank (RBB), Work Plan and Budget of Company (RKAP) and Business Plan and Budget for Partnership Program and Community Development (PKBL), as well as provide directives, monitoring, and evaluation on the implementation of the Bank strategic policies.
Principle 2 Qualification and Composition of the Board of Commissioners	Member of the Board of Commissioners must have the quality in accordance with duties and responsibilities as both collegial or as per individual. The Board of Commissioners shall understand the roles within the supervisory and implementation of corporate governance, as well as able to conduct a sound and objective decision process.	The scope of responsibilities of the Board of Commissioners as stipulated in the BOC Charter in the Decree of the Board of Commissioners No. 09-KOM/11/2018 dated 1 November 2018 are amongst others that the Board of Commissioners has the role in ensuring the implementation of Good Corporate Governance in every business activity of the Company, in all levels or organization elements and conduct oversight on the implementation of Integrated Governance. For good implementation of GCG, the Board of Commissioners has the responsibilities to among others: Propose the appointment of Accountant Publik to the GMS Provide the oversight report to the GMS.
Principle 3 Structure and Mechanism of the Board of Commissioners	The Board of Commissioners must apply the proper governance practice and structure in performing their duties and to periodically review its effectiveness.	The Board of Commissioners has committees under the Board of Commissioners to assist the implementation duties of Board of Commissioners namely the Audit Committee, the Risk Management Oversight Committee, the Nomination and Remuneration Committee as well as the Integrated Governance Committee.
Principle 4 The Board of 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 the business strategy, risk appetite, remuneration policy and other policies that have been approved by the Board of Commissioners.	The duties and responsibilities of the Board of Commissioners are to provide direction and supervision to the Board of Directors in managing the Company. The Board of Commissioners approve of the business plan and the implementation of the Bank's strategic policies.

Good Corporate Governance Implementation

Principles	Elaboration	Implementation
Principle 5 Governance Structure of Business Group	In a business group, the Board of Commissioners of the parent company has overall responsibility on the business group and to ensure the establishment and implementation of clean governance practice related to the structure, business and risks of business group and entities. The Board of Commissioners and the Board of Directors must understand the business group organizational structure as well as the encountered risk.	The Board of Directors and Board of Commissioners of BRI have knowledge and understanding of the Company's key business and risks. This can be seen in the diversity of the Board of Commissioners and the Board of Directors as well as the implementation of the Fit and Proper Test. In addition, the Board of Directors and the Board of Commissioners also constantly improve their knowledge of the latest banking developments by participating in training and development both at home and abroad.
Principle 6 Risk Management Function	The Bank must have the qualified, independent risk management function that has qualified resources with access to the Board of Commissioners.	BRI has Risk Management with the function to identifying, measuring, monitoring and controlling all of Company's risk exposures as carried out by 3 (three) Divisions namely Market, Portfolio & Enterprise Risk Management Division, Digital & Operation Risk Management Division, dan Micro , SME, Consumer Credit Risk & Policy Division. As a supervisory function, the Board of Directors communicates the implementation of risk management function to the Board of Commissioners through the Risk Management Supervisory Committee.
Principle 7 Identification of Risk Monitoring and Control	Risks must be identified, monitored and controlled for all activities of the Bank. The quality of 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 practice.	The risk management implementation process that includes identification, measurement, monitoring and risk control are continuously carried out. Risk management is carried out in all bank activity activities by referring to the provisions of management standards set by the regulator.
Principle 8 Risk Communication	Effective risk governance implementation requires accurate risk communication in the Bank environment both between organizations and through reporting to the Board of Commissioners and the Board of Directors.	The assessment of the Bank's risk profile is carried out and delivered at a quarterly Board of Directors Meeting with the Board of Commissioners.
Principle 9 Compliance	The Board of Commissioners is responsible for overseeing management related to the Bank's compliance risk. The Board of Commissioners must determine the compliance function and provide approval for policies and processes for identification, assessment, monitoring and reporting, and providing advice on compliance risks.	The implementation of the Board of Commissioners' oversight function on Bank Compliance risk is carried out by the Risk Management Oversight Committee in relation to the implementation of precaution principle to ensure that all business activities and policies have been carried out in compliance with all applicable laws and regulations. Review and evaluation of compliance functions is conducted every semester.

Good Corporate Governance Implementation

Principles	Elaboration	Implementation
Principle 10 Internal Audit	The internal audit function must report independent assurance activities to the Board of Commissioners and must support the Board of Commissioners and the Board of Directors in encouraging the implementation of effective governance processes and long-term soundness of the Bank.	The Internal Audit Unit (IAU) in BRI is structured directly under the President Director and can communicate as well as coordinate with the Audit Committee with regards to supervision with the Board of Commissioners. The Internal Audit responsible for implementing independent and objective assurance and consultation, which were designed to provide added value as well, improve operational activities.
Principle 11 Compensation	The Bank's remuneration structure must support the implementation of corporate governance and risk management.	The remuneration structure of Bank BRI refers to OJK Regulation No45/POJK.03/2015 on Governance Implementation in the Provision of Remuneration for Commercial Banks. Implementation of BRI's Remuneration Governance is delivered in the 2018 BRI Annual Report in the Remuneration Governance Policy Chapter.
Principle 12 Disclosure and Transparency	The implementation of governance from the Bank must be carried out transparently to Shareholders, Depositors, other relevant Stakeholders and Market Participants.	The disclosure and transparency of BRI to shareholders is conveyed through the company's website, www.bri.co.id on the latest information. BRI's information disclosure is also presented in the Annual Report, Sustainability Report and Public Expose.

GOVERNANCE IMPROVEMENT PLAN IN 2021

In 2021 BRI has prepared a work plan to improve GCG implementation quality that includes:

1. Formulation of BRI's Corporate Governance Guidelines
2. Updating the governance policy architecture
3. Updating and reviewing policies & procedures
4. Strengthening BRI's Governance data
5. Strengthening Information Technology and Information Technology Security
6. Strengthening the Implementation of Corporate Value and BUMN Value

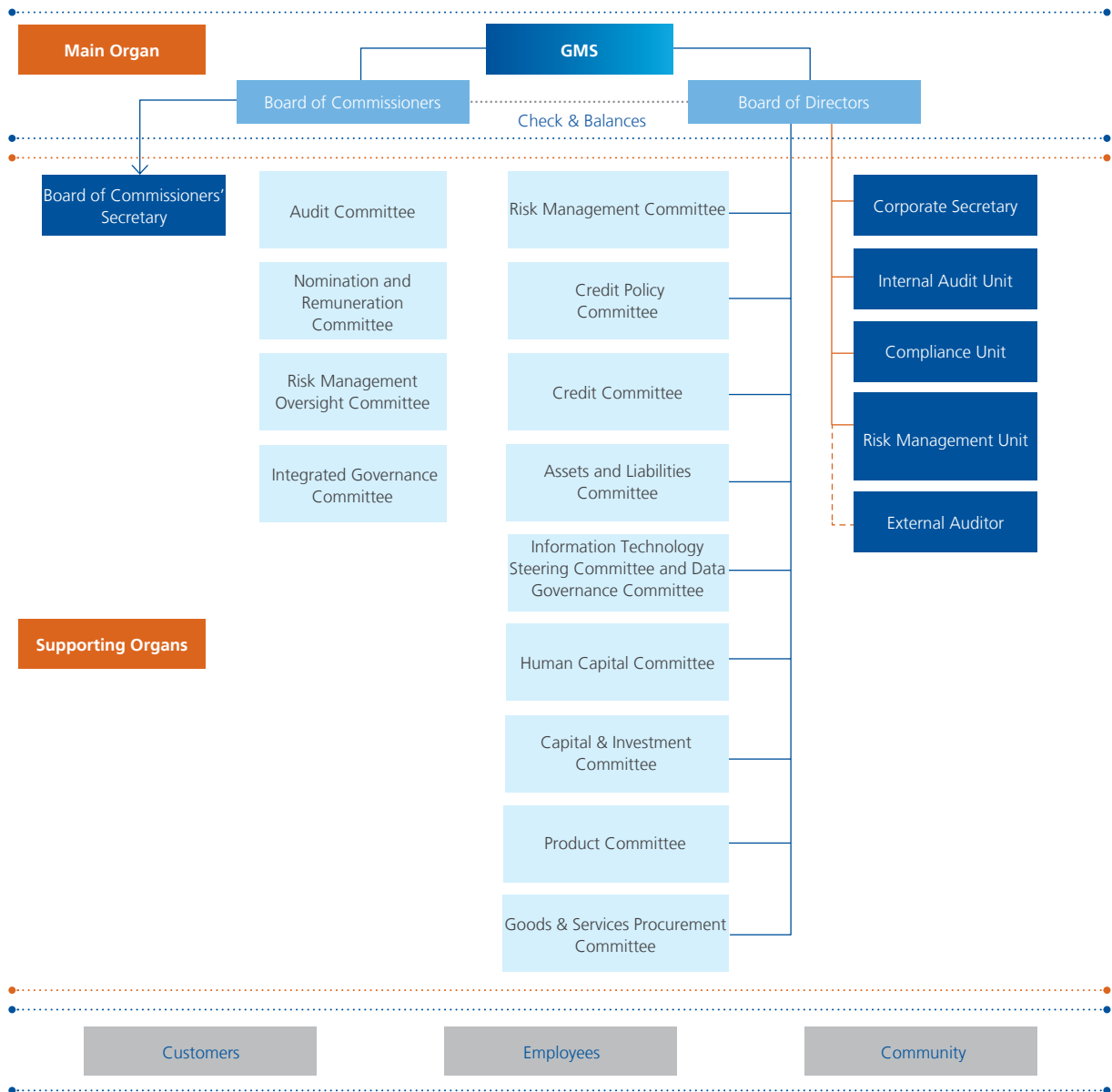
CORPORATE GOVERNANCE INFRASTRUCTURE

BRI has in place the governance structure, among others are:

1. BRI's Articles of Association No. 5 dated December 3, 2018 has been accepted and recorded in the Legal Administration System of the Ministry of Justice and Human Rights of the Republic of Indonesia No. AHUAH.01.03-0272183 dated December 6, 2018.
2. Decree of the Board of Directors of BRI No: KB.2-DIR/KPD/08/20 2018 dated 31 August 2018 concerning Architectural Policies & Governance Policies and Procedures.
3. Joint Decree of the Board of Commissioners and Board of Directors No. 06 KOM/BRI/12/2013 and Nokep: S.65-DIR/ DKP/12/2013 dated December 16, 2013 on BRI Code of Conduct.
4. Decree of the Board of Commissioners Nokep: 09-KOM / 11/2018 dated November 1, 2018 concerning the Code of Conduct for the Board of Commissioners.
5. Decree of the Board of Directors of BRI Nokep: B.299-DIR/SKP/04/2020 concerning the Establishment of Guidelines and Procedures for the Board of Directors.
6. Decree of the Board of Commissioners of Nokep: 11-KOM/11/2018 dated November 1, 2018 concerning the Audit Committee Charter.
7. Decree of the Board of Commissioners of Nokep: 12-KOM/11/2018 dated 1 November 2018 concerning the Risk Management Monitoring Committee Charter.
8. Decree of the Board of Commissioners Nokep: 13-KOM / 11/2018 dated November 1, 2018 Charter of the Nomination and Remuneration Committee.
9. Decree of the Board of Commissioners of Nokep: 14-KOM / 11/2018 dated 1 November 2018 Guidelines for the Integrated Governance Committee Charter.
10. Joint Decree of the Board of Commissioners and Directors of BRI No: 02-KOM / 02/2020 and Nokep .01-DIR / KPT / 02/2020 dated 17 February 2020 concerning the Good Corporate Governance Policy of PT Bank Rakyat Indonesia (Persero) Tbk
11. Joint Decree of the Board of Commissioners and Board of Directors No. 06-KOM/BRI/07/2015 and Nokep: S.339-DIR/DKP/07/2015 dated July 28, 2015 on the Financial Integrated Governance Guidelines.
12. Joint Decree of the Board of Commissioners and Board of Directors No. 09-KOM/BRI/11/2017 and Nokep: S.1023-DIR/KPS/11/2017 dated November 30, 2017 on the BRI Remuneration Governance Policy.
13. Decree of the Board of Directors Number KB.01-DIR/MAT/03/2020 dated March 31, 2020 concerning Policies for Management of Fixed Assets and Logistics of PT. Bank Rakyat Indonesia (Persero) Tbk.
14. BRI Directors' Circular Letter No: SE.32-DIR/KEP/07/2020 dated 21 July 2020 concerning Whistleblowing System.
15. BRI Directors' Circular Letter No: SE.63-DIR/KEP/12/2020 dated 8 December 2020 concerning Provisions on Anti-Bribery and Gratuity Control of PT Bank Rakyat Indonesia (Persero), Tbk.
16. Circular of BRI Directors No: SE.18-DIR/MOP/03/2020 dated March 20, 2020 regarding BRI's Anti-Fraud Strategy.
17. Joint Decree of the Board of Commissioners and the Board of Directors No. 02-KOM/BRI/05/2012 and Nokep: S.104-DIR/DKP/05/2012 dated 24 May 2012 regarding BRI's General Guidelines for Conflict of Interest Handling.
18. Decree of the Directors of BRI Nokep: S.297-DIR/CDS/03/2017 dated March 30, 2017 concerning Guidelines for the Preparation of Bank Business Plans.
19. Decree of Nokep: S.296-DIR/CDS/03/2017 dated March 30, 2017 concerning General Policy for the Bank Business Plan of PT Bank Rakyat Indonesia (Persero) Tbk.
20. Decree of the Board of Directors Number: B.299-DIR / SKP / 04/2020 dated April 24, 2020 regarding the Stipulation of Guidelines and Work Procedures for the Directors of PT Bank Rakyat Indonesia (Persero) Tbk.
21. Decree of the Board of Directors Number: B.242-DIR / SKP / 03/2020 dated March 30, 2020 concerning Stipulation of Guidelines and Procedures for the Board of Directors Meeting of PT Bank Rakyat Indonesia (Persero) Tbk.

GOOD CORPORATE GOVERNANCE SYSTEM

GOVERNANCE STRUCTURE



Corporate Organ Structure

Based on OJK Regulation No. 55/POJK.03/2016 dated 7 December 2016 concerning the Implementation of Governance for Commercial Banks, the Company's Organs consist of 3 (three) main organs, the General Meeting of Shareholders, the Board of Commissioners and the Board of Directors. To ensure GCG effectiveness and to create a check and balance control mechanism, BRI's corporate organs can be described as follows:

Good Corporate Governance System

GOVERNANCE MECHANISM

Governance Mechanism is a mechanism conducted by company organs and their subordinates in carrying out their functions and duties as a commitment and application of the governance structure, to achieve governance results in accordance with GCG principles.

GMS

The GMS is the highest organ in the GCG structure. It is a forum for shareholders to make decisions and to ask for accountability for matters relating to BRI's business interests by taking into account the Articles of Association and laws and regulations. A GMS consists of an Annual GMS which is held no later than 6 (six) months after the financial year ends and an Extraordinary GMS which can be held at any time based on the need for the interests of the Company.

BOARD OF COMMISSIONERS

The Board of Commissioners is an organ that carries out the supervisory function of the management of the Bank by the Board of Directors including providing advice. The Board of Commissioners consists of Commissioners and Independent Commissioners. It stipulated that at least 50% (fifty percent) of the total members of the Board of Commissioners are Independent Commissioners. The Board of Commissioners is not involved in making decisions on the Bank's operational activities except for the provision of funds to related parties, and matters stipulated in the Bank's Articles of Association or applicable laws and regulations.

Detailed provisions related to the duties and responsibilities of the BRI Board of Commissioners are listed in the Board of Commissioners' Charter.

DIRECTORS

The Board of Directors is an organ responsible for the management of the Bank, including representing the Bank with third parties inside and outside the court. The implementation of the duties and responsibilities of the Board of Directors refers to the Articles of Association of the bank and the prevailing laws and regulations.

Detailed provisions regarding the duties and responsibilities of the Bank's Board of Directors are described in the Board of Directors' Charter.

SUPPORT ORGANS

Committees Under the Board of Commissioners

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

More detailed provisions related to Committees under the Board of Commissioners will be discussed in a separate chapter in this annual report.

Committees Under the Board of Directors

- Asset & Liabilities Committee (ALCO)
- Risk Management Committee
- Credit Committee
- Capital & Investment Committee
- Credit Policy Committee

Good Corporate Governance System

- Information Technology Steering Committee and Data Management Committee
- Human Capital Committee
- Product Committee
- Goods and Services Procurement Committee

Detailed provisions regarding Committees under the Board of Directors are listed in the guidelines and work rules of the Board of Directors committee and will be discussed in a separate chapter in this annual report.

Secretariat of the Board of Commissioners

It is an organ that is appointed by the Board of Commissioners and is tasked with assisting the implementation of the duties and responsibilities of the Board of Commissioners. A more detailed explanation regarding the Secretariat of the Board of Commissioners will be discussed in a separate chapter in this annual report.

Corporate Secretary

Is a supporting organ that is responsible to the President Director and plays a role in assisting the Board of Commissioners and Directors in carrying out their respective duties and responsibilities related to the implementation of corporate governance and as a liaison and manager of good communication between the company to internal parties and external parties including shareholders, regulators and other interested parties (stakeholders).

A more detailed explanation regarding the Corporate Secretary will be discussed in a separate chapter in this annual report.

Risk Management Unit

Risk Management Unit is tasked with implementing the Enterprise Risk Management (ERM).

A detailed explanation regarding the Risk Management will be discussed in a separate chapter in this annual report.

Compliance Unit

Is an independent work unit that is responsible for carrying out the compliance function at BRI.

A more detailed explanation regarding the Compliance Unit will be discussed in a separate chapter in this annual report.

Internal Audit Unit

A work unit that is structurally responsible directly to the President Director and has a line of communication with the Audit Committee. Internal Audit serves as an independent and objective assurance and consultation provider by evaluating the adequacy and effectiveness of risk management, internal control and corporate governance processes, with the aim of increasing added value and improving the Bank's operations. A more detailed explanation regarding the Internal Audit Work Unit will be discussed in a separate chapter in this annual report.

External Audit

Examination of the Bank is also carried out by External Auditors, namely Bank Indonesia, the Financial Audit Board (BPK), other auditors in accordance with regulations and public accounting firms. Banks are required to appoint a Public accountant and a Public accounting firm registered with Financial Services Authority in the implementation of the audit of the Bank's financial statements.

Good Corporate Governance System

GENERAL MEETING OF SHAREHOLDERS

The General Meeting of Shareholders (GMS) as one of the main organs of the Bank has the authority that is not transferable to the Board of Commissioners and Board of Directors of BRI. Through the GMS, shareholders, may exercise their right be involved in decision-making process with regards to company's strategic decision by referring to the limit of authority in accordance with the regulations and Articles of Association of BRI.

LEGAL BASIS OF GMS

The BRI GMS implementation refers and therefore in accordance with:

1. Law No. 40 Year 2007 regarding Limited Liability Companies.
2. Law No. 19 of 2003 Regarding the State-Owned Enterprises.
3. Regulation of the Financial Services Authority No. 32/POJK.04/2014 Regarding the Plan and Implementation of GMS of Public Company.
4. Indonesian Stock Exchange Regulation No. I-E on Obligation of Information Submission.
5. BRI's Articles of Association.

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.

Information on Major and Controlling Shareholder

The Major and Controlling Shareholder of BRI is the Government of the Republic of Indonesia through an ownership of 56.75%, Series A Dwiwarna share.

Shareholders Rights

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.

Holders of Series A Dwiwarna shares and Series B Shares have the same rights and every 1 (one) share gives 1 (one) voting right.

With the ownership of the Series A Dwiwarna share, the Government as the shareholder has the following privileges:

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. Agreement 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.

Good Corporate Governance System

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.

In addition to the privileges owned by Series A Dwiwarna Shareholders, The Series A Shareholders and Series B Shareholders shall have the following same rights otherwise specified differently by the Articles of Association:

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. To 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.

RESPONSIBILITIES OF SHAREHOLDERS

1. All shareholders shall:
 - 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 shareholders shall:
 - 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.

Good Corporate Governance System

SHAREHOLDERS RELATIONSHIP POLICY

Relationship with Shareholders is regulated in the Company's Articles of Association within the clause of the General Meeting of Shareholders (GMS). All communication with Shareholders shall be the responsibility of spokesperson of the company. All Shareholders must obtain the same treatment and information (equitable treatment) in a timely manner as stated in the Circular of the Board of Directors No. S.08-DIR/06/2014 regarding the Information Services and Management Policy of PT Bank Rakyat Indonesia (Pesero) Tbk.

SHAREHOLDERS' EQUAL TREATMENT

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.
3. The number of independent commissioners is above the minimum limit from Bank Indonesia, which is 5 Commissioners out of a total of 9 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.

INFORMATION ACCESS TO SHAREHOLDERS

BRI provides the access that enables the shareholders to exercise their rights and responsibilities:

1. The GMS, as the media for the Company to communicate with shareholders, to present the corporate information and enable the shareholders to participate in decision making process that requires shareholders' approval;
2. Electronic media, such as corporate website, Stock Exchange website which is accessible in both Indonesian and English with the availability of various documents, reports and publications that are easily downloaded by the shareholders and the public;
3. Corporate email as a channel to disseminate and stay updated with the latest Company's information; 4. Other communications channels, including conference calls, investor/analyst meetings, non-deal roadshows, conferences, public exposé, and investor/analyst gatherings.

GMS CONVENTION IN 2020

GMS IMPLEMENTATION STAGES

The Annual GMS implementation in 2020 has complied with the stipulation of POJK No. 15/POJK.04/2020 as follows:

Stages	Activities
Notice to OJK	Submit the Notice on GMS plan to Financial Services Authority (OJK) at latest five (5) working days prior the GMS announcement.
GMS Announcement	The GMS Announcement shall be done at latest 14 days prior the GMS Invitation through one (1) Indonesian Newspaper with national coverage, Indonesian Stock Exchange Website and Company's website.
GMS Invitation	The GMS Invitation shall be conducted at latest 21 days prior the GMS through one (1) Indonesian Newspaper with national coverage, Indonesian Stock Exchange Website and Company's website.
Announcement on Minutes Summary of GMS	The Announcement on GMS minutes of meeting summary must be submitted to OJK at latest two (2) days after GMS through one (1) Indonesian Newspaper with national coverage, Indonesian Stock Exchange Website and Company's website.
Submission of GMS Minutes of Meeting	The minutes of GMS meeting must be submitted to OJK at latest 30 days after GMS.

QUORUM PROCEDURE

No	Agenda	Attendance	Decision
1	The transfer of Company's assets or making the assets as debt collateral from a total of 50 net assets of the Company into 1 (one) or more related or unrelated transaction.	Attended by Shareholders representing at least $\frac{3}{4}$ (three quarter) of total shares with legitimate voting.	Approved by more than $\frac{3}{4}$ (three quarter) of total shares of Independent Shareholders with voting rights attending the GMS.
2	Approval of Transaction with conflict of interest of Shareholders having a conflict of interest shall be deemed to have rendered the same quorum with a decision approved by Independent Shareholders.	Attended by Independent Shareholders representing at least $\frac{1}{2}$ (one half) of all shares of Independent Shareholders with legitimate voting rights.	Disetujui oleh lebih dari $\frac{3}{4}$ (tiga per empat) bagian dari jumlah seluruh saham yang dimiliki oleh pemegang Saham Independen dengan hak suara yang hadir dalam RUPS.
3	<i>Changes related to the Board of Directors, Board of Commissioners, the Articles of Association which is not requiring the approval of the Ministry, The Issuance of Equity Securities and/or Increment of issued and paid-up capital.</i>	Attended by Serie A Dwiwarna Shareholders and other shareholders or their proxies representing $\frac{1}{2}$ (one half) of total shares with legitimate voting rights.	Approved by Serie A Dwiwarna Shareholders and other shareholders or their proxies representing $\frac{3}{4}$ (three quarter) of total shares with voting rights attending the GMS.

GMS Convention in 2020

No	Agenda	Attendance	Decision
4	Amendment of Article of Association that requires Ministry approval	Attended by Serie A Dwiwarna Shareholders and other shareholders or their proxies representing 2/3 (two third) of total shares with legitimate voting rights.	Approved by Serie A Dwiwarna Shareholders and other shareholders or their proxies representing 2/3 (two third) of total shares with voting rights attending the GMS.
5	Merger, Consolidation, Acquisition, Separation, submission of application so that the Company is declared bankrupt and the Company Dissolves.	Attended by Shareholders Serie A Dwiwarna and other shareholders or their proxies representing ¾ (three quarter) of total shares with legitimate voting rights.	Approved by Shareholders Serie A Dwiwarna and other shareholders or their proxies representing ¾ (three quarter) of total shares with voting rights attending the GMS.
6	Excluded of the Agenda 1 to 5 above.	Approved by Shareholders representing ½ (one half) of total shares with voting rights attending the GMS.	Approved by Shareholders representing ½ (one half) of total shares with voting rights attending the GMS

GMS PROCEDURES

The GMS procedures are as follows:

1. GMS rules are given to Shareholders who are present and being read before the GMS begin.
2. Opportunities are given to Shareholders or their proxies present to submit questions/responses and/or proposals to each agenda of the GMS.
3. The Chairman of the GMS or Director appointed by the GMS Chairman will answer or respond to questions/responses from shareholders.
4. Voting is conducted after all questions/responses have been answered. Voting can only be delivered by the Shareholders or their authorized proxies.
5. 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. Prompt notification and invitation of the GMS which are disseminated through the Company and Stock Exchange website as well as in Indonesian Language newspaper with national circulation.
2. Disclose material of each meeting agenda as reference for Shareholder.
3. Open access for Shareholders to communicate with the Company regarding the implementation of GMS through the contacts available on the Company Website.

GMS VOTING MECHANISMS

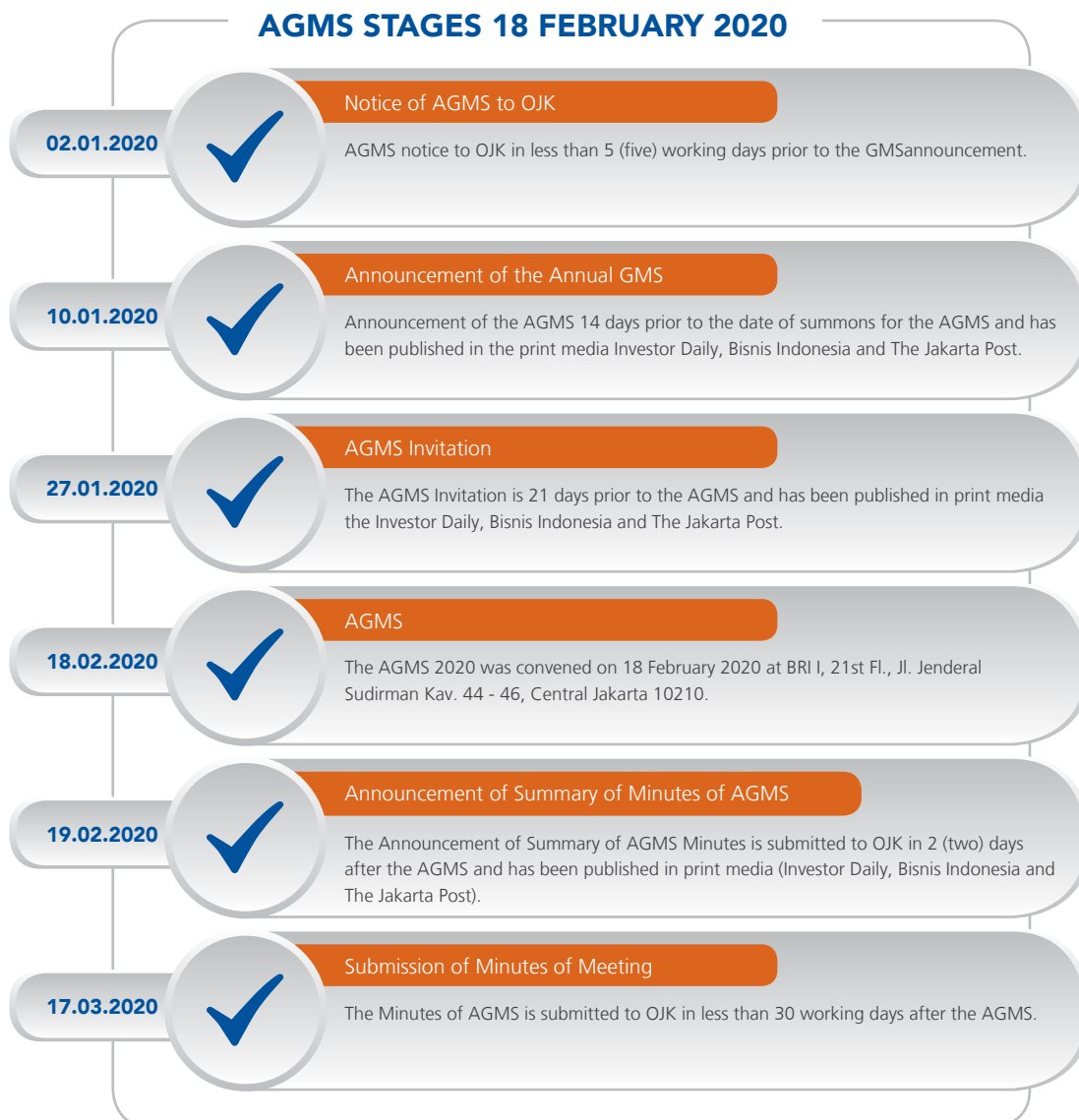
1. Every 1 (one) share extends its holder 1 (one) voting right.
2. Voting mechanisms in GMS:
3. Shareholders or their proxies that are abstain and against the proposed agenda are requested to raise their hands and submit their votes.
4. Shareholders or their proxies that do not raise their hands are deemed in favor of the proposed agenda or item in discussion;
5. Shareholders or their proxies that are abstain will be counted as the same votes with the majority of shareholders who cast their votes;
6. The Chairman of the GMS will announce the voting result.
7. The attendance of a shareholder in the GMS can be represented by other shareholders or by a third party authorized by a power of attorney under the terms that members of the Board of Directors, Board of Commissioners, secretary of the Board of Commissioners, and the Bank's employees can represent a shareholder in the GMS however shall not cast a vote on behalf of the shareholders.
8. A proxy holder that is authorized by a shareholder to abstain in a vote, or to against, but fail to raise hands to express the abstain or disagreement during voting led by the GMS Chairperson, will be regarded as in favor of the item in discussion.

GMS VOTING INVOLVING INDEPENDENT PARTIES

In conducting the GMS, BRI not only invites shareholders but also third parties especially in voting and vote counting. The third parties are: Notary Fathiah Helmi SH and PT Datindo Entrycom.

CONVENTION OF ANNUAL GMS IN 2020

The AGMS 2020 was held on 18 February 2020 and has met the POJK No. 32/POJK.04/2014, with the following stages:



For agenda 1 through agenda 4, in accordance with Article 25 paragraph (1) letter a of the Company's Articles of Association, the quorum is valid if it is attended by shareholders representing more than $\frac{1}{2}$ (one half) of the total shares with legitimate voting rights.

For agenda 5, in accordance with Article 25 paragraph (4) letter a of the Company's Articles of Association, the quorum is valid if it is attended by Series A Dwiwarna shareholders and other shareholders and/or their legal representatives who together represent more than $\frac{1}{2}$ (one half) of the total shares with voting rights present at the Meeting.

VOTE CALCULATION PROCESS & INDEPENDENT PARTIES CONCERNING VOTING FOR THE 2020 ANNUAL GMS

In accordance with the attendance quorum calculation conducted by PT Datindo Entrycom as the Company's Securities Administration Bureau, that this Meeting has been present and/or represented by a number of:

1. (one) Series A Dwivarna share with a nominal value of Rp50.00.
2. 108,997,971,025 Series B shares with a nominal value of IDR 50.00 per share or a total of 108,997,971,026 shares or approximately 89.0647% of all shares issued with voting rights by the Company in accordance with the Company's Shareholders Register as of 24-01-2020 issued by PT Datindo Entrycom as the Company's Securities Administration Bureau in the amount of 122,380,635,500 shares which are all shares that have valid voting rights at the Meeting, thus the quorum for the holding of the Meeting has been fulfilled and the Meeting is valid and entitled to make decisions legal and binding.

AGENDA

First	Approval of Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Board of Commissioners Supervisory Report, Ratification of the Annual Report on the Implementation of the Partnership and Community Development Program for the financial year of 2019, including reports for the utilization of proceeds from the Company's Shelf Registration of Debt Securities, and grant of release and discharge of liability (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 carried out during the financial year of 2019.
Second	Determination of appropriation of the Company's net profit for the financial year of 2019.
Third	Determination of the remuneration (salary/honorarium, facilities and benefits) for the financial year of 2020, as well as bonus (tantiem) for the financial year of 2019, for the Board of Directors and the Board of Commissioners of the Company.
Fourth	Appointment of a Public Accounting Firm (KAP) to audit the Company's Financial Statements and the Financial Statements of the Implementation of the Partnership and the Community Development Program for the financial year of 2020
Fifth	Changes in the composition of the Company's Management.

ATTENDANCE OF SHAREHOLDERS, BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The AGMS was attended by Shareholders who have met the quorum requirements as well as all members of the Board of Commissioners and Directors as follows:

GMS Convention in 2020

Shareholders	The meeting was attended by shareholders and / or their proxy / representatives representing 108.997.971.026 shares or equal to 89.06% of total shares with valid voting rights that have been issued by the Company.	
Board of Comissioners	Andrinof A. Chaniago A. Sonny Keraf Hendrikus Ivo Rofikoh Rokhim A. Fuad Rahmany Hadiyanto Loeke Larasati Agoestina	President Commissioner/Independent Independent Commissioner Independent Commissioner Independent Commissioner Independent Commissioner Commissioner Commissioner
Board of Directors	Sunarso Catur Budi Harto Haru Koesmahargyo Agus Noorsanto Priyastomo Indra Utoyo Supari Ahmad Solichin Lutfiyanto Azizatun Azhimah Agus Sudiarto Handayani Herdy R. Harman	President Director Vice President Director Director Director Director Director Director Director Director Director Director

Note: The AGMS was attended by all members of BRI Board of Directors and Board of Commissioners

OPPORTUNITY TO RAISE QUESTIONS & VOTING RESULT

The Shareholders were given opportunities to raise questions and/or to express opinions during GMS concerning each agenda. The decision making mechanism at the meeting is based on consensus to reach an agreement. If an agreement cannot be reached then decision making is carried out by voting. Voting is done through an electronic mechanism and carried out by an independent party (Share Registrar). In the AGMS the number of questions and/or opinions conveyed by the Shareholders are as follows:

Agenda	Affirmative Votes	Non Affirmative Votes	Abstain	Opinions / Questions
First	108,466,980,392 shares (99.51%)	25,470,000 shares (0.004%)	505,520,634 shares (0.46%)	4 (four) persons
Second	108,958,720,336 shares (99.96%)	4,704,800 shares (0.004%)	34,545,890 shares (0.031%)	None
Third	100,586,235,383 shares (92.28%)	5,934,579,391 shares (5.44%)	2,477,156,252 shares (2.27%)	1 (one) person
Fourth	103,281,600,691 shares (94.75%)	5,043,792,481 shares (4.62%)	672,577,854 shares (0.61%)	1 (one) person
Fifth	74,209,180,289 shares (68.08%)	28,190,817,454 shares (25.86%)	6,597,973,283 shares (6.05%)	1 (one) person

GMS Convention in 2020

AGMS Deeds – Deed No. 19 dated 18 February 2020

Agenda	No.	Name	Total Share Ownership	Questions	Answers
First	1	Fita Sisiani	4,500 shares	How big is the impact of IFRS 9 (PSAK 71) on net profit?	The additional need for the implementation of IFRS 9 (PSAK 71) was Rp14.5 Trillion (Fourteen point five trillion Rupiahs). 100% of the need was taken from retained earnings so that it did not affect net profit.
	2	M. Saman as the Attorney of Andry Ansjori	5,000 shares	Suggestion: The Meeting should be started on time. What is the tax paid on asset revaluation of approximately Rp3,3 Trillion?	BRI apologize for the delayed meeting. BRI tried the best to start the Meeting on time. However, there might be several circumstances that we can't avoid. Fixed asset is revaluated once in three years. The tax rate for asset revaluation is 10% and the tax is paid once in five years. In 2019, BRI recorded asset revaluation of Rp3 Trillion. The tax will be paid for the first asset revaluation in 2016.
	3	Fajar Anugerah	7000 shares	What is BRI Ventures' Investment Thesis? What kind of start-ups do they target? Local or foreign start-ups?	The objective of BRI Ventures is to look for new opportunities and business models brought by start-ups, specifically fintech start-ups. BRI Ventures has obtained business license from Financial Services Authority (OJK) to give fund to fintech start-ups. Fintech start-ups' breakthrough innovations will complement BRI's innovative strategies for lending especially in micro, retail, and small business segments. BRI Ventures will focus on fintech start-ups in seven emerging ecosystems, such as agritech, health tech, food tech, etc.

GMS Convention in 2020

Agenda	No.	Name	Total Share Ownership	Questions	Answers
	4	Rendy Brayen Latuputty	100 shares	It is said that the company's performance was quite good, but based on the Annual Report (p. 490), the company's net profit of Rp34 Trillion did not achieve the target of Rp36 Trillion. Please explain.	BRI could not achieve the net profit target mainly because of the slowed industry's loan growth of 6.08%. However, BRI was still able to grow at 8,3%, above the industry's loan growth, even though we could not achieve the double-digit target.
Third	1	Rendy Brayen Latuputty	100 shares	In the Annual Reports, the Board of Directors and the Board of Commissioners were entitled to receive club memberships. What kind of club memberships? Are they in line with the boards' tasks and functions?	The club memberships related to health and wellness, such as fitness club and golf club.
Fourth	1	Rendy Brayen Latuputty	100 shares	Does the Public Accountant Firm (KAP) election consider the Financial Services Authority (OJK)'s conclusion on the audit of the 2016 MYRX's Financial Statement? Please explain the Rp2,5 Trillion increase in audit services fee in 2019?	The Public Accountant Firm (KAP) election was complied with the applicable regulations. The auditor independence and all information related to the audit were also included in the election consideration. There was no Rp2,5 Trillion increase in audit services fee.
Fifth	1	Rendy Brayen Latuputty	100 shares	Regarding the appointment of Mr. Kartika Wirjoatmodjo, I would like to repeat my question in the 2019 AGMS, which until now I have not received the written answer.	We will prepare the written answer.

GMS Convention in 2020

Annual GMS Resolution 18 February 2020

FIRST AGENDA	
Resolutions	<ol style="list-style-type: none"> 1. Approved the Annual Report including the Board of Commissioners Supervisory Actions Reports, and the Company's Consolidated Financial Statements for the financial year ended on December 31st, 2019 audited by the Public Accountant Firm Purwantono, Sungkoro dan Surja in accordance to Auditor Report No. 00021/2.1032/AU.1/07/1008-3/1/2020 dated January 24th, 2020.
	<ol style="list-style-type: none"> 2. Approved the Annual Report on the Partnership and Community Development Program of the financial year of 2019 audited by the Public Accountant Firm Purwantono, Sungkoro dan Surja in accordance to Auditor Report No. 00031/2.1032/AU.2/10/1008-3/1/2020 dated January 24th 2020.
	<ol style="list-style-type: none"> 3. Receive responsibility report on the realization of the use of funds resulting from the Company's Shelf Registration of Debt Securities III Phase I in 2019.
	<ol style="list-style-type: none"> 2. With the approval of the Annual Report, including the Supervisory Duties Report that has been carried out by the Board of Commissioners, and the ratification of the Financial Statements for the Fiscal Year ending on December 31, 2019, the GMS grants full repayment and release of responsibility (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 Fiscal Year which ended on December 31, 2019, including the management and supervision of the Partnership and Community Development Program that ended on December 31, 2019, as long as these actions are not criminal and has been reflected in the Report above.
Status	Has been completed
SECOND AGENDA	
Resolutions	<ol style="list-style-type: none"> 1. Approved the distribution of the Net Profit of Rp 34,372,607,635,200.90 of the Company for the financial year of 2019: 60% of dividend payout ratio (Rp 20,623,564,581,120.50) allocated as cash dividend distributed to shareholders with the prevailing regulation as follows: For government dividends with the ownerships at least of 56,75% shares or at least Rp11,704,082,373,600.20 will distribute to states general cash account. Dividends for fiscal year 2019 will be paid proportionally to each shareholder whose name is recorded in the Register of Shareholders on the recording date. The Board of Directors is given the power and authority with the right of substitution to: Determining the schedule and procedure for distribution relating to the implementation of Dividend payment for the fiscal year 2019 in accordance with applicable regulations; Withholding tax Dividend in accordance with applicable tax regulations; and Other technical matters without reducing the applicable provisions. 40% of Dividend or Rp13,749,043,054,080.40 will be used as retained earnings balance.
Status	Has been completed

GMS Convention in 2020

THIRD AGENDA	
Resolutions	<ol style="list-style-type: none"> Granting full rights to the Dwiwarna A Series Shareholder to determine: Tantiem for the 2019 Financial Year to all members of the Board of Commissioners; Salary/honorarium, allowances, facilities and also other incentives for the members of the Board of Commissioners for the year of 2020.
	<ol style="list-style-type: none"> Granting power and authority to the Company's Board of Commissioners with prior approval from Dwiwarna A Series Shareholder to determine: Tantiem for the 2019 Financial Year to all members of the Board of Directors; and Salary/honorarium, allowances, facilities and also other incentives for the members of the Board of Directors for the year of 2020.
Status	Has been completed

FOURTH AGENDA	
Resolutions	<ol style="list-style-type: none"> The appointment of Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited) as Public Accountant Firm to audit the Company's Financial Report and the Financial Report on the Partnership and Community Development Program for the financial year of 2020.
	<ol style="list-style-type: none"> Granting full rights to the Board of Commissioners to appoint a Public Accountant Firm to audit another period of the Company's 2020 Financial Report for the company purposes.
	<ol style="list-style-type: none"> Granting the authority to the Board of Commissioners to determine the honorarium and other terms applicable to the Public Accountant Firm and appoint a substitute Public Accountant Firm in the case that Purwantono, Sungkoro & Surja as the appointed Public Accountant Firm for any reason fails to complete the audit of the Company's financial report and the Financial Report of the Partnership and Community Development Program for the financial year 2020 as well as to determine the honorarium and other terms applicable to the substitute Public Accountant Firm.
Status	Has been completed

FIFTH AGENDA	
Resolutions	<ol style="list-style-type: none"> Honorably end services of Mr. Wahyu Kuncoro as Vice President Commissioner who was appointed based on the Resolution of the Annual General Meeting of Fiscal Year 2018 dated May 15, 2019, starting from November 18, 2019, with gratuiton for the contribution and services given during the term as members of the Board of Commissioners.
	<ol style="list-style-type: none"> Honorably end services the following names from the Board of Directors: Ms. Azizatul Azhimah as Director of Compliance Mr. Haru Koesmahargyo as Director of Finance Effective immediately at the closing of the Meeting, with gratuiton for the contribution and services given during the term as members of the Board of Commissioners.
	<ol style="list-style-type: none"> Appointing the following names to the Board of Directors: Mr. Wisto Prihadi as Director of Compliance Mr. Haru Koesmahargyo as Director of Finance The appointed member of the Board of Directors can only carry out his duties and functions in his position if he has received approval from the Financial Services Authority (OJK) and complies with the applicable laws and regulations. The term of office of the appointed members of the Board of Directors expires until the closing of the 5th Annual GMS since the appointment, concerned with applicable laws and regulations without prejudice to the right of the GMS to dismiss at any time.

GMS Convention in 2020

FIFTH AGENDA	
	<p>4. Honorably end services the following names from the Board of of Commissioners:</p> <p>Mr. Andrinof A. Chaniago as President Commissioner/Independent Commissioner Mr. A. Fuad Rahmany as Independent Commissioner Mr. A. Sonny Keraf as Independent Commissioner Ms. Loeke Larasati A. as Commissioner</p> <p>Effective immediately at the closing of the Meeting, with gratuiton for the contribution and services given during the term as members of the Board of Commissioners.</p>
	<p>5. Propose the appointment of the following names as members of the Board of Commissioners:</p> <p>Mr. Kartika Wirjoatmodjo as President Commissioner Mr. Ari Kuncoro as Vice President Commissioner/Independent Commissioner Mr. Rabin Indrajad Hattari as Commissioner Mr. R. Widyo Pramono as Independent Commissioner Ms. Dwi Ria Latifa as Independent Commissioner Mr. Zulnahr Usman as Independent Commissioner</p> <p>The appointed member of the Board of Commissioner can only carry out his duties and functions if he/she has received approval from the Financial Services Authority (OJK) and complies with the applicable laws and regulations. The term of office of the appointed members of the Board of Directors expires until the closing of the 5th Annual GMS since the appointment, concerned with applicable laws and regulations without prejudice to the right of the GMS to dismiss at any time.</p>
	<p>6. With the dismissal and appointment, the full composition of the Board of Commissioners and Board of Directors shall be as follows:</p> <p>Board of Commissioners President Commissioner : Kartika Wirjoatmodjo* Vice President Commissioner/Independent Commissioner : Ari Kuncoro* Commissioner : Nicolaus Teguh Budi Harjanto Commissioner : Hadiyanto Commissioner : Rabin Indrajad Hattari* Independent Commissioner : Rofikoh Rokhim Independent Commissioner : Hendrikus Ivo Independent Commissioner : Zulnahr Usman* Independent Commissioner : R. Widyo Pramono* Independent Commissioner : Dwi Ria Latifa*</p> <p>Board of Directors President Director : Sunarso Vice President Director : Catur Budi Harto Director of Finance : Haru Koesmahargyo Director of Institutional Relations and SOE : Agus Noorsanto Director of Micro Business : Supari Director of Digital, Information Technology and Operation : Indra Utoyo Director of Small, Retail and Medium Business : Priyastomo Director of Network and Services : Ahmad Solichin Lutfiyanto Director of Compliance : Wisto Prihadi* Director of Risk Management : Agus Sudiarto Director of Consumer Business : Handayani Director of Human Capital: Herdy Rosadi Harman</p> <p>*) The appointed member of the Board of Commissioner/Directors can only carry out his/her duties and functions if he/she has received approval of Fit and Proper Test from the Financial Services Authority (OJK)</p>

GMS Convention in 2020

FIFTH AGENDA	
	7. Granting power and authority to the Board of Director with the right of substitution to perform all necessary actions related with this decision in accordance with the prevailing laws and regulations, including to state in a notarial deed and to notify the changes of composition of the Board of Commissioners and Directors to the Ministry of Law and Human Rights of the Republic of Indonesia and to ask OJK to undergo a Fit and Proper Test to the members of the Board of Commissioners and Directors according to prevailing regulations.
	8. The aforementioned appointed members of the Board of Commissioners and Director which hold other position which prohibited by prevailing laws and regulation to served concurrently with other state owned enterprises Board of Commissioners and Director, should propose for resignation or dismissed from previous position.
	9. Granting power of attorney with the right of substitution to the Board of Directors of the Company to state the resolutions of this GMS in the form of a Notarial Deed and appear before a Notary or authorized officer and make necessary adjustments
Status	Has been completed

GMS REALIZATION

1. The 2020 GMS was held in accordance with the provisions.
 - The payment of dividends for the 2019 financial year was carried out on March 18, 2020 (not more than 30 calendar days from the 2020 GMS report).
2. The 2019 GMS was held in accordance with the provisions.
3. The 2018 GMS was held in accordance with the provisions.
4. The 2017 GMS was held in accordance with the provisions.
5. 2016 AGMS: 1 out of 6 (six) agenda items at the 2016 AGMS are related to the distribution of the ESOP, which is currently still in progress for the distribution of Employee Stock Allocation (ESA) to the distribution stage, as follows:
 - a. The 1st ESA phase I totaling 143 million pieces to around 50 thousand employees.
 - b. The 1st ESA stage II totaling 4.3 million shares to 173 employees.
 - c. The 2nd ESA totaling 226 million shares to around 54 thousand employees.
 - d. The 3rd and 4th ESAs will be implemented in 2021 which will be distributed among around 57 thousand employees.

FISCAL YEAR 2019 GMS

All resolutions of the 2019 Annual GMS have been fully realized (100%), hence there are no resolutions at the 2019 Annual GMS that requires further realization.

15 MAY 2019 AGMS RESOLUTIONS

FIRST AGENDA	
Resolutions	<p>1. Approved the Annual Report including the Board of Commissioners Supervisory Actions Reports, and the Company's Consolidated Financial Statements for the financial year ended on December 31st, 2018 audited by the Public Accountant Firm Purwantono, Sungkoro dan Surja in accordance to Auditor Report Number 00035/2.1032/AU.1/07/1008-2/1/2019 dated January 30th, 2019 and accountability report for the use of proceeds from public offering of the Revolving Bond II phase IV for the year of 2018 and the public offering of the Subordinated Bond III for the year of 2018.</p> <p>Approved the Annual Report on the Partnership and Community Development Program of the financial year of 2018 as part of the Company's Annual Report for the Financial Year 2018 including the Financial Report of the Partnership and Community Development Program for the financial year ended 31 December 2018, which has been audited by the Purwantono, Sungkoro and Surja Public Accountants Office in accordance with Report No.00452/2.1032/AU.2/10/1008-2/1/III/2019 dated March 06th, 2019.</p>
	<p>2. Granting full release and discharge (volledig acquit et de charge) to all members of the Board of Directors and Board of Commissioners from the management and supervisory actions carried out for the financial year ending December 31st 2018, including the management and supervision of the Partnership and Community Development Program, as long as such action is not a criminal offense, and reflected in the Company's Annual Report and Consolidated Financial Statement as well as the Annual Report of the Partnership and Community Development Program for the Book Year ending on 31 December 2018.</p>
Status	Has been completed
SECOND AGENDA	
Resolutions	<p>1. Approved the distribution of the Net Profit of Rp 32,351,133,341,945 of The Company for the financial year of 2018, as follows: 50% of dividend payout ratio (Rp 16,175,566,670,973) allocated as cash dividend distributed to shareholders with the prevailing regulation as follows: For government dividends with the ownerships at least of 56,75% shares will distribute to states general cash account. Grant authority to the Board of Directors with the substitutions right to set the schedule and the procedure of dividend payment of the financial year of 2018 in accordance with prevailing laws and regulations. 50 % of the Net Profit or Rp 16.175.566.670.973) is allocated for retained earnings.</p>
Status	Has been completed
THIRD AGENDA	
Resolutions	<p>1. Granting full rights to the Series A Dwiwarna Shareholders to determine tantiem for the 2018 Financial Year to all members of the Board of Commissioners, as well as the salary/honorarium, allowances, facilities and also other incentives for the members of the Board of Commissioners for the year of 2019.</p>
	<p>2. Granting power and authority to the Company's Board of Commissioners with prior approval from Series A Dwiwarna Shareholders to determine tantiem for the 2018 Financial Year to all members of the Board of Directors, as well as the salary/honorarium, allowances, facilities and also other incentives for the members of the Board of Directors for the year of 2019.</p>
Status	Has been completed

Fiscal Year 2019 GMS

FOURTH AGENDA	
Resolutions	<ol style="list-style-type: none"> The appointment of Purwantono, Sungkoro & Surja as Public Accountant Firm to audit the Company's Financial Report and the Financial Report on the Partnership and Community Development Program for the financial year of 2019.
	<ol style="list-style-type: none"> Granting full rights to the Board of Commissioners to appoint a Public Accountant Firm to audit The Company's 2019 Financial Report for the company purposes.
	<ol style="list-style-type: none"> Granting the authority to the Board of Commissioners to appoint Public Accountant Firm and a substitute Public Accountant Office in the case that Purwantono, Sungkoro & Surja as the appointed Public Accountant Firm for any reason fails to complete the audit of the Company's financial report and the Financial Report of the Partnership and Community Development Program for the financial year 2019 as well as to determine the honorarium and other terms applicable to the appointed Public Accountant Firm and the substitute Public Accountant Firm.
Status	Has been completed

FIFTH AGENDA	
Resolution	<ol style="list-style-type: none"> Honorably end services the following names from the Board of Commissioners: <ol style="list-style-type: none"> Mr Gatot Trihargo - as Vice President Commissioner/Commissioner Mr Mahmud - as Independent Commissioner Effective immediately at the closing of the Meeting, with gratuiton for the contribution and services given during the term as members of the Board of Commissioners.
	<ol style="list-style-type: none"> Appointing the following names to the Board of Commissioners: <ol style="list-style-type: none"> Tuan Wahyu Kuncoro as Vice President Commissioner/Commissioner Tuan Hendrikus Ivo as Independent Commissioner
	<ol style="list-style-type: none"> The end of the term of office of the aforementioned appointed members of the Board of Commissioners shall be until the closing of the 5th Annual General Meeting of Shareholders of the Company since their appointment, and comply with the capital market regulation without diminishing the right of General Meeting of Shareholders to dismiss those members at any time.
	<ol style="list-style-type: none"> The full composition of the Board of Commissioners and Board of Directors shall be as follows: Board of Commissioners: President Commissioner/ Independent Commissioner, Andrinof A. Chaniago Vice President Commissioner/Commissioner, Wahyu Kuncoro Commissioner, Nicolaus Teguh Budi Harjanto Commissioner, Hadiyanto Independent Commissioner, Rofikoh Rokhim Independent Commissioner, Hendrikus Ivo Independent Commissioner, A. Sony Keraf Independent Commissioner, A. Fuad Rahmany
	<ol style="list-style-type: none"> The aforementioned appointed members of the Board of Commissioners which hold other position which prohibited by prevailing laws and regulation to served concurrently with other state owned enterprises board of commissioners, should propose for resignation or dismissed from previous position.
	<ol style="list-style-type: none"> Granting power and authority to the Board of Director with the right of substitution to perform all necessary actions related with this decision in accordance with the prevailing laws and regulations, including to state in a notarial deed and to notify the changes of composition of the Board of Commissioners and Directors as required by the regulators for the implementation of Meeting resolution.
Status	Has been completed

3 JANUARY 2019 EGMS RESOLUTION

FIRST AGENDA

Resolutions 1. Reporting Agenda, therefore it does not require resolution

Status Has been completed

SECOND AGENDA

- Resolutions**
1. Honourably end services for Jefry J. Wurangian as Commissioner as of September 20 2018. The company thanked Jefry J. Wurangian for his contribution and services given during the term as a member of the Board of Commissioners
 2. Honourably end services for Kuswiyoto as Director of Corporate Banking. The company thanked Kuswiyoto for his contribution and services given during the term as a member of the Board of Directors.
 3. Added the nomenclature of the Directors with the new position for Vice President Director. Main responsibilities of the Vice President Director are empowerment of the people's economy and digitalization, which under supervision of the Directorates: a) Directorate of Micro and Small Loans, b) Directorate of Networks and Services, c) Directorate of Information Technology and Operation, and d) Directorate of Institutional Relations.
 4. Appointed Sunarso as Vice President Director
 5. The end of the term of office of the aforementioned appointed members of Vice President Director in point 5 in accordance to the Articles of Association, and comply with the capital market regulation without diminishing the right of General Meeting of Shareholders to dismiss those members at any time
 6. With the dismissal of the member of the Board of Commissioners and the appointment of Vice President Director in points 1 and points 4, the full composition of the Board of Commissioners and Board of Directors shall be as follows:

Members of the Board of Commissioners

President Commissioner/Independent Commissioner, Andrinof A. Chaniago
 Vice President Commissioner, Gatot Trihargo
 Commissioner, Hadiyanto
 Commissioner, Nicolaus T.B. Harjanto
 Independent Commissioner, A. Fuad Rahmany
 Independent Commissioner, A. Sonny Keraf
 Independent Commissioner, Mahmud
 Independent Commissioner, Rofikoh Rokhim

Members of the Board of Directors

President Director, Suprajarto
 Vice President Director, Sunarso
 Director, Mohammad Irfan
 Director, R. Sophia Aliza
 Director, Haru Koesmahargyo
 Director, Sis Apik Wijayanto
 Director, Supari
 Director, Indra Utoyo
 Director, Priyastomo
 Director, Osbal Saragi R.
 Director, A. Solichin Lutfiyanto
 Director, Handayani

Fiscal Year 2019 GMS

SECOND AGENDA

7. Granted power and authority to the Board of Directors with the right of substitution to perform all necessary actions related with this decision in accordance with the prevailing laws and regulations, including to state in a notarial deed and to notify the changes of composition of the Board of Commissioners and Directors to the Ministry of Law and Human Rights of the Republic Indonesia and to ask OJK to undergo a Fit and Proper Test to the Board candidates according to prevailing regulations.

Status Has been completed

2 SEPTEMBER 2019 EGMS RESOLUTION

FIRST AGENDA

Resolutions 1. There is no decision making since it was only a reporting agenda

Status Has been completed

SECOND AGENDA

Resolutions 1. Approval of the Company's Recovery Plan

Status Has been completed

THIRD AGENDA

- Resolutions**
1. Approved the changes on the composition of the Board of Commissioners:
Changes of the Board of Commissioners:
 1. Appointing Mrs. Loeke Larasati Agoestina as Commissioner
 2. The term of office of the appointed member of Commissioners as set out on first paragraph shall follow the provision in the articles of association of the company, and comply with the capital market regulation without diminishing the right of General Shareholders Meeting to dismiss those member at any time.
 3. The full composition of the Board of Commissioners and Board of Directors shall be as follows:
 - President Commissioner/Independent Commissioner, Andrinof A. Chaniago
 - Vice President Commissioner, Wahyu Kuncoro
 - Commissioner, Nicolaus Teguh Budi Harjanto
 - Commissioner, Hadiyanto
 - Commissioner, RR. Loeke Larasati A
 - Independent Commissioner, Rofikoh Rokhim
 - Independent Commissioner, A. Sonny Keraf
 - Independent Commissioner, A. Fuad Rahmany
 - Independent Commissioner, Hendrikus Ivo
 4. The aforementioned appointed members of the Board of Commissioners as referred to paragraph 1 perform their action after the approval from The Financial Service Authority.
 5. The appointed members of the Board of Commissioner as referred to paragraph 1 who is still hold other position that is prohibited by legislation to be concurrent with the position of the Member of the Board of Commissioners of State-Owned Enterprises, then the person shall resign or be dismissed from the position.
 6. Granted power of attorney with the right of substitution to the Board of Directors of the Company to state the resolutions in the Meeting in the form of a Notary deed and appear before a Notary or authorized official, and makes necessary adjustments or corrections if required by the competent authorities for the purpose of carrying out the meeting's resolutions.

THIRD AGENDA

2. Change on the Composition of the Board of Directors:
 1. Honorably end services of Mr. Suprajarto as President Director since August 29th 2019 with gratuiton for the contribution and services given during the term as President Director.
 2. Honorably end services the following names from the Board of Directors:
 - Sis Apik Wijayanto, as Director of Institutional Relations
 - Osbal Saragi Rumahorbo, as Director of Network and Services
 - Mohammad Irfan, as Director of Risk Management
 - R. Sophia Alizsa, as Director of Human Capital
 3. Changing the following nomenclature of the Board of Directors of the Company:
 - From Director of Micro and Small, to Director of Micro Business
 - From Director of Retail and Medium, to Director of Small, Retail, and Medium Business
 - From Director of Institutional Relations, to Director of Institutional Relations and SOE
 - From Director of Information Technology and Operation, to Director of Digital, Information Technology and Operation
 4. Transfer the assignment of the following members of the Board of Directors:
 - Sunarso, from Vice President Director to President Director
 - Priyastomo, from Director of Micro and Small to Director of Small, Retail, and Medium Business
 - Supari, from Director of Retail and Medium to Director of Micro Business
 - Indra Utoyo, from Director of Information Technology and Operation to Director of Digital, Information Technology and Operation
 - Ahmad Solichin Lutfiyanto, from Director of Compliance to Director of Network and Services Each of whom is appointed based on the resolutions of the Extraordinary General Meeting of Shareholders of the financial year of 2019, Annual General Meeting of Shareholders of the financial year of 2016, 2017, and 2018, with the term of office following the remaining term of office, following the appointment resolution of the Meeting.

Fiscal Year 2019 GMS

THIRD AGENDA

5. Appointing the following names as the Board of Directors of the Company:
 - Catur Budi Harto, Vice President Director
 - Herdy Rosadi Harman, Director of Human Capital
 - Agus Noorsanto, Director of Institutional Relations and SOE
 - Agus Sudiarto, Director of Risk Management
 - Azizatun Azhimah, Director of Compliance.
6. The term of office of the appointed member of the Board of Directors as referred to paragraph 5 shall follow the provision in the Articles of Association of the Company, and comply with the capital market regulation without diminishing the right of General Shareholders Meeting to dismiss those member at any time.
7. With the dismissal, changes of the nomenclature, transfer of the assignment and appointment of the member of the Board of Directors as set out in paragraph 1 to 5 above, the composition of the Board of Directors of the company shall be as follows:

Members of the Board of Directors

 - President Director, Sunarso
 - Vice President Director, Catur Budi Harto
 - Director of Finance, Haru Koesmahargyo
 - Director of Institutional Relations & SOE, Agus Noorsanto
 - Director of Small, Retail, and Medium Business, Priyastomo
 - Director of Digital, Information Technology and Operation, Indra Utoyo
 - Director of Micro Business, Supari
 - Director of Network and Services, Ahmad Solichin Lutfiyanto
 - Director of Compliance, Azizatun Azhimah
 - Director of Risk Management, Agus Sudiarto
 - Director of Consumer, Handayani
 - Director of Human Capital, Herdy Rosadi Harman.
8. The aforementioned appointed members of the Board of Directors as referred to paragraph 5, perform their action after the approval from The Financial Service Authority.
9. The aforementioned appointed members of the Board of Directors as referred to paragraph 5, which hold other position which prohibited by prevailing laws and regulation to served concurrently with other state owned enterprises Board of Directors, should propose for resignation or dismissed from previous position.
10. Granted power of attorney with the right of substitution to the Board of Directors of the Company to state the resolutions in the Meeting in the form of a Notary deed and appear before a Notary or authorized official, and makes necessary adjustments or corrections if required by the competent authorities for the purpose of carrying out the meeting's resolutions.

Status

Has been completed

BOARD OF COMMISSIONERS

The Board of Commissioners is collectively responsible to perform oversight function on the management policy, general management of the Company and business by the Board of Directors, and provide advisory to the Board of Directors including to monitor the Company's Corporate Plan, Work and Budget Plan, as well as the provision of the Articles of Association and the Resolution of the General Meeting of Shareholders, including the prevailing laws and regulations, for the interest of the Company and with due observance to the Company's purpose and objectives.

LEGAL BASIS

The Board of Commissioners of the Company obeys and complies with the following provisions:

1. Law No. 7 Year 1992 dated March 25, 1992 concerning Banking, as amended by Law No. 10 Year 1998 dated November 10, 1998 concerning Banking.
2. Law No. 40 Year 2007 dated August 16, 2007 regarding the Limited Liabilities Company.
3. Regulation of SOE Minister No. PER-01/MBU/2011 dated August 1, 2011 on Implementation of Good Corporate Governance in SOEs.
4. Regulation of SOE Minister No. PER-12/MBU/2012 dated August 24, 2012 on the Board of Commissioners Supporting Organs/SOE Supervisory Board.
5. Regulation of the Financial Services Authority No.17/POJK.04/2014 dated November 18, 2014 regarding Implementation of Integrated Risk Management for Financial Conglomerates.
6. Regulation of the Financial Services Authority No.18/POJK.03/2014 dated November 18, 2014 regarding Implementation of Integrated Governance for Financial Conglomerates.
7. Regulation of the Financial Services Authority No.33/POJK.04/2014 dated November 18, 2014 regarding Directors and Board of Commissioners of Issuers or Public Companies.
8. Regulation of the Financial Services Authority No.34/POJK.04/2014 dated December 8, 2014 regarding Nomination and Remuneration Committee of Issuers or Public Companies.
9. Regulation of the Financial Services Authority No. 32/POJK.04/2014 dated December 8, 2014 regarding the Organization of General Meeting of Shareholders of Public Companies.
10. Regulation of the Financial Services Authority No. 32/POJK.04/2015 dated November 17, 2015 regarding Governance Implementation of Public Companies.
11. Regulation of the Financial Services Authority No. 45/POJK.02/2015 dated December 23, 2015 regarding the Implementation of Governance in Providing Remuneration for Commercial Banks
12. Regulation of the Financial Services Authority No. 55/POJK.04/2015 dated December 23, 2015 regarding the Formation and Guidelines of the Audit Committee Work Implementation.
13. Regulation of the Financial Services Authority No. 56/POJK.04/2015 dated December 23, 2015 regarding the Formation and Guidelines of the Internal Audit Unit Chapter.
14. Regulation of the Financial Services Authority No. 4/POJK.03/2018 dated January 26, 2016 regarding Commercial Bank Soundness Rating.
15. Regulation of the Financial Services Authority No. 5/POJK.03/2016 dated January 27, 2016 regarding Bank Business Plan.
16. Regulation of the Financial Services Authority No. 18/POJK.03/2016 dated March 22, 2016 regarding Risk Management Implementation

Board of Commissioners

- in Information Technology Application by Commercial Banks.
17. Regulation of the Financial Services Authority No. 18/POJK.03/2016 dated March 22, 2016 regarding Risk Management Implementation for Commercial Banks.
 18. Regulation of the Financial Services Authority No. 55/POJK.03/2016 dated December 7, 2016 regarding Commercial Bank Governance Implementations.
 19. Regulation of the Financial Services Authority No. 11/POJK.04/2017 dated March 14, 2017 regarding Ownership or all Amendment Reports.
 20. Regulation of the Financial Services Authority No. 13/POJK.03/2017 dated March 17, 2011 regarding Commercial Bank Governance Implementations.
 21. Regulation of the Financial Services Authority No. 46/POJK.03/2016 dated December 7, 2016 regarding Commercial Bank Governance Implementations.
 22. Regulation of the Financial Services Authority No. 1/POJK.03/2019 dated Januari 28, 2019 regarding Internal Audit Function Implementations in Commercial Banks.
 23. Regulation of SOE Minister No. PER-04/MBU/06/2012 dated June 26, 2020 on the Amendment on the Regulation of SOE Minister No. PER-03/MBU/2012 regarding Guidelines on Appointments of Member of Board of Directors and Board of Commissioners of SOE Subsidiaries.
 24. Joint Decree of the Board of Commissioners and Directors of BRI No. 06-KOM/BRI/12/2013 and Nokep: 65-DIR/DKP/12/2013 dated December 12013 concerning the Code of Conduct of PT Bank Rakyat Indonesia (Persero) Tbk.
 25. BRI's Articles of Association in the Notary Deed No. 5 dated December 3, 2018, made before Notary Fathiah Helmi, SH in Jakarta and has received approval for the amendment and receipt of notification of amendments to the Articles of Association from the Minister of Law and Human Rights of the Republic of Indonesia dated December 6, 2018, each of which is contained in number AHU0028948.AH.01.02. year 2018 and No. AHU-AH.01.03-027218.
 26. Joint Decree of the Board of Commissioners and Directors of BRI No. 03-KOM/BRI/02/2020 and Nokep: 01-DIR/KPT/02/2020 dated February 17, 2020, concerning the Good Corporate Governance Policy of Bank Rakyat Indonesia (Persero) Tbk.

BOARD OF COMMISSIONERS GUIDELINES & CHARTER

The Board of Commissioners has Guidelines and Charter which have been approved in the Decree of the Board of Commissioners Nokep: 09-KOM/11/2018 dated November 1, 2018, with the following details:

Board of Commissioners Duties

The Board of Commissioners has the duty to supervise the management policy, the general management of the Company and the Company's business carried out by the Board of Directors including to provide advisory to the Board of Directors based on prevailing laws and regulations, for the benefit of the Company.

Board of Commissioners Responsibilities

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. Request an explanation from the Board of Directors and/ or other officials regarding all matters relating to the management of the Company;
4. To know all policies and actions that have been and will be carried out by the Board of Directors;
5. Requests the Board of Directors and/or other officials under
6. the Board of Directors with the knowledge of the Board of Directors to attend Board of Commissioners meetings;
6. Appoint and dismiss a Secretary of the Board of Commissioners, upon the suggestion of the Series A Dwiwarna Shareholder;
7. Establish an Audit Committee and other committees, if deemed necessary by taking into account the Company's capabilities;
8. Use experts for certain matters and within a certain period of time at the Company's expense, if deemed necessary;
9. Temporarily dismiss member of the Board of Directors by stating the reason if the

Board of Commissioners

respective member of the Board of Directors breaches the Article of Association of the Company or any indication of taking action that jeopardize the Company or neglecting his/her obligations or occurrence of urgent reasons for the Company.

10. Perform management actions of the Company in certain circumstances for a certain period of time in accordance with the provisions of the Company's Article of Association;
11. Attending Board of Directors' meetings and providing views on matters discussed;
12. Approved the appointment and dismissal of the Corporate Secretary and/or Head of the International Supervisory Unit.
13. Provide written approval for the actions of the Board of Directors in accordance with the Company's Articles of Association and applicable regulations;
14. Carry out other oversight authorities insofar as they do not conflict with statutory regulations, Articles of Association and/or GMS decisions.

President Commissioner Duties and Responsibilities

1. Lead the Board of Commissioners meetings and the meetings with the Board of Directors.
2. Lead 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 to supervise the implementation of the duties and

responsibilities of the Board of Directors

Board of Commissioners Authorities

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. Request an explanation from the Board of Directors and/or other officials regarding all matters relating to the management of the Company;
4. To know all policies and actions that have been and will be carried out by the Board of Directors;
5. Requests the Board of Directors and/or other officials under the Board of Directors with the knowledge of the Board of Directors to attend Board of Commissioners meetings;
6. Appoint and dismiss a Secretary of the Board of Commissioners, upon the suggestion of the Series A Dwiwarna Shareholder;
7. Establish an Audit Committee and other committees, if deemed necessary by taking into account the Company's capabilities;
8. Use experts for certain matters and within a certain period of time at the Company's expense, if deemed necessary;
9. Temporarily dismiss member of the Board of Directors by stating the reason if the respective member of the Board of Directors breaches the Article of Association of the Company or any indication of taking action that jeopardize the Company or neglecting his/her obligations or occurrence

of urgent reasons for the Company,

10. Perform management actions of the Company in certain circumstances for a certain period of time in accordance with the provisions of the Company's Article of Association;
11. Attending Board of Directors' meetings and providing views on matters discussed;
12. Approved the appointment and dismissal of the Corporate Secretary and/or Head of the International Supervisory Unit.
13. Provide written approval for the actions of the Board of Directors in accordance with the Company's Articles of Association and applicable regulations;
14. Carry out other oversight authorities insofar as they do not conflict with statutory regulations, Articles of Association and/or GMS decisions.

Board of Commissioners Obligations

1. To advise the Board of Directors in conducting the management of the Company;
2. Provide an opinion and approval of the Company's work plan consisting of:
 - a. Corporate Plan of the Company (RJPP);
 - b. Business Plan Bank (RBB);
 - c. Work Plan and Budget of Company (RKAP), and
 - d. Other work plans prepared by the Board of Directors in accordance with the laws and regulations shall obtain the approval of the Board of Commissioners;
3. Following the development of the Company's activities, providing opinions and suggestions to the General

Board of Commissioners

- Meeting of Shareholders on any issues deemed important to the management of the Company;
4. Notify the regulator no later than 7 (seven) days after its post finding of the following events:
 - a. Violation of legislation in the field of finance and banking; and
 - b. Circumstances or predictions of circumstances that may compromise the viability of the Company's business; which has not been or has not been reported by the Company and/ or by the Director in charge of the Compliance Function to the regulator.
 5. Submit report to the Dwiwarna A-Series Shareholder in case of any declining performance of the Company;
 6. To propose to the General Meeting of Shareholders the appointment of a Public Accountant who will conduct examination of the Company's books.
 7. To examine and review the periodic reports and Annual Report prepared by the Board of Directors and to sign the Annual Report;
 8. Provide explanations, opinions, and suggestions to the Annual General Meeting of Shareholders on the Annual Report if requested;
 9. Prepare a report on the supervisory duties exercised by the Board of Commissioners during the preceding fiscal year that is an integral part of the annual report prepared by the Board of Directors.
 10. Prepare Minutes of Board of Commissioners Meetings and keep a copy;
 11. Reporting to the Company regarding its ownership of its shares and/or its family to the Company and other companies;
 12. Provide reports on supervisory duties that have been carried out during the past financial year to the General Meeting of Shareholders;
 13. Provide an explanation of all matters asked or requested by the shareholders of Series A Dwiwarna by taking into account the prevailing laws and regulations prevailing in the Capital Market;
 14. Ensure the implementation of Good Corporate Governance in all business activities of the Company at all levels or levels of the organization;
 15. Monitoring the implementation of Integrated Governance;
 16. Direct, monitor, and evaluate the implementation of the Bank's strategic policy;
 17. Prepare a work program of the Board of Commissioners which is an integral part of the Company's Annual Work Plan and Budget prepared by the Board of Directors;
 18. Conduct Active Supervision of Compliance Function, through:
 - a. Evaluation of the implementation of Bank Compliance Function at least two times in one year;
 - b. Provide suggestions in order to improve the quality of the Bank's Compliance Function.
 19. Conduct active oversight of risk management includes the following matters:
 - t. Approve and evaluate the General Policy of Risk Management in accordance with applicable provisions;
 - u. Evaluate the responsibility of the Board of Directors on the implementation of risk management policies in accordance with applicable regulations.
 - v. Evaluate and take decisions on the proposal from the Board of Directors related to transactions that require the approval of the Board of Commissioners.
 20. Ensure the application of Integrated Risk Management in accordance with the characteristics and complexity of the business of Financial Conglomeration and ensure the implementation of Risk Management in each LJK in Financial Conglomerate;
 21. To approve the policy on the implementation of Anti Money Laundering and Counter-Terrorism Prevention (AML & CTF) programs and to supervise the implementation of the Board of Directors' responsibilities for the implementation of AML & CTF programs;
 22. Direct the growth of culture and awareness of Risk Management, Compliance and Anti Fraud at all levels of Bank organization;
 23. Monitor the Bank Soundness, and take necessary steps to maintain and/or improve the Bank Soundness by applying prudential principles and risk management in conducting business activities;

Board of Commissioners

24. Direct, monitor and evaluate the Information Technology Strategic Plan and Company policy regarding the use of Information Technology and evaluate the Board of Directors accountability for the application of risk management in the use of Information Technology;
 25. Ensure the Board of Directors has followed up on audit findings and recommendations from the Company's Internal Audit Unit (SKAI), external auditors, the results of supervision by the Financial Services Authority, Bank Indonesia, the Supreme Audit Board, and/or other authorities oversight results;
 26. Submit report on the results of supervision on the implementation of the Company's Business Plan every semester to the Financial Services Authority in accordance with applicable laws and regulations;
 27. To supervise the management of the Financial Institution Pension Fund (DPLK) by the Management; submit annual report in writing of the results of its supervision; and appoint a public accountant to audit the financial statements of the Pension Fund of the Financial Institution (DPLK);
 28. Submit report on the results of the Company's performance evaluation quarterly to the Dwiwarna A Series Shareholders;
 29. Ensure that the established committees perform their duties effectively; and
 30. Carry out other obligations in the context of supervisory and advising duties, as long as they do not conflict with laws and regulations, Articles of Association and/or the resolution of the General Meeting of Shareholders.
- Prohibition of The Board of Commissioners**
- The Board of Commissioners is prohibited from taking the following actions:
1. Engage in decision-making of operational activities of the Company, except for the provision of funds to related parties and other matters specified in the Company's Articles of Association or prevailing laws and regulations.
 2. Takes concurrent positions as:
 - a. Members of the Board of Directors in BUMN, BUMD, private owned enterprises;
 - b. The management of a political party and/or a candidate/member of the legislature and/ or the candidate for regional head/ deputy head of the region, other positions that may cause conflict of interest and/or other positions in accordance with regulations and legislation;
 3. Utilizing the Company for personal, family, and/or other interests that may harm or reduce the Company's profits.
 4. Conducting transactions that have a conflict of interest and/ or taking personal advantage either directly or indirectly from the activities of the Company
- other than a valid income as a member of the Board of Commissioners;
5. Affected by others in carrying out duties and decision making which lead to misuse of authority and/or inaccurate decision-making.
 6. Give or offer to the customer or an official of the Government and/or other parties to influence or accept either directly or indirectly anything of value in exchange for what he or she has done and other actions in accordance with applicable laws and regulations.
 7. Engage in the sale or purchase of securities in which the insider has insider trading information.
 8. Members of the Board of Commissioners shall not involve in any financial crimes. In the event that a member of the Board of Commissioners is involved in the financial crime such as being convicted by the authority, then such member of the Board of Commissioners shall resign. The financial crimes include manipulation and embezzlements in financial services activities as well as Criminal Acts in Money Laundering as stated in the Law No. 8 year 2010 on the Prevention and Elimination of Money Laundering Criminal Acts

Board of Commissioners

Board of Commissioners

Supervisory Scope

The Board of Commissioners carries out the supervisory function in accordance with its responsibilities and authorities which includes:

1. Passive supervision, namely through review of reports submitted by Management, letters received from OJK, Bank Indonesia and other institutions as well as other information obtained from other third parties.
2. Active supervision, namely through board meetings with the Board of Directors, Board of Commissioners Meetings with Directors and related officials, meetings with external auditors and other third parties, and through work visits to Work Unit.

Board of Commissioners Term of Office

The GMS resolution regarding the appointment and dismissal of Board of Commissioners members also determines the time when the appointment and dismissal takes effect. In the event that the GMS does not stipulate, the appointment and dismissal of the Board of Commissioners members shall take effect since the closing of the GMS with due observance of statutory provisions.

The Board of Commissioners members are appointed for a period starting from the date determined by the GMS which appointed them and ending at the closing of the 5th (fifth) Annual GMS after the date of their appointment, provided that they do not exceed 5 (five) years, with due observance of the laws in the Capital Market sector, but without reducing the rights of the GMS to, at any time, dismiss them before their term of office ends. After their term of office has ended, members of the Board of Commissioners may be reappointed by the GMS for one term of office.

Board of Commissioners Ethics

1. Comply with the Article of Association and regulations as well as the principle of professionalism, efficiency of transparency, independence, accountability, accountability, and fairness;
2. Have good faith, prudent, and responsible in carrying out supervisory duties and giving advice to the Board of Directors for the interest of the Company and in accordance with the purpose and objectives of the Company;
3. In the event of conflict of interest, then each Member of the Board of Commissioners is personally, either directly or indirectly. Having interests

in a transaction, contract or proposed contract in which the Company is one of the parties, it must be stated the nature of its interests in a Board of Commissioners Meeting and has no right to participate in voting decision on matters related to the transaction or contract; and

4. Provide exemplary example by encouraging ethical behavior and upholding the Company's code of ethics

Board of Commissioners

Working Time

The working time of the Board of Commissioners is when but not limited to the Board of Commissioners' Meetings and the working visit of the Board of Commissioners.

Board of Commissioners

CRITERIA, APPOINTMENT, AND TERMINATION OF MEMBER OF THE BOARD OF COMMISSIONERS

The criteria, appointment and termination procedures of BRI Board of Commissioners is prepared based on POJK No. 34/POJK.04/2015 on the Nomination and Remuneration Committee, POJK No. 55/POJK.03/2016 on the Implementation of Governance for Commercial Banks, POJK No. 27/03.POJK/2016 on the Fit and Proper Test for Main Entity of Financial Services Institution, as well as internal rules of BRI Board of Commissioners through the Decree of Board of Commissioners Nokep: 07-KOM/BRI/07/2015 on the Nomination Policy of Member of the Board of Commissioners and Board of Directors.

Board of Commissioners Criteria

General Qualification	<ol style="list-style-type: none"> 1. Any individuals that are legally competent, except within five (5) years prior to the appointment: <ol style="list-style-type: none"> a. Has been declared as bankrupt. b. Has been a member of the Board of Directors or Commissioners that is proven guilty for causing the bankruptcy of a company; or c. Has been punished for a criminal act that in inflicts loss in the state's finance and/or SOEs and/or those related to the financial sector. 2. Has integrity, dedication, and understanding about the company management issues that is related to one of the functions of management, has adequate knowledge in banking, and able to provide adequate time to carry out their duties. 3. Does not hold concurrent position as: <ol style="list-style-type: none"> a. Members of the Board of Directors at other SOEs, regional-owned enterprises, private companies, and other positions that may pose any conflicts of interests; and/or b. Other positions, in accordance with the prevailing laws and legislations. 4. Members of the Board of Commissioners are only allowed to hold concurrent position as: <ol style="list-style-type: none"> a. Member of the Board of Commissioners, Directors, or Executives in one (1) non-financial institution/company, or b. Member of the Board of Commissioners, Directors, or Executives that has a supervisory function in 1 (one) nonbank subsidiary company that are controlled by the Bank. 5. Not considered as concurrent position, in the event where: <ol style="list-style-type: none"> a. Non-independent members of the Board of Commissioners conduct its functional duties of the Bank's shareholder in the form of legal entities in its business group; and/or b. Members of the Board of Commissioners hold his/her position in a non-pro fit organization or institution, as long as he/she does not neglect his/her duties and responsibilities as members of the Bank's Board of Commissioners. 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. <p>The above general qualifications may be proven by among others a written statement of the relevant Candidate.</p>
Integrity Requirements	<p>To fulfill integrity requirements, candidate member of the Board of Commissioners shall have:</p> <ol style="list-style-type: none"> 1. Good character and morals. 2. Commitment to comply with prevailing laws and regulations. 3. High commitment towards sound bank operations development. 4. Not included in the failed list of fit and proper test.

Board of Commissioners

<p>Fulfillment of POJK No.27/03.POJK/2016 on Fit and Proper Test for Main Entity of Financial Services Institution</p>	<p>The Board of Commissioners as the Bank Management shall attain fit and proper test result conducted by the Financial Services Authority (formerly Bank Indonesia). The Bank Management shall fulfill the integrity requirements, competencies, and financial reputation</p>
<p>Fulfillment of Financial Services Authority Circular No. 39/ SEOJK.03/2016 on Fit and Proper Test for the Candidate Controlling Shareholders, Candidate Member of the Board of Directors and Candidate Member of the Board of Commissioners of the Bank</p>	<p>Member of the Board of Commissioners shall have:</p> <ol style="list-style-type: none"> 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.

Nomination System and Procedures

The nomination system and procedures of members of the Board of Commissioners are among others:

1. The Nomination and Remuneration Committee searches the Prospective Candidate member of the Board of Commissioners that are meeting the set qualifications.
2. The qualified Prospective Candidate member of the Board of Commissioners is further proposed by the Nomination and Remuneration Committee to the Board of Commissioners to take Evaluation process.
3. The Nomination and Remuneration Committee conducts an evaluation process to obtain comprehensive information covering aspects of integrity, financial reputation and competence, including:
 - a. Have a good track record and have never received any sanctions imposed by the Bank.
 - b. Not having bad credit/ financing or having been declared bankrupt.
 - c. Having a formal and informal background that supports the implementation of tasks.
 - d. Having a good track record and achievements in carrying out their duties.

- e. Having the ability to occupy the position to be held.
4. The search results of Prospective Candidate member of the Board of Commissioners is discussed in the Nomination and Remuneration Committee meeting to determine the chosen Candidate to be recommended for member of the Board of Commissioners.
5. The discussion results of the Nomination and Remuneration Committee as stated above serves as the Committee's recommendation to be submitted to the Board of Commissioners.
6. The selected member of the Board of Commissioners is stipulated in the Board of Commissioners Meeting that at the same time serve as recommendation basis of the Board of Commissioners to the GMS through Shareholders Series A Dwiwarna.
7. For candidates of the Board of Commissioners proposed at the GMS other than those stipulated in point 6 above, the nomination process is carried out together in a team formed by Series A Dwiwarna Shareholders by involving the Chair of the Nomination and Remuneration Committee. If the Chairman of the

Committee is unable to attend, the Committee may be represented by an Independent Commissioner.

Appointment Procedures

The composition and changes of the members of the Company's Board of Commissioners are determined in the General Meeting of Shareholders (GMS). Members of the Board of Commissioners appointed at the GMS must obtain approval from the Financial Services Authority (OJK).

To obtain approval for its Board of Commissioners members, the Company submits an application to the OJK to conduct a fit and proper test process. Approval or rejection of the application will be given by OJK no later than 30 (thirty) days after receipt of the complete application documents.

The fit and proper test conducted by OJK includes administrative investigation and interviews. In the event that the candidate for whom approval has been requested and has been appointed at the GMS is not approved by the OJK, the Company through the GMS is obliged to terminate the concerned person.

Board of Commissioners

Termination Procedures

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).

Pursuant to the Articles of Association, member of Board of Commissioners has the right to resign from his position by written notification to BRI and BRI must convene the GMS to decide the proposed resignation of respective

Board of Commissioners member at the latest 90 days after the acceptance of resignation letter.

Members of the Board of Commissioners may also be dismissed by the General Meeting of Shareholders based on rational as deemed appropriate by the General Meeting of Shareholders for the purpose and benefit of the Company.

BOARD OF COMMISSIONERS FIT AND PROPER TEST

The Board of Commissioners appointed at the GMS must obtain approval from the OJK before carrying out their actions, duties and functions as the Main Party. In providing approval, OJK conducts a fit and proper test of the candidates. The Board of Commissioners must meet the

requirements for integrity, financial reputation and competence as well as ownership and management of the Bank as stipulated in the provisions of the prevailing laws and regulations.

Members of the Board of Commissioners who have passed

the fit and proper test and have received approval from the Financial Services Authority, which indicates that each member of the Board of Commissioners has adequate integrity, competence and financial reputation were:

No	Name	Position	Basis of Appointment	Executor	Fit & Proper Test Passing Date
1	Kartiko Wirjoatmodjo	President Commissioner	AGMS 18 February 2020	OJK	July 3, 2020
2	Ari Kuncoro	Vice President Commissioner/Independent Commissioner	AGMS 18 February 2020	OJK	September 15, 2020
3	Rofikoh Rokhim	Independent Commissioner	EGMS 18 October 2017	OJK	February 1, 2018
4	Hendrikus Ivo	Independent Commissioner	EGMS 15 May 2019	OJK	August 30, 2019
5	R. Widyo Pramono	Independent Commissioner	AGMS 18 February 2020	OJK	September 7, 2020
6	Zulnihar Usman	Independent Commissioner	AGMS 18 February 2020	OJK	August 7, 2020
7	Dwi Ria Latifa	Independent Commissioner	AGMS 18 February 2020	OJK	20 January 2021*
8	Hadiyanto	Commissioner	AGMS 22 March 2018	OJK	September 21, 2018
9	Nicolaus Teguh Budi Harjanto	Commissioner	AGMS 15 March 2017	OJK	July 19, 2017
10	Rabin Indrajad Hattari	Commissioner	AGMS 18 February 2020	OJK	July 27, 2020

*In fit and proper test process as of December 2020

Member candidates of the Board of Commissioners of the Company who have not received OJK approval are prohibited from performing duties as members of the Board of Commissioners in Bank activities and / or other activities that have a significant influence on the policies and financial condition of the Bank, even though they have been approved and appointed by the GMS.

Board of Commissioners

PERFORMANCE ASSESSMENT OF COMMITTEE UNDER THE BOARD OF COMMISSIONERS

In providing support for the Board of Commissioners supervisory duties and responsibilities, they formed 4 committees, the Audit Committee, the Risk Management Monitoring Committee, the Nomination and Remuneration Committee, and the Integrated Governance Committee.

The Board of Commissioners periodically (annually) evaluates the performance effectiveness of the committees. The Board of Commissioners considers that during 2020 the committees have carried out their duties and responsibilities quite effectively as seen from each committee's Performance Indicators (KPI) achievement. The information on the Key Performance Indicators (KPI) achievement of the Committees under the Board of Commissioners is presented in each section of the Committees.

Audit Committee

The Audit Committee assists the Board of Commissioners to strengthen its supervisory function in order to increase public confidence in the management of the Company. The Audit Committee monitors the process of continuous improvement of policies, procedures and implementation at all levels of the Company's organization including internal control and the adequacy of the financial reporting process. During 2020, the Audit Committee has carried out its duties and responsibilities properly and held 24 (twenty four) meetings with the implementation of supervisory functions including:

1. To review reports and matters that require approval from

the Board of Commissioners, including reports on the realization of business plans, reports on the implementation of the audit function, and financial reports.

2. Preparation of recommendations and reports including PKBL approval, appointment of KAP, evaluation of Compliance function implementation reports, adjustments to the Annual Audit Plan, Report on the Results of Evaluation of the Implementation of Providing Audit Services on Financial Information.
3. Coordinate with SKAI and / or related work units to hold discussions and discuss current issues that have an impact on the Company.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee has the duties and responsibilities to assist in carrying out its functions and duties in areas related to the remuneration and nomination of members of the Board of Directors and the Board of Commissioners. The Nomination and Remuneration Committee has carried out its duties and responsibilities properly. The Remuneration and Nomination Committee held 23 (twenty three) meetings during the 2020 period. The duties of the Nomination and Remuneration Committee include:

1. Provide recommendations/proposals for candidates who meet the requirements as Members of the Board of Commissioners and Directors to

the Board of Commissioners to be submitted to the GMS.

2. Propose an appropriate remuneration system for the Board of Directors and the Board of Commissioners.
3. Proposal on the composition of management/management in the Subsidiary Company.

Risk Management Oversight Committee

The Risk Management Oversight Committee has the duties and responsibilities in overseeing and providing advice to the Board of Directors on the Company's risk management. The risk management procedures and methodologies adequacy, so that the Bank's business activities remain under control within acceptable limits and benefit the Company. The Risk Management Oversight Committee has carried out its duties and responsibilities properly. The Committee held 22 (twenty two) meetings during the 2020 period. The duties of the Committee include:

1. Evaluating the adequacy of risk management policies, general policies on credit, AML-CFT.
2. To periodically evaluate the Company's risk profile.
3. Review of credit application proposals approved by the Board of Commissioners and provision to Related Parties, both new loan applications, extensions and supplies.
4. Perform active monitoring of the Company's capital adequacy in accordance with the Company's overall risk profile, and conduct

Board of Commissioners

- a review of the Company's risk appetite.
5. Evaluating the corporate action plan which includes but is not limited to additional capital in subsidiaries, equity participation / acquisition of other companies, divestment of subsidiaries and other strategic plans of the Company.
 6. Evaluating and analyzing the Company's Anti Money Laundering and Prevention of Terrorism Funding Program (AML & CFT).
 7. Evaluating the Company's recovery plan and Sustainable Finance Action Plan.

8. Review of other applications that require the approval of the Board of Commissioners.

Integrated Governance Committee

The Integrated Governance Committee has the duties and responsibilities to assist the Board of Commissioners in carrying out its supervisory duties and functions on the implementation of Corporate Financial Conglomeration of the Company. The Integrated Governance Committee has carried out its duties and responsibilities properly. The Integrated Governance Committee has held 5 (five) meetings during 2020. The

duties of the Integrated Governance Committee include:

1. Evaluating the integrated governance guidelines.
2. Evaluating the implementation of the integrated SKAI function, Integrated Compliance and Integrated Risk Management
3. Evaluating the realization of the Subsidiary's KPIs.
4. Evaluating capital adequacy, liquidity management, intra-group transactions, and risk management for provision of funds.
5. Evaluating the integrated governance self-assessment.

BOARD OF DIRECTORS DECISION THAT REQUIRES BOARD OF COMMISSIONERS APPROVAL

In the Articles of Association of the Company regulates the decisions of the Board of Directors which must be approved by the Board of Commissioners, namely:

1. Releasing/transferring and/or collateralizing the Company's assets with criteria and value exceeding a certain amount as determined by the Board of Commissioners, except for assets recorded as inventories, with due observance of laws in the capital market and banking sector for a nominal value of Rp200 billion to Rp500 billion.
2. Cooperating with business entities or other parties, in the form of joint operation (KSO), business cooperation (KSU), licensing cooperation, Build, Operate and Transfer/ BOT, Build, Operate and Own/ BOO and other agreements of the same nature which term or value exceeds the value set by the Board of Commissioners for a nominal value of Rp200 billion to Rp500 billion and a period of 5-10 years.
3. Conducting capital participation, releasing capital participation including changes in the capital structure with a certain value as determined by the Board of Commissioners in other companies, subsidiaries and joint ventures that are not in the context of saving accounts receivable, with due observance of the provisions in the Capital Market sector for a nominal value of Rp150 billion to Rp200 billion.
4. Establish a subsidiary and/or joint venture company with a certain value as determined by the Board of Commissioners with due observance of laws in the capital market for a nominal value of Rp150 billion to Rp200 billion.
5. Propose representatives of the Company to become candidates for members of the Board of Directors and Board of Commissioners of subsidiaries that make significant contributions to the Company and/or are of strategic value in accordance with the limits and/or criteria set by the Board of Commissioners.
6. Merging, consolidating, taking over, separating and dissolving subsidiaries and joint ventures with a certain value as determined by the Board of Commissioners by taking into account the laws and regulations in the Capital Market for a nominal value of Rp150 billion to Rp200 billion.

Board of Commissioners

BOARD OF COMMISSIONERS COMPOSITION AND CHANGES IN 2020

The composition of the Board of Commissioners is in accordance the provisions of the Financial Services Authority Regulation No. 33/POJK.04/2014 regarding the Board of Directors and Board of

Commissioners of Issuers or Public Companies while also considering the company conditions like, the characteristic, capacity, and size, as well as the objective achievement and the fulfillment

of different business need among the public Company. The number and composition of the Board of Commissioners of BRI during 2020 is as follows:

Board of Commissioners Composition 1 January 2020 to 17 February 2020

No	Commissioner	Position	Basis of Appointment
1	Andrinof A. Chaniago	President / Independent Commissioner	AGMS 15 March 2017
2	A. Fuad Rahmany	Independent Commissioner	AGMS 19 March 2015
3	A. Sonny Keraf	Independent Commissioner	AGMS 19 March 2015
4	Rofikoh Rokhim	Independent Commissioner	EGMS 18 October 2017
5	Nicolaus Teguh Budi Harjanto	Commissioner	AGMS 15 March 2017
6	Hadiyanto	Commissioner	AGMS March 23 2018
7	Loeke Larasati Agoestina	Commissioner	EGMS 2 September 2018

Board of Commissioner Composition 18 February 2020 to 31 December 2020

Based on the resolution of the AGMS dated 18 February 2020, the GMS confirmed the dismissal of Andrinof A. Chaniago, A. Sonny Keraf and Loeke Larasati Agoestina, and the GMS appointed

Kartiko Wirjoatmodjo as President Commissioner, Ari Kuncoro as Vice President Commissioner, R. Widyo Pramono, Zulnaha Usman, Dwi Ria Latifa as Independent Commissioner, and Rabin Indrajad

Hattari as Commissioner so that the composition of the BRI Board of Commissioners for the period 18 February 2020 to 31 December 2020 is as follows:

No	Commissioner	Position	Basis of Appointment
1	Kartiko Wirjoatmodjo	President Commissioner	AGMS 18 February 2020
2	Ari Kuncoro	Vice President Commissioner / Independent Commissioner	AGMS 18 February 2020
3	Rofikoh Rokhim	Independent Commissioner	AGMS 18 October 2017
4	Hendrikus Ivo	Independent Commissioner	AGMS 15 May 2019
5	R. Widyo Pramono	Independent Commissioner	AGMS 18 February 2020
6	Zulnaha Usman	Independent Commissioner	AGMS 18 February 2020
7	Dwi Ria Latifa	Independent Commissioner	AGMS 18 February 2020
8	Hadiyanto	Commissioner	AGMS 22 March 2018
9	Nicolaus Teguh Budi Harjanto	Commissioner	AGMS 15 March 2020
10	Rabin Indrajad Hattari	Commissioner	AGMS 18 February 2020

Board of Commissioners

BOARD OF COMMISSIONER INDEPENDENCE

Based on the provisions of POJK No: 55/POJK.03/2016 on Governance Implementation in Commercial Banks, the Board of Commissioners must consist of Independent Commissioners and Non-Independent Commissioners where the Independent Commissioner shall at least 50% (fifty percent) of the total members of the Board of Commissioners, the Independent Commissioner must submit a Statement of Independency of Independent Commissioner in the

governance implementation report.

The working relationship of the Board of Commissioners and Board of Directors is a check and balances relationship with the principle that the two organs of the Company have a duty to maintain the long-term Bank's business continuity and have the ultimate goal for the Bank's progresses and soundness.

The Board of Commissioners and Directors do not hold concurrent

positions as Commissioners, Directors or Executive Officers at other Banks/Institutions, and have no family relationship with other Directors and or Commissioners up to the second degree. Under such conditions, members of the Board of Commissioners and Directors are always acting independently, without conflict of interest, which may impair their ability to perform their duties independently.

CONCURRENT POSITION POLICY AND IMPLEMENTATION

The concurrent position of BRI Board of Commissioners refers and has in compliance with POJK No. 55/POJK-03/2016 on the Board of Directors and Board of Commissioners of Issuers or Public Companies, which does not hold concurrent position as member of

the Board of Directors, members of the Board of Commissioners or Executives at:

1. Financial institution or financial company, whether bank or non bank;
2. More than 1 (one) non-financial institution or non-financial

company, both domiciled within and outside the country.

The following are disclosures of the Board of Commissioners concurrent positions in 2020:

No	Name	Position	Period	Other Concurrent Position	Other Companies/ Institutions
1	Andrinof A. Chaniago*)	President Commissioner / Independent Commissioner	19 July 2017 – 18 February 2020	Lecturer	Universitas Indonesia
2	Kartiko Wirjoatmodjo	President Commissioner	18 February 2020 – 31 December 2020	Deputy Minister of SOE	Ministry of SOE
3	Ari Kuncoro	Vice Presiden Commissioner / Independent Commissioner	18 February 2020 – 31 December 2020	Rector BOD	Univesitas Indonesia East Asian Economist Association
4	A. Fuad Rahmany*)	Independent Commissioner	26 May 2017 – 18 February 2020	None	None
5	Rofikoh Rokhim	Independent Commissioner	31 January 2020 – 31 December 2020	Lecturer and Researcher	Economy and Business Faculty Universitas Indonesia
6	Sonny Keraf*)	Independent Commissioner	10 June 2015 - 18 February 2020	Lecturer Member Independent Commissioner	Universitas Atma Jaya National Energy Council PT Gorontalo Sejahtera Mining

Board of Commissioners

No	Name	Position	Period	Other Concurrent Position	Other Companies/ Institutions
7	Hendrikus Ivo	Independent Commissioner	29 August 2019 – 31 December 2020	None	None
8	R. Widyo Pramono	Independent Commissioner	18 February 2020 – 31 December 2020	None	None
8	Zulnahr Usman	Independent Commissioner	18 February 2020 – 31 December 2020	President Director Vice Chairman	PT Trans Borneo Gas Infrastructure and Renewable Energy Sector of Kadin
9	Dwi Ria Latifa	Independent Commissioner	18 February 2020 – 31 December 2020	Lawyer	Rialatifa & Partner Lawyer Office
10	Hadiyanto	Commissioner	21 September 2018 – 31 December 2020	Secretary General Chairman of Supervisory Board Supervisory Board	Republic of Indonesia Ministry of Finance RS Dr. Cipto Mangunkusumo Education Fund Manager Institution
11	Nicolaus teguh Budi Harjanto	Commissioner	19 July 2017 – 30 December 2020	Secretary General Special Staff to the State Secretary Minister for Political and Institutional Communication	Indonesia Political Science Association (API) State Secretariat of the Republic of Indonesia
12	Rabin Indrajad Hattari	Commissioner	18 February 2020 – 31 December 2020	Minister Special Staf	Ministry of SOE
13	Loeke Larasati Agoestina*)	Commissioner	2 September 2019 – 18 February 2020	None	None

*Diberhentikan dengan hormat pada RUPST 18 Februari 2020 | Honorably dismissed at the 18 February 2020 AGMS

SHARES OWNERSHIP & CHANGES IN 2020

Members of BRI Board of Commissioners have submitted the transparency of bonds' buy and sell transactions through a Statement Letter being submitted to the Company. The Independent Commissioners are directly or indirectly not permitted to own the Company's shares as stipulated in the BOC Charter.

Share Ownership of the BRI Board of Commissioners as of December 2020 (in shares)

No	Name	Position	December 2019	December 2020
1	Kartika Wirjoatmodjo	President Commissioner	0	0
2	Ari Kuncoro	Vice President Commissioner / Independent Commissioner	0	0
3	Rofikoh Rokhim	Independent Commissioner	0	0

Board of Commissioners

No	Name	Position	December 2019	December 2020
4	Handrikus Ivo	Independent Commissioner	0	0
5	Hadiyanto	Commissioner	201,200	625,800
6	Nicolaus Teguh Budi Harjanto	Commissioner	386,700	816,300
7	R. Widyo Pramono	Independent Commissioner	0	0
8	Zulnahr Usman	Independent Commissioner	0	0
9	Dwi Ria Latifa	Independent Commissioner	0	0
10	Rabin Indrajad Hattari	Commissioner	0	0

BOARD OF COMMISSIONERS CONFLICT OF INTEREST MANAGEMENT

Each member of the Company's 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 decision-making 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 2020 there are no BRI corporate transactions or actions containing conflict of interest by Board of Commissioners.

BOARD OF COMMISSIONERS SEGREGATION OF DUTIES

The segregation of the supervisory duties of the Board of Commissioners do not reduce the rights, obligations, responsibilities and authorities of each member of the Board of Commissioners in carrying out their functions and duties. The division of functions, duties and responsibilities of the Board of Commissioners is as follows:

January 1 2020 – 18 February 2020 Period

Name	Position	Period	Duty
Andrinof A. Chaniago	President Commissioner / Independent Commissioner	19 July 2017 – 18 February 2020	Chairman of the Nomination & Remuneration Committee Member of the Risk Management Oversight Committee Member of the Integrated Governance Committee
A. Fuad Rahmany	Independent Commissioner	26 May 2017 - 18 February 2020	Member of the Nomination & Remuneration Committee Member of the Risk Management Oversight Committee Member of the Audit Committee
Rofikoh Rokhim	Independent Commissioner	31 January 2020 – 31 December 2020	Chairman of the Risk Management Oversight Committee Chairman of the Integrated Governance Committee Member of the Nomination & Remuneration Committee Member of the Audit Committee

Board of Commissioners

Name	Position	Period	Duty
Sonny Keraf*)	Independent Commissioner	10 June 2015 – 18 February 2020	Member of the Nomination and Remuneration Committee Member of the Audit Committee
Hendrikus Ivo	Independent Commissioner	29 August 2019 – 31 December 2020	Member of the Nomination & Remuneration Committee Member of the Risk Management Oversight Committee Member of the Integrated Governance Committee Member of the Audit Committee
Hadiyanto	Commissioner	21 September 2018 – 31 December 2018	Member of the Nomination & Remuneration Committee Member of the Integrated Governance Committee
Nicolaus teguh Budi Harjanto	Commissioner	19 July 2017 – 30 December 2020	Member of the Nomination & Remuneration Committee Member of the Risk Management Oversight Committee
Loeke Larasati Agoestina	Commissioner	2 September 2019 – 18 February 2020	Member of the Nomination & Remuneration Committee Member of the Risk Management Oversight Committee

31 March 2020 – 12 August 2020 Period

Name	Position	Period	Duty
Kartiko Wirjoatmodjo	President Commissioner	18 February – 31 December 2020	Member of the Audit Committee Member of the Nomination & Remuneration Committee Member of the Integrated Governance Committee
Ari Kuncoro	Vice President Commissioner / Independent Commissioner	18 February 2020 – 31 December 2020	Chairman of the Risk Management Monitoring Committee Chairman of the Integrated Governance Committee Member of the Nomination & Remuneration Committee
Rofikoh Rokhim	Independent Commissioner	31 January 2020 – 31 December 2020	Member of the Audit Committee Member of the Risk Management Monitoring Committee Member of the Nomination & Remuneration Committee Member of the Integrated Governance Committee
Hendrikus Ivo	Independent Commissioner	29 August 2019 – 31 December 2020	Chairman of the Audit Committee Member of the Nomination & Remuneration Committee
R. Widyo Pramono	Independent Commissioner	18 February 2020 – 31 December 2020	Chairman of the Nomination & Remuneration Committee Member of the Audit Committee
Zulnihar Usman	Independent Commissioner	18 February 2020 – 31 December 2020	Member of the Nomination & Remuneration Committee Member of the Integrated Governance Committee
Dwi Ria Latifa	Independent Commissioner	18 February 2020 – 31 December 2020	Member of the Risk Management Monitoring Committee Member of the Nomination & Remuneration Committee Member of the Integrated Governance Committee

Board of Commissioners

Name	Position	Period	Duty
Hadiyanto	Commissioner	21 September – 31 December 2020	Member of the Risk Management Monitoring Committee Member of of the Integrated Governance Committee
Nicolaus teguh Budi Harjanto	Commissioner	19 July 2017 – 30 December 2020	Member of the Audit Committee Member of the Risk Management Monitoring Committee Member of the Nomination & Remuneration Committee Member of of the Integrated Governance Committee
Rabin Indrajad Hattari	Commissioner	18 February 2020 – 31 December 2020	Member of the Risk Management Monitoring Committee Member of the Nomination & Remuneration Committee

12 August 2020 – 31 December 2020 period

Name	Position	Period	Duty
Kartiko Wirjoatmodjo	President Commissioner	18 February – 31 December 2020	Member of the Nomination & Remuneration Committee Member of the Risk Management Monitoring Committee Member of the Integrated Governance Committee
Ari Kuncoro	Vice President Commissioner / Independent Commissioner	18 February 2020 – 31 December 2020	Chairman of the Risk Management Monitoring Committee Chairman of the Integrated Governance Committee Member of the Audit Committee Member of the Nomination & Remuneration Committee
Rofikoh Rokhim	Independent Commissioner	31 January 2020 – 31 December 2020	Member of the Audit Committee Secretary of the Nomination & Remuneration Committee Member of the Risk Management Monitoring Committee Member of the Integrated Governance Committee
Hendrikus Ivo	Independent Commissioner	29 August 2020 – 31 December 2020	Chairman of the Audit Committee Member of the Nomination & Remuneration Committee Member of the Integrated Governance Committee
R. Widyo Pramono	Independent Commissioner	18 February 2020 – 31 December 2020	Chairman of the Nomination & Remuneration Committee Member of the Audit Committee
Zulnihar Usman	Independent Commissioner	18 February 2020 – 31 December 2020	Member of the Nomination & Remuneration Committee Member of the Integrated Governance Committee
Dwi Ria Latifa	Independent Commissioner	18 February 2020 – 31 December 2020	Member of the Nomination & Remuneration Committee Member of the Risk Management Monitoring Committee Member of the Integrated Governance Committee
Hadiyanto	Commissioner	21 September 2018 – 31 December 2020	Member of the Nomination & Remuneration Committee Member of the Integrated Governance Committee

Board of Commissioners

Name	Position	Period	Duty
Nicolaus teguh Budi Harjanto	Commissioner	19 July 2017 – 30 December 2020	Member of the Nomination & Remuneration Committee Member of the Risk Management Monitoring Committee Member of the Integrated Governance Committee
Rabin Indrajad Hattari	Commissioner	18 February 2020 – 31 December 2020	Member of the Nomination & Remuneration Committee Member of the Risk Management Monitoring Committee

BOARD OF COMMISSIONERS ORIENTATION, TRAINING AND DEVELOPMENT PROGRAMS

Board of Commissioners Orientation Programs

The Orientation Program is held for each new member of the Company's Board of Commissioners. The Orientation Program is a corporate recognition program organized by the Corporate Secretary to new members of the Board of Commissioners. Implementation of this program in the form of presentations, meetings, visits to the company's work unit and the assessment of documents or other programs. The objectives of the Board of Commissioners' orientation programs are as follows:

1. Supporting the achievement of the Bank's objectives through continuous improvement of performance.
2. Adding knowledge to and new Commissioners on Vision, Mission, Profile and objectives of BRI Bank;
3. Provide an overview of responsibilities, authorities and prohibitions as a Commissioner of BRI;
4. Provide guidance, description of duties and responsibilities of the 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

Board of Commissioners Orientation Programs in 2020

Participant	Venue	Pemberi Materi	Material Provider
Kartiko Wirjoatmodjo	Board of Commissioners Meeting Room, Gedung BRI I, 16 Floor	Risk Management Division Corporate Secretariat Division, Corporate Development & Strategy Division, Board of Commissioners Secretariat, Compliance Division	<ol style="list-style-type: none"> 1. Briefing on Risk Management for the BRI Board of Commissioners. 2. Knowledge of the company, including Vision and Mission, Strategy and Medium and long-term Plan, performance and finance. 3. Understanding of duties and responsibilities as Board of Commissioners members, authority, working hours, BOC meeting, relations with the Board of Directors, relevant rules. 4. Company stipulations on GCG, Code of Ethic, Corporate Culture and other GCG related provision as supporting areas of the Board of Commissioners duties. 5. Relevant company policies and requirements for orientation programs. 6. Introduction of BRI's business processes and consolidated business structure. 7. Rights and Obligations of the Board of Commissioners

Board of Commissioners

Participant	Venue	Pemberi Materi	Material Provider
Ari Kuncoro	Board of Commissioners Meeting Room, Gedung BRI I, 16 Floor	Risk Management Division Corporate Secretariat Division, Corporate Development & Strategy Division, Board of Commissioners Secretariat, Compliance Division	<ol style="list-style-type: none"> Briefing on Risk Management for the BRI Board of Commissioners. Knowledge of the company, including Vision and Mission, Strategy and Medium and long-term Plan, performance and finance. Understanding of duties and responsibilities as Board of Commissioners members, authority, working hours, BOC meeting, relations with the Board of Directors, relevant rules. Company stipulations on GCG, Code of Ethic, Corporate Culture and other GCG related provision as supporting areas of the Board of Commissioners duties. Relevant company policies and requirements for orientation programs. Introduction of BRI's business processes and consolidated business structure. Rights and Obligations of the Board of Commissioners
R. Widyo Pramono	Board of Commissioners Meeting Room, Gedung BRI I, 16 Floor	Risk Management Division Corporate Secretariat Division, Corporate Development & Strategy Division, Board of Commissioners Secretariat, Compliance Division	<ol style="list-style-type: none"> Briefing on Risk Management for the BRI Board of Commissioners. Knowledge of the company, including Vision and Mission, Strategy and Medium and long-term Plan, performance and finance. Understanding of duties and responsibilities as Board of Commissioners members, authority, working hours, BOC meeting, relations with the Board of Directors, relevant rules. Company stipulations on GCG, Code of Ethic, Corporate Culture and other GCG related provision as supporting areas of the Board of Commissioners duties. Relevant company policies and requirements for orientation programs. Introduction of BRI's business processes and consolidated business structure. Rights and Obligations of the Board of Commissioners
Zulnahr Usman	Board of Commissioners Meeting Room, Gedung BRI I, 16 Floor	Risk Management Division Corporate Secretariat Division, Corporate Development & Strategy Division, Board of Commissioners Secretariat, Compliance Division	<ol style="list-style-type: none"> Briefing on Risk Management for the BRI Board of Commissioners. Knowledge of the company, including Vision and Mission, Strategy and Medium and long-term Plan, performance and finance. Understanding of duties and responsibilities as Board of Commissioners members, authority, working hours, BOC meeting, relations with the Board of Directors, relevant rules. Company stipulations on GCG, Code of Ethic, Corporate Culture and other GCG related provision as supporting areas of the Board of Commissioners duties. Relevant company policies and requirements for orientation programs. Introduction of BRI's business processes and consolidated business structure. Rights and Obligations of the Board of Commissioners
Dwi Ria Latifa	Board of Commissioners Meeting Room, Gedung BRI I, 16 Floor	Risk Management Division Corporate Secretariat Division, Corporate Development & Strategy Division, Board of Commissioners Secretariat, Compliance Division	<ol style="list-style-type: none"> Briefing on Risk Management for the BRI Board of Commissioners. Knowledge of the company, including Vision and Mission, Strategy and Medium and long-term Plan, performance and finance. Understanding of duties and responsibilities as Board of Commissioners members, authority, working hours, BOC meeting, relations with the Board of Directors, relevant rules. Company stipulations on GCG, Code of Ethic, Corporate Culture and other GCG related provision as supporting areas of the Board of Commissioners duties. Relevant company policies and requirements for orientation programs. Introduction of BRI's business processes and consolidated business structure. Rights and Obligations of the Board of Commissioners

Board of Commissioners

Participant	Venue	Pemberi Materi	Material Provider
Rabin Indrajad Hattari	Board of Commissioners Meeting Room, Gedung BRI I, 16 Floor	Risk Management Division Corporate Secretariat Division, Corporate & Strategy Division, Board of Commissioners Secretariat, Compliance Division	<ol style="list-style-type: none"> Briefing on Risk Management for the BRI Board of Commissioners. Knowledge of the company, including Vision and Mission, Strategy and Medium and long-term Plan, performance and finance. Understanding of duties and responsibilities as Board of Commissioners members, authority, working hours, BOC meeting, relations with the Board of Directors, relevant rules. Company stipulations on GCG, Code of Ethic, Corporate Culture and other GCG related provision as supporting areas of the Board of Commissioners duties. Relevant company policies and requirements for orientation programs. Introduction of BRI's business processes and consolidated business structure. Rights and Obligations of the Board of Commissioners

Board of Commissioners Training and Competency Development

BRI has the policy on competency development of the Board of Commissioners members with the objective to increase the competency as well as skill of each member in performing duties.

The competency development aims to:

- Expand the insight and knowledge of the Board of Commissioners in accordance with their fields and business development;
- Add network and relationship with stakeholders;
- Foster the implementation of duties and responsibilities supported by knowledge of educational results;
- Develop professional knowledge, competence and leadership capabilities of the Commissioners and Directors in line with the latest development in the industry and good corporate governance.
- Increase awareness on educational programs, orientation and development for the Commissioners as important part of the learning process and developing the company in addition to strengthening the structure and corporate governance.

The implementation of competency development of the Board of Commissioners members throughout 2020 can be found in Chapter 3 Company Profile of this Annual Report.

Risk Management Certification

In order to support the implementation of Risk Management for the Bank's business activities, the Board of Commissioners shall have competency and expertise in the field of Risk Management in accordance with the minimum standard requirements based on Bank Indonesia Regulation No. 11/19/PBI/2009 dated June 4, 2009 on Risk Management Certification for the Management and Officials of Commercial Banks in lieu of Bank Indonesia Regulation No. 12/7/PBI/2010 dated April 19, 2010.

Taking into account in the context of developing competencies and fulfilling requirements as the Board of Commissioners in addition to participating in various training and conferences, the Board of Commissioners is equipped with risk management certification that support their duties as the Company's Supervisor. The certifications attended by the Company's Board of Commissioners are as follows:

Board of Commissioners

Name	Position	RM Certification / Refreshment		
		Certification Institution	Level	Year
Kartiko Wirjoatmodjo	President Commissioner	LSPP	Level 5	2015
Ari Kuncoro	Vice President Commissioner / Independent Commissioner	LSPP	Level 2	2017
Rofikoh Rokhim	Independent Commissioner	LSPP	Level 2	2017
Hendrikus Ivo	Independent Commissioner	BSMR	Level 3	2016
R. Widyo Pramono	Independent Commissioner	LSPP	Level 2	2020
Zulnahr Usman	Independent Commissioner	BSMR	Level 2	2020
Dwi Ria Latifa	Independent Commissioner	BSMR	Level 2	2020
Hadiyanto	Commissioner	LSPP	Level 1	2018
Nicolaus teguh Budi Harjanto	Commissioner	LSPP	Level 2	2019
Rabin Indrajad Hattari	Commissioner	LSPP	Level 1	2017

BOARD OF COMMISSIONERS OVERSIGHTS IN 2020

Board of Commissioners Oversight of the Company during 2020 is as follows:

No	Board of Commissioners Oversight	Realization
1	Conducting the Company's Management Nomination Process	a. Top Talent BRI b. Year 2020 BRI Management Nominations in 2020 AGMS
2	Nomination of Commissioners and Directors Candidates in Subsidiaries or Company Representatives assigned to subsidiaries or Related Parties	Nominations for Subsidiaries include BRI Insurance, BRI Agroniaga, BRI Remittance, BRI Ventura Investama, BRI Finance, BRI Life and BRI Syariah.
3	Review and Proposed Remuneration for the Board of Directors and the Board of Commissioners	Implementation of reviews and proposed remuneration for the Board of Commissioners and Directors which were held on January 21, 2020.
4	Board of Directors Performance Evaluation	Evaluation of the performance of the Board of Directors and the results of the evaluation are submitted to the Series A Dwiwarna Shareholders.
5	Review of Worker Remuneration and Employment Policy Implementations.	Implementation of BRI employee remuneration policy reviews.
6	Financial Statements Review	Review of the financial statements for 2019, Quarter I 2020, Quarter II 2020, and Quarter III 2020.
7	Evaluation of Internal Control Adequacy	Evaluate and review the adequacy of the Company's internal controls
8	Evaluation of general audit implementation of BRI's DPLK Financial Statements and Investment Performance and BRI's DPLK Performance Evaluation	a. Kick Off Meeting of DPLK Financial Report 2019 b. Audit report on the financial statements of the DPLK for the 2019 financial year c. Discussion on the performance and business plan of the BRI DPLK

Board of Commissioners

No	Board of Commisioners Oversights	Realization
9	Evaluation and Approval of Risk Management Policies, Strategic Credit Policies, IT Policies and Changes / Improvements to Compliance Function Implementation Guidelines	<ul style="list-style-type: none"> a. Description of the impact of Covid 19 on BRI and BRI's risk management strategy b. Business development strategy and updating of small and medium retail credit restructuring that were affected by Covid 19 c. Institutional and BUMN business development strategies d. BRI branch model and service development strategy e. BRI's Mass Funding and FBI Strategy f. BRI and FBI liquidity strategy g. Business development strategy and updating of small and medium retail credit restructuring that were affected by Covid 19
10	Policy Evaluation and Implementation of DPLK Governance Guidelines	Implementation of governance of the BRI DPLK Supervisory Board.
11	Review and Evaluation of Risk Profiles	Discussion and evaluation of BRI's risk profile for Quarter IV 2019, Quarter I 2020, Quarter II of 2020 and Quarter III of 2020
12	Review and Evaluation of Compliance Function Implementation	Discussion on the Implementation of the Compliance Function for Semester II 2019 and Semester I 2020.
13	Review and Evaluation of Reports on the Implementation of Anti-Fraud Strategies	Discussion on Anti-Fraud Strategies for Semester II 2019 and Semester I in 2020.
14	Review and Evaluation of the AML-CFT Program Implementation Report	Discussion on the Application of AML-CFT for Semester II 2019 and Semester I in 2020
15	Review and Evaluation Reports of Bank Soundness Level Assessment	Discussion of Bank soundness level assessment reports for Semester II 2019 and Semester I 2020
16	Earning Asset Portfolio Review and Evaluation	<ul style="list-style-type: none"> a. Analysis of Micro Portfolios during Pandemic Period and Implementation of PEN b. Update of October 2020 Restructuring and the effectiveness of medium and corporate credit restructuring.
17	Credit Consultation from Board of Directors to the Board of Commissioners	Board of Directors to the Board of Commissioners for 26 corporate debtors
18	Approval of the Granting of Fund Provision Facilities to Related Parties	<ul style="list-style-type: none"> a. Additional Capital for BRI Finance Indonesia b. Provision of Funds for Parties related to PT Asuransi BRIngin Sejahtera Artamakmur (BRINS) c. Discussion on Provision of Funds for Related Parties a.n. PT Danareksa Sekuritas d. Provision of related party funds to BRILife
19	Corporate Actions in Subsidiaries	<ul style="list-style-type: none"> a. Provision of Funds from Related Parties to PT Asuransi BRIngin Sejahtera Artamakmur (BRINS) b. Provision of funds related to BRILife (Repo) c. Additional Capital for BRI Finance Indonesia d. BUMN Sharia Bank Amanah Project e. Provision of Funds to Parties related to PT Danareksa Sekuritas
20	Annual Report of the Board of Commissioners	The Board of Commissioners' 2020 annual report is part of the BRI 2020 Annual Report submitted to the Shareholders at the GMS, including the Board of Commissioners' supervision report, the Board of Commissioners' remarks and the GCG implementation report.
21	Reviewing the Implementation of the Audit by the Public Accounting Firm	<ul style="list-style-type: none"> a. BRI Financial Report b. PKBL Report

Board of Commissioners

No	Board of Commissioners Oversight	Realization
22	Monitoring of Audit Findings Follow-up	<ul style="list-style-type: none"> a. Main report on audit results until the fourth quarter of 2019 b. Report on audit results for the first quarter of 2020 c. Report on audit results for the second quarter of 2020 d. Principal Report on Audit Results for the 3rd Quarter of 2020 e. Follow-up on perpetrators of fraud incidents in 2020, review of SOPs and provisions related to the follow-up of BRI fraud crimes
23	Propose a Public Accountant Firm (KAP) to Audit BRI's Financial Statements	<ul style="list-style-type: none"> a. Proposed KAP to conduct general audits of consolidated financial statements and BRI's PKBL financial statements for the 2020 financial year dated 11 February 2020 b. Proposed self-estimated price (HPS) adjustments to the scope of KAP audit services on BRI's PKBL 2020 consolidated financial statements
24	Results of Integrated Risk Profile Review	<ul style="list-style-type: none"> a. Review of the integrated risk profile for semester I 2019 dated January 10, 2020 b. Integrated risk profile review for semester II 2019 dated March 23, 2020 c. Integrated risk profile and performance of the first semester BRI financial conglomerate 2020
25	Evaluation of the Adequacy of Integrated Compliance Function Assessment	<ul style="list-style-type: none"> a. Report on the integrated compliance function of the BRI financial conglomerate semester II 2019 dated June 19, 2020 b. Report on the implementation of duties and responsibilities for the integrated compliance function of the BRI financial conglomerate Semester I 2020 dated October 20, 2020
26	Evaluation of the Adequacy of Integrated Internal Control	<ul style="list-style-type: none"> a. Report on the integrated compliance function of the BRI financial conglomerate semester II 2019 dated June 19, 2020 b. Report on the implementation of duties and responsibilities for the integrated compliance function of the BRI financial conglomerate Semester I 2020 dated 20 October 2020
27	Approval and Supervision of the Company's Work Plan	<ul style="list-style-type: none"> a. Approval of the adjustments to the 2020-2022 RBB and 2020 RKAP dated 13 February 2020 b. Approval of the 2020-2022 RBB (Revised RKAP 2020) dated 24 June 2020 c. Approval of the RBB 2021-2023 and the 2021 RKAP dated 26 November 2020
28	Review of Audit Implementation by Public Accounting Firm	<ul style="list-style-type: none"> a. Evaluation of the Implementation of Providing Audit Services on historical financial information for the 2019 financial year by KAP Purwanto Sungkoro Surja (KAP PSS EY) b. Evaluation of the implementation of the provision of audit services on historical financial information of the BRI DPLK for the 2019 financial year by KAP Mirawati Sensi Idris (KAP MSI)
29	Working Visits	Members of the Board of Commissioners have made 17 working visits, namely working visits to Regional Offices and their supervisory work units and overseas work units

Board of Commissioners

DECISIONS THAT REQUIRES THE APPROVAL OF THE BOARD OF COMMISSIONERS IN 2020**Board of Commissioners Recommendations In 2020**

Other than carrying out the oversight and monitoring functions on the Board of Directors' policy implementation, the Board of Commissioners also provides various recommendations and input to the management based on regular management reports to the Board of Commissioners and based on events or policies made by the management. During 2020, the Board of Commissioners has provided recommendations on the following matters:

No	Date	Subject
1	8 January 2020	Audit committee review on fresh eye perspective on the appointment of KAPs that conducted audits during the period 2016 to 2019
2	10 January 2020	Review of the integrated risk profile for Semester I of 2019
3	28 January 2020	Assessment of the implementation of integrated governance in semester II of 2019
4	30 January 2020	Evaluation of the main report on audit results for the fourth quarter in semester II of 2019
5	12 February 2020	BRI risk profile report for the fourth quarter of 2019
6	13 February 2020	Evaluation of BRI's performance in the fourth quarter of 2019
7	17 February 2020	Credit consultation
8	9 March 2020	Bank soundness level, risk management, implementation of compliance function, AML and CFT programs Implementation of the anti-fraud strategy in the second semester of 2019
9	23 March 2020	Integrated risk profile review for semester II of 2019
10	9 April 2020	Guidelines for determining debtors as a result of the spread of Covid 19
11	17 April 2020	BRI Life's performance
12	20 April 2020	Reports on the results of risk level assessments and reports on the implementation of DPLK risk management
13	23 April 2020	Risk level assessment results report and risk management implementation report DPLK RI
14	4 May 2020	The movement of NPL and Loan at risk and the impact of Covid 19 on BRI's credit quality
15	15 May 2020	Main report on the results of the first quarter of 2020 SKAI audit
16	20 May 2020	Risk profile for the first quarter of 2020
17	12 June 2020	Provisions for granting credit guarantee limits to related parties on behalf of BRINS
18	15 June 2020	BRI NYA credit portfolio quality
19	17 June 2020	Report on the audit results of the 2020 BRI DPLK financial statements
20	19 June 2020	Report on the integrated internal audit function of the BRI financial conglomerate semester II of 2019
21	19 June 2020	Report on the integrated compliance function of the BRI financial conglomerate semester II 2019
22	22 June 2020	Responses to BRI's DPLK performance reports for the position of 2019 and the first quarter of 2020
23	26 June 2020	BRI performance evaluation
24	30 June 2020	Report on the evaluation results of the BRI DPLK Audit Committee on the implementation of providing audit services on historical financial information for the 2019 financial year
25	30 June 2020	Responses to the draft ISO 37001: 2016 anti-bribery management system guidelines (SMAP)
26	17 July 2020	Credit Consultation
27	21 July 2020	Monitoring the implementation of duties of the TA Bank Bukopin technical assistance team

Board of Commissioners

No	Date	Subject
28	28 July 2020	Response to the anti bribery management implementation evaluation report (SMAP) iso 37001: 2016
29	28 July 2020	Credit Consultation
30	13 August 2020	BRI risk profile report for the second quarter of 2020
31	5 August 2020	The performance of the Head of SKAI BRI
32	6 August 2020	Main report on audit results for semester I of 2020
33	7 August 2020	Evaluation of the main report on the audit results for the second quarter of 2020
34	25 August 2020	Report on the supervision of the BRI DPLK 2020 semester I business plan
35	25 August 2020	Evaluation of BRI's performance in the second quarter of 2020
36	17 September 2020	PEN program disbursement progress
37	23 September 2020	Bank soundness level, implementation of compliance function, APU PPT semester I of 2020
38	23 September 2020	PEN program for credit restructuring and asset quality projections for 2020/2021
39	20 October 2020	Integrated internal audit reports and reports on the implementation of duties and responsibilities for the integrated compliance function of the BRI financial conglomerate Semester I 2020
40	20 October 2020	Submission of review results or input to the draft integrated governance guidelines for BRI's financial conglomerates
41	27 October 2020	Integrated risk profile and performance of the BRI financial conglomerate semester I of 2020
42	10 November 2020	Discussion on the Proposed Change to the BRI Logo
43	10 November 2020	Financial Performance in Quarter II 2020, Realization of RBB and RKAP 2020 to 2022, Quarter III 2020
44	17 November 2020	Survey of Business Activities and Business Sentiment of MSMEs in 2020 (Update BRI Micro & SME index)
45	24 November 2020	BRI RBB Discussion for 2021-2023 and RKAP for 2021
46	1 December 2020	BRI IT Maturity
47	10 December 2020	Discussion on the Performance and Business Plan of the BRI DPLK
48	15 December 2020	Performance and Corporate Development Plan of BRINS
49	29 December 2020	Collective Impairment
50	29 December 2020	Analysis of Micro Portfolios during Pandemic Period and Implementation of PEN

Types of Decisions that require Board of Commissioners Approval in 2020

The Board of Commissioners carries out the supervisory and monitoring function of the implementation of the Directors' policies. During 2020, the Board of Commissioners has approved the following:

No	Dates	Subject
1	2 January 2020	Dismissal and appointment of SKP Division Head
2	9 January 2020	Consumptive credit services to Related Parties
3	13 January 2020	SKAI annual audit planning (PAT) for 2020
4	15 January 2020	SKB of the Board of Commissioners and Directors on GCG Guidelines
5	17 January 2020	Policy on equity participation and management of BRI Subsidiaries Version 2.0
6	24 January 2020	Procurement of public accounting firm services in 2020

Board of Commissioners

No	Dates	Subject
7	30 January 2020	HPS Procurement of public accounting firm services in 2020
8	30 January 2020	Provision of funds to related parties on behalf of Danareksa
9	30 January 2020	Nominations for the Board of Commissioners and Directors of PT Asuransi Bringin Sejahtera Artamakmur
10	17 February 2020	The nomination of BRI Agro Niaga management
11	10 March 2020	BRI Ventura Investama management nominations
12	19 March 2020	Appointment of non-executive Director of BRI Remittance Co Ltd
13	23 March 2020	Changes in policies and procedures for implementing the AML and CFT programs
14	24 March 2020	Follow up on OJK recommendations
15	22 April 2020	Proposed TOR for Reviewing BRI's internal audit function in 2020
16	22 April 2020	Permit to carry out the procurement of a consultant to review the internal audit function of SKAI in 2020
17	8 May 2020	BRI Multifinance management appointments
18	29 May 2020	Provision of funds to related parties on behalf of PT Asuransi Bringin Sejahtera Arthamakmur (BRINS)
19	3 June 2020	BRI Ventura Investama Independent commissioner nomination
20	8 June 2020	Provision of funds to related parties on behalf of PT Asuransi Bringin Sejahtera Arthamakmur
21	29 June 2020	Nominations for the board of commissioners and directors of PT Asuransi BRI Life
22	11 June 2020	Distribution of PK funds to Special SOEs
23	11 June 2020	Guidelines for the implementation of prime customer service
24	13 June 2020	BRI ISO 37001: 2016 anti-bribery management system guidelines (SMAP)
25	24 June 2020	RBB 2020-2022 (Revised RKAP 2020)
26	24 June 2020	Provision of funds to related parties on behalf of Danareksa
27	26 June 2020	BRI organizational changes
28	2 July 2020	Nominations for President Commissioner and President Director of PT Asuransi BRI Life (BRI Life)
29	3 July 2020	Nominations for President Commissioner and Director of PT Danareksa Sekuritas
30	9 July 2020	Provision of funds to related parties on behalf of BRI Life Insurance
31	14 July 2020	Strategic partnership plan for the development of BRI Life insurance (a subsidiary of BRI)
32	28 July 2020	Termination of BRI's Corporate Secretary EVP
33	5 August 2020	Appointment of EVP Corporate Secretary Division of BRI
34	18 August 2020	RBB financial projection adjustments
35	7 September 2020	Annual audit planning addendum (PAT)
36	9 September 2020	Additional capital for BRI Multifinance Indonesia
37	12 October 2020	BRI organizational changes
38	12 October 2020	Addition of BRI's share ownership structure in BRI Life Insurance through a strategic partnership
39	19 October 2020	Merger of Sharia Banks, changes in structure and additional equity participation in BRI Syariah
40	29 December 2020	Subordinated Loans to PT Danareksa Sekuritas
41	29 December 2020	Changes to BRI Pension Fund Regulations and Pension Fund Performance

INDEPENDENT COMMISSIONERS

The number of the Company's Board of Commissioners is 11 (eleven) with 6 (six) of them being Independent Commissioners. This composition met the provisions of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks and OJK Circular No. 13/SEOJK.03/2016 concerning the Implementation of Good Corporate Governance for Commercial Banks, which stipulates that at least 50% (fifty percent) of the members of the Board of Commissioners are Independent Commissioners.

INDEPENDENT COMMISSIONER CRITERIA

The criteria for Independent Commissioners in accordance with OJK Regulation No.33/POJK.04/2014 dated 8 December 2014 are as follows:

Independent Commissioner Criteria	Independent Commissioner								
	AAC*	AK	AFR*	RR	SK*	HI	RWP	ZU	DRL
Not a person working or having the authority and responsibility to plan, lead, control or oversee the issuer or Public Company's activities within the last 6 (six) months, except for re-appointment as an Independent Commissioner of the Company in the subsequent period.	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not holding any 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 Major Shareholders of 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 Major Shareholders of the Issuer or Public Company.	✓	✓	✓	✓	✓	✓	✓	✓	✓
The Independent Commissioner during 2020: Andrinof A. Chaniago (AAC), Ari Kuncoro (AK), A. Fuad Rahmany (AFR), Rofikoh Rokhim (RR), Sonny Keraf (SK), Hendrikus Ivo (HI), R. Widyo Pramono (RWP), Zulnihar Usman (ZU), dan Dwi Ria Latifa (DRL)									

*Honorably dismissed at 18 February 2020 AGMS

Independent Commissioners

Independency Statements

All members of BRI Independent Commissioners have collectively stated their independence as Independent Commissioner.



BOARD OF DIRECTORS

The Board of Directors is the Company's organ authorized and fully responsible on the management of the Company, for the interest of the Company in accordance with the Company's purpose and objective and in accordance with the Articles of Association.

LEGAL REFERENCES

1. Law No. 40 of 2007 on the Limited Liabilities Companies.
2. Law No. 19 of 2003 on the Board of Commissioners of State-Owned Enterprises.
3. SOE Minister Regulation No. PER-01/MBU/2011 dated 01 August 2011 on the Implementation of Good Corporate Governance in the SOE and its amendment, the SOE Ministry Regulation No. PER09/MBU/2012 dated 06 July 2012.
4. POJK No. 33/POJK.04/2014 dated 08 December 2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies.
5. Articles of Association of BRI.

BOD CHARTER

BRI Board of Directors has in place the BOD Board Charter, based on the Decree Nokep B.299-DIR/SKP/04/2020 dated 11 November 2015. 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:

1. General rules of the Board of Directors members' position.
2. Duties and responsibilities of the Board of Directors.
3. Authorities and obligations of the Board of Directors.
4. Corporate values.
5. Work ethics of the Board of Directors.
6. Work period of the Board of Directors.
7. Board of Directors Meeting.
8. Board of Directors Membership Structure.
9. Reporting and Accountability of the Board of Directors.

BOARD OF DIRECTORS DUTIES AND RESPONSIBILITIES

Pursuant to the Articles of Association, the Board of Directors is collegially responsible in managing the Company and representing the Company within and outside of the court. The Board of Directors shall prioritize the interest of the Company in accordance with the purpose and objective of the Company by complying with prevailing laws and regulations, the Articles of Association and the resolutions of the GMS.

Board of Directors

Responsibilities to the Board of Commissioners and Shareholders

1. Implementing the GMS resolutions.
2. Prepare the Corporate Long-Term 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 evaluate 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

Establish an organizational structure, duties and assign clear responsibilities including appointment of the management.

Authority

Dalam menjalankan tugas dan tanggungjawabnya, Direksi memiliki kewenangan dibawah

ini sebagaimana diatur dalam Anggaran Dasar Perseroan:

1. Stipulate the Policy appropriate to the Company's management.
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. 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

Board of Directors

Articles of Association and/or the Resolutions of the GMS.

Obligation

Referring to the Articles of Association, the Board of Directors has the following obligations:

1. Undertake and ensure the implementation of the Bank's business activities in accordance with the purpose, objectives, and business activities.
2. Prepare in due course the Bank's Corporate Plan, Annual Work and Budget Plan, and other Work Plan and Amendments to be submitted to the Board of Commissioners and approved by the Board of Commissioners.
3. Create a Shareholders Registry, Special Lists, Minutes of GMS, and Minutes of Board of Directors' Meeting.
4. Develop Annual Report which includes, among others, the Financial Statements, as an accountability of the Bank's management, and the Bank's financial documents as referred to in the Law.
5. Prepare the Financial Statements as referred to in point 4 in accordance with the Financial Accounting Standards and to submit to the Public Accountant for audit.
6. Submit an Annual Report following the review by the Board of Commissioners within 5 (five) months after the end of fiscal year, to the GMS for approval and ratification.
7. Provide an explanation to the GMS on the Annual Report.
8. Submit Balance Sheet and Profit Loss Statements that have been approved by the GMS to the Minister in charge of the Law in accordance with the prevailing laws and regulations.
9. Maintain Shareholders Registry, Special Register, Minutes of GMS, Minutes of Board of Commissioners' Meeting and Board of Directors' Meeting, Annual Report, Bank's financial documents, and other Bank's documents.
10. Archive Shareholders Registry, Special Register, Minutes of GMS, Minutes of Board of Commissioners' Meeting and Board of Directors' Meeting, Annual Report, Bank's financial documents, and other Bank's documents in the Bank's domicile.
11. Perform and maintain the Bank's books and administration in accordance with the prevailing rules for a Bank.
12. Develop accounting system in accordance with the Financial Accounting Standards and based on the principles of internal control, particularly the functions of handling, recording, storage, and supervision.
13. Provide periodic reports in a manner and time in accordance with applicable rules, and other reports requested by the Board of Commissioners and/ or Dwiwarna Series A Shareholders, with due observance to the laws and regulations, in particular, the prevailing capital market regulations.
14. Prepare the Bank's organizational structure in details with the job descriptions.
15. Provide an explanation of all matters stated or requested by members of the Board of Commissioners and Dwiwarna Series A Shareholders, with due observance to the laws and regulations, in particular, the prevailing capital market regulations.
16. Carry out other obligations in accordance with the stipulations of the Bank's Articles of Association and which are determined by the GMS in accordance with the laws and regulations.
17. With the Board of Commissioners to jointly draw up binding guidelines for each member of the Board of Commissioners and Board of Directors, in accordance with the prevailing laws and regulations.
18. With the Board of Commissioners to jointly establish a code of conduct applicable to all members of the Board of Directors and Board of Commissioners, Employees, and organs of the Bank, in accordance with the prevailing laws and regulations.
19. In performing its duties, the Board of Directors shall bring about its power, thought, and devotion to the duties, obligations, and achievements of the Bank's objectives.
20. In performing duties, members of the Board of Directors shall comply with the Bank's Articles of Association and prevailing laws and regulations, and are required to implement the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness.
21. All members of the Board of Directors shall carry out duties

Board of Directors

and responsibilities in good faith, full of responsibility and prudence in the best interest of the Bank, with regard to the prevailing rules.

22. Each member of the Board of Directors shall disclose:
 - a. Share ownership of 5% (five percent) or more, in the Bank or other Banks/ companies, domiciled within and outside the country.
 - b. Financial relationships and family relationships with other commissioners, members of the Board of Directors and/or controlling shareholders of the Bank.

Work Ethics

1. Members of the Board of Directors shall not utilize the Bank for personal, family, and/ or other interests that may detriment or reduce the profits and reputation of the Bank and its subsidiaries.
2. Members of the Board of Directors shall not take personal advantage either directly or indirectly in the Bank's activities with the exception of legitimate income.
3. Members of the Board of Directors shall not hold concurrent positions, as follows:
 - a. A member of the Board of Directors at the State-Owned Enterprises (SOEs), Regional-Owned Enterprises, and private owned enterprises.
 - b. A member of the Board of Commissioners/Board of Trustees at State-Owned Enterprises.
 - c. Other structural and functional positions in institutions/agencies of the central and/or local government.
 - d. A political party and/or candidate/legislative member and/or candidate for regional head/deputy head.
 - e. Other positions that may cause conflict of interest and/or other positions, in accordance with the prevailing laws and regulations.
4. Members of Board of Directors, either individually or jointly, shall not own more than 25% (twenty five percent) of the paid-in capital in the Bank and/ or other companies.
5. Members of the Board of Directors shall not use individual and/or professional advisors as consultants, unless they meet the following requirements:
 - a. Projects of special nature.
 - b. Based on clear contracts, which at least cover the scope of work, responsibilities, time frames, and costs.
 - c. Consultant is an Independent Party and has the qualification to work on a project of a special nature as referred to in point 1.
6. Members of the Board of Directors shall not have a family relationship up to the second degree with other members of the Board of Directors and/ or members of the Board of Commissioners.
7. Members of the Board of Directors are prohibited from granting power of attorney to any other party that may result in the transfer of Directors' duties and responsibilities.
8. Members of the Board of Directors shall be subjected to the Bank's Code of Conduct, applicable laws and regulations, and the Bank's internal policies.

Board of Directors

SCOPE OF DUTIES

Pursuant to the Articles of Association, the distribution of duties of the Board of Directors members is conducted based on the Board of Directors Decree, which aim to ensure more effective and efficient management function. The distribution of Board of Directors duties are as follows:

Name	Scope of Duties
Sunarso President Director	Duties and authority in: <ul style="list-style-type: none"> • Directing the corporate strategy and work plan; • Lead entire Directorate that responsible for the management of the Company; • Represent the company both inside and outside the Company.
Catur Budi Harto Vice President Director	Duties and authority in: <ul style="list-style-type: none"> • Directing the corporate strategy and work plan; • Lead entire Directorate that responsible for the management of the Company; • Represent the company both inside and outside the Company.
Haru Koesmahargyo Director of Finance	Duties and authority in: <ul style="list-style-type: none"> • Directing the corporate strategy and work plan; • Lead the Directorate that responsible for Corporate Development & Strategy, Management Accounting & Finance, Assets & Liabilities Management, and Investor Relations; • Represent the company both inside and outside the Company
Agus Noorsanto Director of Institutional and SOE Relations	Duties and authority in: <ul style="list-style-type: none"> • Directing the corporate strategy and work plan; • Lead the Directorate that responsible for the management of Institutional Relations business, Transaction Banking, and SOE Business; • Represent the company both inside and outside the Company
Priyastomo Director of Small, Retail and Medium Business	Duties and authority in: <ul style="list-style-type: none"> • Directing the corporate strategy and work plan; • Lead the Directorate that responsible for the management of the Policy of Small, Retail & Medium Business, Retail & Medium Business, Small Sales Management, and Agriculture Business; • Represent the company both inside and outside the Company.
Supari Director of Micro Business	Duties and authority in: <ul style="list-style-type: none"> • Directing the corporate strategy and work plan; • Lead the Directorate that responsible for the management of the Policy of Micro Business, Micro Sales Management, Program & Partnership Business, Social Entrepreneurship & Incubator; • Represent the company both inside and outside the Company.
Handayani Director of Consumer	Duties and authority in: <ul style="list-style-type: none"> • Directing the corporate strategy and work plan; • Lead the Directorate that responsible for the business management of Wealth Management, Consumer Loan, Briguna Loan, Credit Card, Mass Funding, Retail Payment and Marketing Communication; • Represent the company both inside and outside the Company.
Ahmad Solichin Lutfiyanto Director of Network and Services	Duties and authority in: <ul style="list-style-type: none"> • Directing the corporate strategy and work plan; • Lead the Directorate that responsible for the management of Office Networks, BRILink Network, E-Channel, Services & Contact Center, and Operations Center; • Represent the company both inside and outside the Company

Board of Directors

Name	Scope of Duties
Indra Utoyo Director of Digital, Information Technology and Operations	Duties and authority in: <ul style="list-style-type: none"> Directing the corporate strategy and work plan; Lead the Directorate that responsible for the management of IT Strategy & Governance, Application Management & Operation, IT Infrastructure & Operation, Digital Center of Excellence, Technology and Information Security Collaboration; Represent the company both inside and outside the Company
Herdy Rosadi Harman Director of Human Capital	Duties and authority in: <ul style="list-style-type: none"> Directing the corporate strategy and work plan; Lead the Directorate that responsible for the management of Human Capital, Culture Transformation and BRI Corporate University; Represent the company both inside and outside the Company
Agus Sudiarto Director of Risk Management	Duties and authority in: <ul style="list-style-type: none"> Directing the corporate strategy and work plan; Lead the Directorate that responsible for the management of Risk Enterprise & Management Portfolio, Operational & Market Risk Management, Credit Risk Analysis, Credit Restructuring & Settlement, Credit Policy, and Credit Operations; Represent the company both inside and outside the Company.
Wisto Prihadi Director of Compliance	Duties and authority in: <ul style="list-style-type: none"> Directing the corporate strategy and work plan; Lead the Directorate that responsible for the management of Compliance, Legal, and Policies & Procedures; Represent the company both inside and outside the Company

CRITERIA, APOINTMENT AND TERMINATION

Criteria

The criteria of BRI Board of Directors has met the requirements as stated in Financial Services Authority Regulation No. 33/POJK.04/2014 concerning the Issuer's Board of Directors and Board of Commissioners as follows:

General Qualifications

1. Legally competent individuals.
2. Within 5 (five) years prior to the appointment:
 - a. Has never been declared as bankrupt.
 - b. Has never been a member of the Board of Directors or Commissioners that is proven guilty for causing the bankruptcy of a company, or
 - c. Has never been punished for a criminal act that inflicts loss in the state's

3. Has integrity, dedication, and understanding on the company management issues that is related to one of the management functions, has adequate knowledge in banking, and able to provide adequate time to carry out their duties.
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 finance and/or SOEs and/or those related to the financial sector.
5. 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.
 - 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.

Board of Directors

Fulfillment of SEOJK No. 39/SEOJK.03/2016

To pass the Fit and Proper Test conducted by the Financial Services Authority (formerly Bank Indonesia)

Fulfillment of the Financial Services Authority Circular Letter No. 39/SEOJK.03/2016 on the Fit and Proper Test for Prospective Controlling Shareholders, the Board of Directors Member Candidate, and Candidate Member of the Board of Commissioners of the Bank.

Members of the Board of Directors shall have adequate knowledge in banking, relevant to the position, experience and expertise in banking and/or finance; and strategic management skills to develop a sound bank.

Integrity Requirements

To fulfill the integrity requirements, candidate member of the Board of Directors shall have:

1. Good morale and characters;
2. Commitment to comply with prevailing laws and regulations;
3. High commitment to develop sound bank operations; and
4. Not included in the Fit & Proper Test Failed list.

Appointment and Termination

Appointment

Appointment Procedures of the Board of Directors are as follows:

1. Candidate of the Board of Directors who have met the qualifications and competency requirements shall first evaluated by the Nomination and Remuneration Committee of BRI through examination of track record and professional

experience. The evaluation result from the Nomination and Remuneration Committee is further submitted to the Board of Commissioners in a form of Official Memo of the Nomination and Remuneration Committee.

2. The Board of Commissioners based on the recommendation from the Nomination and Remuneration Committee provides approval on the candidate of the Board of Directors. The Board of Commissioners decision also considered as the basis for recommendation of the Board of Directors candidate to the GMS through Series A Dwiwarna Shareholders.

The candidate of the Board of Directors is further appointed by the decision of the General Meeting of Shareholders being effective after the approval from the Financial Services Authority (OJK) by referring to POJK No. 27/POJK.03/2016 on Fit and Proper Test for the Main Entity of Financial Services Institutions. The OJK assessment is conducted through administrative research as well as interview. In the event where OJK does not approve the proposed candidate who has been appointed by the GMS, then the respective candidate shall be terminated by the GMS.

Termination

The Board of Directors' terms of office shall ended in the event of:

1. Passed away.
2. End of tenure.
3. End of services in the GMS due to a reason deemed to be relevant by the General Meeting of Shareholders for

the Company's interests and objectives.

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 Directors based on the Articles of Associations of BRI and other prevailing regulations, including the prohibited concurrent position or resignation.

Member of the Board of Directors has the right to resign from the position by written notification to BRI and BRI shall convene the GMS to take decision on the proposed resignation of respective Board of Directors member at the latest 60 (sixty) days after acceptance of resignation letter.

Disclosure on Substitute Director and SEVP Policy

To ensure the efficiency and effectiveness of the company's operations, in the event of a vacant position of the Director(s) and SEVP, BRI has in place the Substitute Director Stipulation policy as stated in the Decree of BRI Board of Directors No. 20-DIR/ CDS/05/2017.

Substitute Directors

1. The appointed Substitute Director has a corresponding field of duty with the substituted Director position.
2. The Substitute Director is effective when a Director is absent or unavailable for any reasons, without having to prove the situation to a third party, for certain period of at least 1 (one) day.

Board of Directors

3. The First Substitute for President Director is Vice President Director.
4. The Second Substitute for President Director is 1 (one) Director, should the vice president director is not available for any reasons, with due observance to the four eyes principle as stipulated in the Bank's lending policies. The Risk Management Director and Compliance Director are exempted.
5. Should the vice president director is unavailable for any reasons, the President Director may take over his/ her duties. A Certificate of Responsibility Handover is not required.
6. The Second Substitute of Vice President Director is 1 (one) director, should the president director and vice president director are unavailable for any reasons, except for the Risk Management Director and Compliance Director.
7. The Substitute Director for Compliance Director shall meet Bank Indonesia's requirements regarding the implementation of compliance function in commercial banks, as follows:
 - a. Other Director, except the President Director and Vice President Director.
 - b. The Substitute Compliance Director may not oversee business & operational functions, risk management that serves as the decisionmaking authority on the Bank's business activities, treasury, finance and accounting, logistics, and goods & services procurement, information technology, and internal audit.
- c. In the event that the Substitute Compliance Director is overseeing the functions in the point 'b' of this clause, the Substitute Director shall replace the main duties.
8. The First Substitute Director is established when a Director is absent or unavailable.
9. The Second Substitute Director is established when the Director and First Substitute Director are absent or unavailable.
10. The Third Substitute Director is established when the Director, First Substitute Director and Second Substitute Director are absent or unavailable.
11. In the event that the First to Third Substitute Directors are absent or unavailable or under other assignments that are preventing them to take the duties as the Substitute Director, then the President Director and Vice President Director have the authority to appoint other Director as the Substitute Director. The Compliance Director is exempted.
12. In the event that the First to Third Substitute Directors, President Director and Vice President Director are absent or unavailable, then any Director can implement the duty as the Substitute Director. The Compliance Director is exempted.
13. In the event that there are conditions other than those stipulated in this rule, the Board of Directors may assign a replacement Director in accordance with the circumstances prevailing at that time.

SEVP Replacement

1. The Director who is appointed as the Director who takes over the duties of SEVP in principle has a close relationship with the SEVP whose job is taken over.
2. The takeover of SEVP duties is effective if SEVP is absent or unable to attend due to any reason, which does not need to be proven to a third party, for a certain period of at least 1 (one) day.
3. Director I who takes over the duties of SEVP is assigned if SEVP is absent or unable to attend.
4. Director II who takes over SEVP's duties is assigned if Director I who takes over SEVP's duties is absent or unable to attend.
5. In the event that Director I and Director II who take over SEVP's duties are absent or unable to attend or there are other official duties that do not allow Director I and Director II to carry out their duties to take over the duties of SEVP, the President Director or Deputy President Director is authorized to appoint another Director, except the Compliance Director, as the Director who takes over the duties of SEVP.
6. In the event that Director I and Director II who take over the duties of SEVP and Director of Utarna and Deputy Director of Utarna are absent or unable to attend, then any Director, except the Director of Compliance, can take over the duties of SEVP.

TERM OF OFFICE OF THE BOARD OF DIRECTORS

BRI complies with OJK Regulation 33/POJK.04/2014 concerning the Issuer's Board of Directors and Board of Commissioners, that 1 (one) term of office of members of the Board of Directors is a maximum of 5 (five) years or until the closing of the annual GMS at the end of 1 (one) term of office referred to.

POLICY RELATED TO THE RESIGNATION A DIRECTOR IF INVOLVED IN FINANCIAL CRIME

1. A member of the Board of Directors may resign from his position before his term of office ends.
2. In the event that a member of the Board of Directors resigns, the member of the Board of Directors concerned must submit a resignation request to BRI.
3. BRI is required to hold a GMS to decide on the request for resignation of the member of the Board of Directors no later than 90 (ninety) days after the request for resignation is received.

BOARD OF DIRECTORS THAT REQUIRES APPROVAL FROM THE BOARD OF COMMISSIONERS

Based on the Articles of Association of the Company in Article 12 paragraph 7 which explains the Actions of the Board of Directors which must obtain written approval from the Board of Commissioners.

FIT & PROPER TEST

Fulfillment of Financial Services Authority (OJK) Regulation Number 27/POJK.03/2016 dated 22 July 2016 and OJK Circular Letter Number 39/SEOJK.03/2016 dated 13 September 2016

To pass the Fit and Proper Test conducted by the Financial Services Authority (formerly Bank Indonesia).

Fulfillment of Financial Services Authority Circular Letter Number 39/SEOJK.03/2016 concerning the Fit and Proper Test for Candidates for Controlling Shareholders, Candidates for Members of the Board of Directors, and Candidates for Members of the Board of Commissioners of the Bank

Members of the Board of Directors must have adequate knowledge in banking and relevant to their position, experience and expertise in banking and / or finance; and the ability to carry out strategic management in order to develop a sound bank.

BOARD OF DIRECTORS' COMMITTEES PERFORMANCE ASSESMENT

In supporting the effectiveness and efficiency of its duties, BRI Board of Directors may establish the committees that are under and directly responsible to the Board of Directors. The Board of Directors considers that all Committees have carried out their duties optimally. The assessment was carried out with the criteria of performance result in the form of contribution of each committee to the Company including reports and recommendations provided to the Board of Directors.

BRI Board of Directors establishes the committee to assist the implementation of duties and responsibilities in the Bank management. As of 31 December 2020, BRI has in place 9 committees under the Board of Directors, as follows:

1. Asset and Liability Committee (ALCO)
2. Risk Management Committee (RMC)

Board of Directors

3. Credit Committee
4. Capital & Investment Committee
5. Credit Policy Committee
6. Information Technology Steering Committee & Data Governance Committee
7. Goods & Services Procurement Committee
8. Human Capital Committee
9. Product Committee

BOARD OF DIRECTORS SUCCESSION PLAN

The Board of Directors succession is carried out based on the corporate plan goals. The implementation considers the various aspects of the fields such as:

1. Field of Work
2. Work Experience, and
3. Leadership.

The principle of this succession referred to the principles of GCG thereby to ensure business continuity and corporate plan goals.

BRI has in place the talent pool candidate policy to select potential employees for the assignment of leadership position in the Company and or other SOEs. Moreover, the Bank periodically evaluates its executives' position and or its sub-ordinates for the possibility of continuing the assignment thereby the leadership and characters remain fit and appropriate with the required capacity.

The selected candidates are further being proposed to the Nomination and Remuneration Committee to take subsequent nomination procedures based on POJK No. 33/POJK.04/2014 and SOE Minister Regulation No. PER- 03/MBU/02/2015 and its amendment No. PER-10/MBU/10/2020 dated 09 October 2020 on the Requirements and Procedures for the Appointment and Dismissal of Members of the Board of Commissioners and the Supervisory Board of State Owned Enterprises concerning Requirements, Procedures for Appointment and Dismissal of Members of the Board of Directors of State Owned Enterprises.

THE COMPOSITION OF THE BOARD OF DIRECTORS IN 2020 AND THE AMENDMENTS

In 2020 there was a change in the composition of the Board of Directors through the Annual GMS on 18 February 2020, where the GMS approved, appointed and/or transferred the duties of the Director of BRI, so that the composition became, as follows:

From 01 January 2020 to 17 February 2020

No.	Name	Position	Date of Appointment
1	Sunarso	President Director	3 January 2019
2	Catur Budi Harto	Vice President Director	2 September 2019
3	Handayani	Director of Consumer	18 October 2017
4	Supari	Director of Micro Business	22 March 2018

Board of Directors

No.	Name	Position	Date of Appointment
5	Indra Utoyo	Director of Digital, Information Technology, and Operation	15 March 2017
6	Ahmad Solichin Lutfiyanto	Director of Network and Services	22 March 2018
7	Agus Noorsanto	Director Institutional and SOE Relations	2 September 2019
8	Haru Koesmahargyo	Director of Finance	19 March 2015
9	Herdy Rosadi Harman	Director of Human Capital	2 September 2019
10	Agus Sudiarto	Director of Risk Management	2 September 2019
11	Priyastomo	Director of Small, Retail, and Medium Business	23 March 2016
12	Azizatun Azhimah*	Director of Compliance	2 September 2019

*) Honorably dismissed at the AGMS on 18 February 2020

From 18 February 2020 to December 2020

No.	Name	Position	Date of Appointment
1	Sunarso	President Director	3 January 2019
2	Catur Budi Harto	Vice President Director	2 September 2019
3	Handayani	Director of Consumer	18 October 2017
4	Supari	Director of Micro Business	22 March 2018
5	Indra Utoyo	Director of Digital, Information Technology, and Operationa	15 March 2017
6	Ahmad Solichin Lutfiyanto	Director of Network and Services	22 March 2018
7	Agus Noorsanto	Director of Institutional and SOE Relations	2 September 2019
8	Haru Koesmahargyo*	Director of Finance	19 March 2015
9	Herdy Rosadi Harman*	Director of Human Capital	2 September 2019
10	Agus Sudiarto	Director of Risk Management	2 September 2019
11	Priyastomo*	Director of Small, Retail, and Medium Business	23 March 2016
12	Wisto Prihadi**	Director of Compliance	18 February 2020

*) Honorably dismissed at the EGMS on 21 January 2021

***) Firmly dismissed effective as of 11 November 2020 at the Bank's Extraordinary GMS on 21 January 2021.

CONTINUOUS SKILLS TRAININGS AND DEVELOPMENTS

BRI is always committed to maintaining the company's growth in a sustainable manner. The efforts made by the company include the implementation of training and development which is routinely carried out for every level of position up to the Board of Directors and the Board of Commissioners. The realization of worker education and training can be seen in the Human Capital sub-chapter.

Training and Development for the Board of Directors and the Board of Commissioners as in the Education and Training Chapter for the Board of Directors and the Board of Commissioners.

Board of Directors

BOARD OF DIRECTORS DUTIES AND RESPONSIBILITIES IMPLEMENTATION FOR 2020

In accordance with the Articles of Association, the Board of Directors is collegially responsible for managing the Company, as well as representing the Company both inside and outside court affairs. The Board of Directors is obliged to prioritize the interests of the Company in accordance with the Company's purposes and objectives while adhering to the provisions of the prevailing laws and regulations, the Articles of Association and the resolutions of the GMS. The implementation of the duties and responsibilities of the Board of Directors during 2020 has been reported in each Directorate Performance Summary in each Management Discussion and Analysis Sub-Chapter, GCG Chapter, Risk Management Sub-Chapter, Internal Audit Work Unit Sub-Chapter.

BOARD OF DIRECTORS DECISIONS

Directors' decisions are decided through a Committee forum established by the Board of Directors as well as a Board of Directors Meeting Forum which is detailed in the Sub-Chapter of the Board of Directors Meeting.

BOARD OF DIRECTORS INDEPENDENCY

The BRI BOD Board Charter regulates the Independence of the Board of Directors where the Board of Directors shall prioritize the interests of the Company above personal and certain group interest as well as avoid potential conflict of interest over transactions carried out by the Bank.

In addition to the decision-making process by the Board of Directors, it must be free from any pressure or intervention from any party.

BRI ensures the independence of the Board of Directors through the Board of Directors membership that:

1. has no affiliation with the controlling shareholder or members of the Board of Directors and the Board of Commissioners; and
2. has no concurrent positions outside BRI.

BOARD OF DIRECTORS CONCURRENT POSITIONS

BRI Board of Directors has fulfilled the stipulation of concurrent position as regulated by Bank Indonesia. The Board of Directors members are prohibited from holding concurrent positions as members of the Board of Commissioners, Directors or Executive Officers of banks, companies and/or other institutions.

No	Name	Concurrent Positions					
		Member of Board of Commissioners		Board of Directors		Bank Executives	
		Yes	No	Yes	No	Yes	No
1	Sunarso		√		√		√
2	Catur Budi Harto		√		√		√
3	Handayani		√		√		√

Board of Directors

No	Name	Concurrent Positions					
		Member of Board of Commissioners		Board of Directors		Bank Executives	
		Yes	No	Yes	No	Yes	No
4	Supari		√		√		√
5	Indra Utoyo		√		√		√
6	Ahmad Solichin Lutfiyanto		√		√		√
7	Agus Noorsanto		√		√		√
8	Haru Koesmahargyo		√		√		√
9	Herdy Rosadi Harman		√		√		√
10	Agus Sudiarto		√		√		√
11	Priyastomo		√		√		√
12	Wisto Prihadi*		√		√		√

*) Firmly dismissed effective as of 11 November 2020 at the Bank's Extraordinary GMS on 21 January 2021.

DISCLOSURE OF BOARD OF DIRECTORS SHAREHOLDINGS

The Board of Directors members shareholdings as of 31 December 2020 are as follows:

Share Ownership of BRI's Board of Directors as of December 2020 (in number of shares):

No	Name	Position	December 2019	December 2020
1	Sunarso	President Director	-	1,008,000
2	Catur Budi Harto	Vice President Director	-	329,200
3	Handayani	Director	522,300	1,602,500
4	Supari	Director	351,100	1,242,300
5	Indra Utoyo	Director	835,200	1,726,400
6	Ahmad Solichin Lutfiyanto	Director	928,200	1,819,400
7	Agus Noorsanto	Director	46,800	380,800
8	Haru Koesmahargyo	Director	944,400	1,835,600
9	Herdy Rosadi Harman	Director	-	311,900
10	Agus Sudiarto	Director	-	294,600
11	Priyastomo	Director	944,400	1,835,600
12	Wisto Prihadi	Director	-	-

Board of Directors

DISCLOSURE OF SHARES TRANSACTIONS BY THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS IN 2020

Share transactions carried out by BRI Board of Directors and Commissioners throughout 2019 has been reported to the Company within 3 (three) working days after the completion of transaction and further reported to the Financial Services Authority

The share transactions carried out by the Board of Directors members throughout 2020 were reported to the OJK in accordance with OJK Regulation No.11/POJK.04/2017 on the Report of Shareholdings or any Amendment to Public Company Shareholdings.

Share option program by BRI Board of Directors and Board of Commissioners was conducted in 2020 in the framework of the Board of Directors and Board of Commissioners bonuses deferred into shares of the company (BBRI). This is a share ownership program to award bonuses deferred portion within a specified period in accordance with the requirements disbursement that has been determined. This program applies only to members of the Board of Directors and Independent Commissioners who served during the period of 2019.

The program was executed on 28 July 2020 to the following members of the Board of Directors and Commissioners with details of the members of the Board of Directors and the Board of Commissioners (non-Independent) as follows:

Tantiem of Members of the Board of Directors and Board of Commissioners (non-Independent) in Shares in 2020 for 2019 performance

No.	Name	Shares
1	Sunarso	1,008,000
2	Suprajarto*	690,500
3	Catur Budi Harto	329,200
4	Sunarso	661,500
5	Haru Koesmahargyo*****	891,200
6	Priyastomo*****	891,200
7	Indra Utoyo	891,200
8	Handayani	891,200
9	Supari	891,200
10	Ahmad Solichin Lutfiyanto	891,200
11	Herdy Rosadi Harman*****	311,900
12	Agus Noorsanto	294,600
13	Agus Sudiarto	294,600
14	Azizatun Azhimah**	294,600
15	Mohamad Irfan*	596,600
16	Sis Apik Wijayanto*	596,600
17	R. Sophia Aliza*	631,700
18	Osbal Saragih R*	596,600
19	Kuswiyoto***	4,700

Board of Directors

No.	Name	Shares
20	Wahyu Kuncoro**	280,300
21	Gatot Trihargo****	165,300
22	Nicolaus Teguh Budi H	424,600
23	Hadiyanto	424,600
24	Loeke Larasati A**	140,300

*) Honorably dismissed at the EGMS on 02 September 2019

***) Honorably dismissed at the AGMS on 18 February 2020

****) Honorably dismissed at the EGMS on 3 January 2020

*****) Honorably dismissed on 15 May 2019

*****) Honorably dismissed at the EGMS on 21 January 2021

BOARD OF DIRECTORS CONFLICT OF INTEREST MANAGEMENT

Each member of the Company's Board of Directors with conflict of interest in the Company's transaction and/or corporate action shall declare such conflict of interest and therefore he/she is not included in the decision making process of such transaction and/or corporate action.

Any transaction with a conflict of interest shall first obtain the approval of the independent Commissioners and Independent shareholders prior to its execution.

There were no transactions or BRI corporate actions containing conflict of interest during 2020.

BOARD OF DIRECTORS ORIENTATION AND COMPETENCE DEVELOPMENT PROGRAMS

Board of Directors Orientation Programs

The new appointed Board of Directors members shall participate in the Orientation Program organized by the Corporate Secretary. The Orientation Programs can be in a form of presentations, meetings, visits to the Bank's units and review of other documents or programs with the following scope:

1. Vision, mission and strategy of the Company.
2. GCG Principles within the Company.
3. Board of Directors Duties and Responsibilities.
4. Introduction of the Company's organs and their duties and authorities including the Committees that assist the implementation duties of the Board of Directors and Board of Commissioners.

In 2020 the orientation program has been conducted on first week after a new Directors were appointed at the GMS, for the newly appointed BRI Directors, Wisto Prihadi, the Compliance Director.

Board of Directors Competency Development Program

The competency development and trainings aims to improve the competency and skill of each member of the Board of Directors in carrying out their duties. The program implementation during 2020 can be found on Profile Chapter.

Risk Management Certification

The risk management certification participated by the Board of Directors members throughout 2019 can be found on Profile Chapter.

Board of Directors

MONITORING AND EVALUATION STRATEGY

The Board of Directors and the Board of Commissioners jointly carry out monitoring and evaluation of the 2020 strategy contained in the Bank's Business Plan, the Company's Work Plan and Budget as well as the Partnership and Community Development and Work Program and Budget Plan (PKBL).

The monitoring and evaluation of the 2020 strategy was implemented in:

1. The Directors and Board of Commissioners perform their duties according to the corporate governance structure, namely the executive and supervisory functions including the monitoring and evaluation of the Bank's strategy. In this case both the Bank's strategy of Budget & Work Plan (annual), Bank Business Plan (3 years) and Corporate Plan (Long Term).
2. Monitoring and evaluation are carried out in the semi-annual period, the evaluation carried out by the Board of Directors and then later requested the opinion and the decision together with the Board of Commissioners. It has been held regularly and subsequently, and if the event of revisions, it will be requested in accordance with the applicable regulatory.

AFFILIATES RELATIONSHIP BETWEEN MEMBERS OF THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS AND MAIN & CONTROLLING SHAREHOLDERS

AFFILIATED RELATIONS

1. Financial Relations

No financial relations between members of the Board of Commissioners with other fellow members or with members of the Board of Directors of the Company and Controlling Shareholders of the Company.

2. Family Relations

No family relations between members of the Board of Commissioners with other fellow members or with members of the Board of Directors of the Company and Controlling Shareholders of the Company.

The following are affiliated relations of the Board of Commissioners during 2020:

Relations of Directors with Commissioners and Controlling Shareholder

Name	Position	Period	Financial Relations with						Family Relations with				Management relationship			
			BOC		BOD		Controlling Shareholder		BOC		BOD		Controlling Shareholder		Yes	No
			Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Andrinof A. Chaniago*)	President Commissioner / Independent Commissioner	19 July 2017 – 18 February 2020		√		√		√			√		√		√	
Kartiko Wirjoatmodjo	President Commissioner	18 February 2020 – 31 December 2020		√		√		√			√		√		√	
Ari Kuncoro	Vice President Commissioner / Independent Commissioner	18 February 2020 – 31 December 2020		√		√		√			√		√		√	
A. Fuad Rahmany*)	Independent Commissioner	26 May 2017 – 18 February 2020		√		√		√			√		√		√	
Rofikoh Rokhim	Independent Commissioner	31 January 2020 – 31 December 2020		√		√		√			√		√		√	
Sonny Keraf*)	Independent Commissioner	10 June 2015 – 18 February 2020		√		√		√			√		√		√	

Affiliates Relationship Between Members of the Board of Directors, Board of Commissioners and Main & Controlling Shareholders

Relations of Directors with Commissioners and Controlling Shareholder

Name	Position	Period	Financial Relations with						Family Relations with				Management relationship			
			BOC		BOD		Controlling Shareholder		BOC		BOD		Controlling Shareholder		Yes	No
			Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No		
Hendrikus Ivo	Independent Commissioner	18 February 2020 – 31 December 2020		√		√		√			√		√		√	
R. Widyo Pramono	Independent Commissioner	18 Februari 2020 – 31 Desember 2020		√		√		√			√		√		√	
Zulnahr Usman	Independent Commissioner	18 February 2020 – 31 December 2020		√		√		√			√		√		√	
Dwi Ria Latifa	Independent Commissioner	18 February 2020 – 31 December 2020		√		√		√			√		√		√	
Hadiyanto	Commissioner	21 September 2018 – 31 December 2020		√		√	√				√		√		√	
Nicolaus teguh Budi Harjanto	Commissioner	19 July 2017 – 30 December 2020		√		√	√				√		√		√	
Rabin Indrajad Hattari	Commissioner	18 February 2020 – 31 December 2020		√		√	√				√		√		√	
Loeke Larasati Agoestina*)	Commissioner	2 September 2019 – 18 February 2020		√		√	√				√		√		√	

*) Dismissed at the AGMS on 18 February 2020

The following are the affiliates relationships that the Board of Directors have during 2020:

1. All Members of BRI Board of Directors have no affiliation relationship with any member of the Board of Directors either in financial, family or management relationship.
2. All members of BRI Board of Directors have no affiliation relationship with members of the Board of Commissioners, whether in financial relations, family relationships or management relationships.
3. All members of BRI Board of Commissioners have no affiliation relationship with other members of the Board of Commissioners, whether in financial relationship, family relationship, or management relationship.
4. All members of BRI Board of Commissioners have no financial relationship or family relationship with the Controlling Shareholder.
5. All members of the Committee who are not members of BRI Board of Commissioners have no financial or family relationship with the Controlling Shareholders, Members of the Board of Commissioners or Board of Directors of BRI.

Affiliates Relationship Between Members of the Board of Directors, Board of Commissioners and Main & Controlling Shareholders

As of 31 December 2019, there were no members of the Board of Directors that have affiliates relationship with the controlling shareholder, or with fellow members of the Board of Directors and Board of Commissioners financially, in management and or in family relations.

Pursuant to the Articles of Association, members of the Board of Directors and Board of Commissioners shall not be related by blood to the third degree, either vertically or horizontally or relationship by marriage/family relationships from matrimony, including in-laws. The following illustrates the details:

Board of Directors Relations with the Board of Commissioners and the Controlling Shareholder

Name	Financial Relations with						Family Relations with						Managerial Relations with other Companies	
	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	Yes	No
Member of the Board of Directors														
Sunarso	✓		✓		✓		✓		✓		✓			✓
Catur Budi Harto	✓		✓		✓		✓		✓		✓			✓
Haru Koesmahargo	✓		✓		✓		✓		✓		✓			✓
Agus Noorsanto	✓		✓		✓		✓		✓		✓			✓
Priyastomo	✓		✓		✓		✓		✓		✓			✓
Indra Utoyo	✓		✓		✓		✓		✓		✓			✓
Supari	✓		✓		✓		✓		✓		✓			✓
Ahmad Solichin Lutfiyanto	✓		✓		✓		✓		✓		✓			✓
Azizatun Azhimah*)	✓		✓		✓		✓		✓		✓			✓
Agus Sudiarto	✓		✓		✓		✓		✓		✓			✓
Handayani	✓		✓		✓		✓		✓		✓			✓
Herdy Rosadi Harman	✓		✓		✓		✓		✓		✓			✓
Wisto Prihadi**)	✓		✓		✓		✓		✓		✓			✓

*) End of tenure at the Annual GMS on 18 February 2020

***) Appointed at the Annual GMS on 18 February 2020 and the dismissal was confirmed as of 11 November 2020.

POLICY REGARDING COMPOSITION DIVERSITY OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

THE BOARD OF COMMISSIONERS 'DIVERSITY POLICY

Based on OJK Circular No. 32/SEOJK.04/2015 concerning Guidelines for Public Company Governance stipulates that the Board of Commissioners must pay attention to the diversity of the composition of the Board of Commissioners. The composition of the Board of Commissioners consists of various educational backgrounds, knowledge, expertise, gender, age and experience. The Company has 2 female Commissioners Rofikoh Rokhim and Dwi Ria Latifa. Profiles of each member of the Board of Commissioners in 2020 are as follows:

Name	Position	Age (yrs)	Date of Appointment	Time In office	Gender	Education	Work Experience		Other Concurrent Position		Expertise
							Period	Position	Period	Position	
Kartiko Wirjoatmodjo	President Commissioner	47	18 February 2020	9 Months	Male	Bachelor of Accounting - Universitas Indonesia	21 March 2016 – 25 October 2019	President Director PT Bank Mandiri (Persero) Tbk			Banking
						Master of Business, Rotterdam School of Management, Erasmus University	16 March 2015 – 21 March 2016	Director of Finance & Strategy PT Bank Mandiri (Persero) Tbk	25 October 2019 - present	Deputy Minister of SOE	
							January 2014 - 2015	Chief Executive and Member of the Board of Commissioners of the LPS			
							October 2011 – December 2013	President Director of PT Indonesia Infrastructure Finance			
Ari Kuncoro	Vice President Commissioner / Independent Comissioner	58	18 February 2020	9 months	Male	Bachelor Economics - University of Indonesia	2017-2020	Komisaris Utama PT BNI (Persero) Tbk	December 2019 - Present	Rector of the University of Indonesia	Economics, Banking
						Masters in Development Economics - University of Minnesota	March 2007 - Present	Member of the Financial System Stability Research Communication Forum	December 2013 - Present	BOD East Asian Economist Association	
						Doctorate in Economics - Brown University					

Policy Regarding Composition Diversity of the Board of Commissioners and Board of Directors

Name	Position	Age (yrs)	Date of Appointment	Time In office	Gender	Education	Work Experience		Other Concurrent Position		Expertise
							Period	Position	Period	Position	
Rofikoh Rokhim	Commissioner	48	18 October 2017	3 Years 2 Months	Female	Bachelor Management Economics, Ull Yogyakarta	2016 November 2017	Head of Bisnis Indonesia Intelligence Unit			
						S1 / Public Administration, Universitas Gadjah Mada	2014-2015	Audit Committee and Risk Committee, PT. POS Indonesia			
						S2 / Public Finance French Prime Minister, Institute International d' Administration Publique (IIAP)-Ecole National d' Administration (ENA), Paris	2014-2015	Task Force for Oil and Gas, Ministry of Energy and Mineral Resources			
						S2 /D.E.A (M.Phil) in International and Development Economics from Université de Paris 1 Panthéon Sorbonne, Paris	2016-2017	Task Force for Oil and Gas, Ministry of Energy and Mineral Resources	2006 - present	Lecturer and Researcher, Faculty of Economics and Business, University of Indonesia	Economy Management Public Administration Finance Research
						S3 / Economics (Applied Macro and Micro Economics, Development Studies in Finance) Université de Paris 1 Pantheon-Sorbonne, Paris	2015-2017	President Commissioner, PT Hotel Indonesia Natour (Persero)			

Policy Regarding Composition Diversity of the Board of Commissioners and Board of Directors

Name	Position	Age (yrs)	Date of Appointment	Time In office	Gender	Education	Work Experience		Other Concurrent Position		Expertise
							Period	Position	Period	Position	
Hendrikus Ivo	Independent Commissioner	62	15 May 2019	1 year 7 months	Male	Bachelor, Law, University of North Sumatra	2007-2008	Deputy Director of Legal Affairs of Bank Indonesia	-	No concurrent positions	GCG Banking Law
						Masters in Management STIE IPWI	2008-2013	Head of Bank Indonesia Banking Investigation Bureau			
							2013-2014	Head of Banking Supervision for the Region of Sulawesi, Maluku and Papua (Sulampua), Bank Indonesia			
Zulnahr Usman	Independent Commissioner	57	18 February 2020	9 Months	Male	Bachelor Petroleum Engineering - Trisakti University	2016-2019	Member of the Indonesian National Economy and Industry Committee	2019 - Present	Presiden Direktur -PT Trans Borneo Gas Deputy Chairman of Kadin for Infrastructure and Renewable Energy	Industry and Mining

Policy Regarding Composition Diversity of the Board of Commissioners and Board of Directors

Name	Position	Age (yrs)	Date of Appointment	Time In office	Gender	Education	Work Experience		Other Concurrent Position		Expertise
							Period	Position	Period	Position	
R. Widyo Pramono	Independent Commissioner	63	18 February 2020	9 months	Male	Bachelor of Law – Universitas Sebelas Maret	21 August 2017 – February 2020	Commissioner of PT Bank Mandiri (Persero) Tbk	-	No Concurrent Positions	Legal Studios
						Master of Management - STIE IPWI	23 October 2015 - 31 August 2017	Deputy Attorney General for Supervision - Attorney General of the Republic of Indonesia			
						Master of Law – Universitas Gadjah Mada					
						Doctorate in Criminal Law – Universitas Padjadjaran					
						Doctorate in Criminal Law – Universitas Diponegoro					
Dwi Ria Latifa	Independent Commissioner	54	18 February 2020	9 Months	Female	Bachelor of Law Science from Pancasila University	2014 – 2019	Members of the House of Representatives of the Republic of Indonesia	1992 - Present	Rialatifa & Partner Law Office	Legal Studios
						PPRA XL Lemhannas					
						Master of National Readiness, Universitas Gadjah Mada					
Hadiyanto	Comissioner	58	22 March 2018	2 years 8 months	Male	Bachelor of Law Universitas Padjajaran	2011-2015	Dewan Pengawas Rumah Sakit Jantung dan Pembuluh Darah Harapan Kita	2015 - Present	Secretary General of the Ministry of Finance of the Republic of Indonesia	Legal studies Human Capital Management State finances
						Masters / Law (LL.M) Harvard University Law of School					
						Doctor of Law, Padjadjaran University	2012-2018	Commissioner of PT. Telkom Indonesia	2016 - Present	Chairman of the Supervisory Board of Dr. Cipto Mangunkusumo Hospital	
									2015 - Present	Supervisory Board of the Education Fund Management Institution	

Policy Regarding Composition Diversity of the Board of Commissioners and Board of Directors

Name	Position	Age (yrs)	Date of Appointment	Time In office	Gender	Education	Work Experience		Other Concurrent Position		Expertise
							Period	Position	Period	Position	
Nicolaus Teguh Budi Harjanto	Commissioner	48	15 March 2017	3 years 8 months	Male	Bachelor of International Relations. Universitas ajah Mada	2013-2015	Executive Director of Populi Center (Public Opinion & Policy Research)	2015 - Present	Secretary General of the Indonesian Political Science Association (AIPI)	International Relations Social Sciences Public Communication
						Masters in Political Science, Ohio University, Athens, Ohio, USA	2013-2016	Public Opinion Survey Association (PERSEPSI)	2016 - present	Special Staff of the Minister of State Secretary for Political and Institutional Communication Sector of the State Secretariat of the Republic of Indonesia	
						Doctor in Political Science, Northern Illinois University, USA	2016-2017	Commissioner of PT Permodalan Nasional Madani	2012 - 2016	Lecturer at Paramadina University	
Rabin Indrajad Hattari	Commisioner	45	18 February 2020	9 Months	Male	Bachelor in Economics & Mathematics - University of Georgia	March 2019 – January 2020	Senior Economist – Asian Development Bank			Actuarist, Statistics, Banking, Social and Economy
						Master in Actuarial Science - University of Indonesia	August 2017 – February 2019	Coordinating Ministry of Economics Affairs - AIPEG	February 2020 - Present	Special Staff of the Minister of BUMN	
						Doctoral Degree in Economics - George Mason University	2008 – 2010	Country Analyst – The World Bank			

Policy Regarding Composition Diversity of the Board of Commissioners and Board of Directors

BOARD OF DIRECTORS DIVERSITY POLICY

The Board of Directors Diversity Policy is stipulated by the diversity in competency, experience as well as educational background of the Board of Directors members. The Board of Directors Diversity Policy is an important factor in developing efficient decision that enable to support the Company to achieve its purpose as well as short and long term objectives.

BRI Board of Directors Diversity Composition

Age	Gender	Religion	Educational / Field of Study Background	Work Experience	Directorship / Banking or Financial Industry Background
The ages of Directors vary from 50 to 60 years old	There are BRI Directors who are male and female	There is a diversity of more than 1 religion	BRI Directors have a background in Bachelor, Master, and Doctor education as well as from several majors / expertise in business management, law, accounting education, MBA, Masters in Management, agricultural science, dentistry, masters of business administration, Electrical Communication Engineering, Communication and Signal Processing, and Human Capital.	More than 20 years of work experience in the financial / financial sector and / or experience in the duties and responsibilities of the Board of Directors in accordance with the current position.	The Board of Directors of Bank BRI has directorate experience prior to becoming the Board of Directors of Bank BRI, they have experience in banking and / or the field of duties currently carried out by the person concerned.

Policy Regarding Composition Diversity of the Board of Commissioners and Board of Directors

The diversity of BRI Directors who served during the period 2020 is as shown in the following:

BRI Board of Directors Diversity

Name	Position	Age (Yrs)	Date of Appointment	Time in office	Gender
Sunarso	President Director	57	09-Sep-19	1 year months	Male
Catur Budi Harto	VicePresident Director of BRI	56	09-Sep-19	1 year months	Male

Policy Regarding Composition Diversity of the Board of Commissioners and Board of Directors

	Educations	Work Experience		Concurrent Positions		Expertise
		Period	Position	Period	Position	
	Bachelor of Agronomy - Institut Pertanian Bogor	May 2010 – March 2015	Director of Commercial & Business Banking			Corporate Banking, Finance & Strategy, Risk Management
	Master of Business Administration - Universitas Indonesia	March 2015 - October 2017	VicePresident Director of BRI			
		March 2015 - October 2017	President Director of PT Pegadaian (Persero)	-	-	
		January 2019 - September 2019	VicePresident Director of BRI			
		September 2019 - Present	President Director of BRI			
	Bachelor IN Agronomy - Institut Pertanian Bogor	February 2013 - March 2014	BRI Regional Leader in Banjarmasin			Banking, Wealth Management, Consumer Banking, Commercial Banking
	Master in Management - Prasetiya Mulya	March 2014 - April 2015	BRI Mass Banking Division Head			
		April 2015 - July 2015	BRI Wealth Management Division Head			
		July 2015 - April 2016	SEVP BRI Network & Services			
		April 2016 - March 2017	Director of Bank BTN			
		March 2017 - September 2019	Director of Small Business & Bank BNI Network			
		September 2019 - Present	Deputy President Director of BRI			

Policy Regarding Composition Diversity of the Board of Commissioners and Board of Directors

Name	Position	Age (Yrs)	Date of Appointment	Time in office	Gender
Haru Koesmahargyo	Director of Finance	54	23 March 2015	5 years	Male
Priyastomo	Director of Small, Retail & Medium Business	57	18 March 2016	4 Years	Male
Handayani	Director of Consumer	55	18 October 2017	3 years 3 months	Female

Policy Regarding Composition Diversity of the Board of Commissioners and Board of Directors

	Educations	Work Experience		Concurrent Positions		Expertise
		Period	Position	Period	Position	
	Bachelor in Industrial Technology - Universitas Brawijaya	July 2011 - August 2014	General Manager of BRI New York			Investment Banking, Finance & Strategy, Banking
	Master in Investment Banking - Emory University USA	September 2014 - March 2015	BRI Treasury Division Head	-	-	
		March 2015 - January 2021	Director of Finance BRI			
	Bachelor in Animal Husbandry - UGM	April 2015 - December 2015	Jayapura BRI Regional Leader			Micro & Retail Banking, Banking,
	Master of International Management - UGM	January 2016 - March 2016	Bandung BRI Regional Leader			
		March 2016 - May 2017	BRI Compliance Director			
		May 2017 - October 2017	Director of Human Capital	-	-	
		October 2017 - March 2018	Director of Micro & Small Credit			
		March 2018 - September 2019	Director of Micro & Small Credit			
	September 2019 - January 2021	Director of Small, Retail & Medium Busines				
	Bachelor in Dentistry - Universitas Airlangga	January 2013 - December 2014	Director of PT AXA Mandiri			Consumer Banking, Retail Banking, Finance
	Master in Management - Universitas Padjadjaran	December 2014 - April 2015	Director of PT Garuda Indonesia (Persero) Tbk.	-	-	
		April 2016 - October 2017	Director of Bank BTN			
		October 2017 - present	BRI Director of Consumer			

Policy Regarding Composition Diversity of the Board of Commissioners and Board of Directors

Name	Position	Age (Yrs)	Date of Appointment	Time in office	Gender
Supari	Director of Micro Business	54	15 March 2018	2 years 9 months	Male
A. Solichin Lutfiyanto	Director of Compliance	50	15 March 2018	2 years 9 months	Male

Policy Regarding Composition Diversity of the Board of Commissioners and Board of Directors

	Educations	Work Experience		Concurrent Positions		Expertise
		Period	Position	Period	Position	
	Bachelor in Agricultural Technology - Universitas Brawijaya	March 2014 - April 2015	Leader of the BRI Padang Region			Micro & Small Banking, Banking, Strategy
		April 2015 - May 2016	Leader of the BRI Makassar Region			
		May 2016 - May 2017	SEVP UKM & Consumer BRI			
	Master in Agribusiness Management - UGM	May 2017 - October 2017	SEVP Network Management	-	-	
		October 2017 – May 2018	SEVP Transformation			
		March 2018 - Present	Director of Micro Business			
	Bachelor in Agricultural Product Technology - Universitas Jember	August 2016 - October 2016	Head of Project Management Office (Vice President)			Compliance, GCG, Transaction Banking
	Master of Marketing Management - UGM & Agder College University, Norway	October 2016 – July 2017	Head of the Transaction Banking Division			
		July 2017 - March 2018	Head of Human Capital Development Division	-	-	
		March 2018 - September 2019	BRI Director of Compliance			
		September 2019 - January 2021	Director of Network & Service			
		January 2021 - Present	BRI Director of Compliance			

Policy Regarding Composition Diversity of the Board of Commissioners and Board of Directors

Name	Position	Age (Yrs)	Date of Appointment	Time in office	Gender
Indra Utoyo	Director of Digital, Information Technology & Operations	58	15 March 2017	3 years 9 months	Male
Agus Sudiarto	Director of Risk Management	56	03 September 2019	1 year 3 months	Male
Agus Noorsanto	Director of Institutional & SOE Relations	56	09 September 2019	1 year months	Male

Policy Regarding Composition Diversity of the Board of Commissioners and Board of Directors

	Educations	Work Experience		Concurrent Positions		Expertise
		Period	Position	Period	Position	
	Bachelor in Telecommunication Electrical Engineering - ITB	March 2012 - July 2016	Director of PT Telekomunikasi Indonesia			Information Technology, Digital, Satellite
	Master in Communication & Signal Processing - Imperial College University of London	October 2014 - December 2014	President Commissioner of PT. Telkom Indonesia			
	Doctor in Strategic Management - Universitas Indonesia	August 2016 - March 2017	President Commissioner of PT Metra Digital Innovation (Telkom MDI)	-	-	
		March 2017 - Present	Director of Digital, Information Technology & Operations			
	Bachelor in Constitutional Law - Universitas Indonesia	May 2014 - April 2017	President Director of Bank Syariah Mandiri			Risk Management, Asset & Liability Management, Legal
	Masters in Management - University of Indonesia	April 2017 - September 2019	SEVP Special Asset Management at Bank Mandiri	-	-	
		September 2019 - Present	BRI Director of Risk Management			
	Bachelor in Accounting Economics - Universitas Padjajaran	January 2015 - April 2015	Head of Institutional Relations Division 1 BRI			Corporate Banking, Finance, Consumer Banking
		April 2015 - December 2015	BRI Jakarta Regional 2 Leader			
		January 2016 - April 2016	SEVP BRI Small Medium, & Consumer Bussiness			
	Master in Agribusins - Institut Pertanian Bopgor	May 2016 - December 2017	SEVP BRI Network & Services	-	-	
		December 2017 - September 2019	President Director of BRI Agro			
		September 2019 - Present	BRI's Director of Institutional & SOE Relations			

Policy Regarding Composition Diversity of the Board of Commissioners and Board of Directors

Name	Position	Age (Yrs)	Date of Appointment	Time in office	Gender
Herdy R. Harman	Director of Human Capital	57	09 September 2019	1 year 3 months	Male
Wisto Prihadi*	Director of Compliance	60	18 February 2020	10 months	Male

*) The dismissal was confirmed effective since 11 November 2020 in 21 January EGMS.

Policy Regarding Composition Diversity of the Board of Commissioners and Board of Directors

	Educations	Work Experience		Concurrent Positions		Expertise
		Period	Position	Period	Position	
	Bachelor of Law Universitas Padjajaran	June 2012 - December 2014	Director of Human Capital Management of PT Telekomunikasi Seluler			Human Capital Management, Law
		February 2015 - January 2016	President Commissioner of OT Graha Sarana Duta			
	Master in Management-Asian Institute Management Philippines	January 2016 - June 2019	President Commissioner of PT Infomedia Nusantara	-	-	
	Doctor of Law - American University- Washington College of Law, USA	December 2014 - June 2019	Director of Human Capital Management of PT Telekomunikasi Indonesia Tbk			
		September 2019 - January 2021	BRI Director of Human Capital			
	Bachelor of Economics - Univesitas Kristen Indonesia	February 2018 - July 2018	President Director of PT Bringin Indotama Sejahtera Makmur			
	Master in Agribusiness Manaement - IPB	July 2018 - February 2020	President Director of PT BRI Multifinance Indonesia	-	-	
		February 2018 - November 2020	BRI Director of Compliance			

GCG ASSESSMENT 2020 FOR THE BOARD OF COMMISSIONERS & DIRECTORS

ASSESSMENT OF BOARD OF DIRECTORS PERFORMANCE

Board of Directors performance assessment is carried out regularly every year. It is carried out on collegial Key Performance Indicators (KPI) or joint KPIs and Directorate KPIs (Individuals)

INDIVIDUAL PERFORMANCE ASSESSMENT

The performance of the Directorate (Individual) is assessed based on the achievement of the KPI target of each Directorate with the following explanation:

1. President Director

- Maintained the health of the Bank
- Achieved the business financial targets in accordance with the RKAP and RBB
- Achieved the Government program implementation
- Achieved the increase in business volume
- Maintained quality of earning assets

2. Deputy President Director

- Maintained the health of the Bank
- Achieved the business financial targets in accordance with the RKAP and RBB
- Achieved the Government program implementation
- Achieved the increase in business volume
- Maintained quality of earning assets

3. Directorate of Finance

- *Achieved the financial targets in accordance with the RKAP and RBB*
- *Maintained capital ratio*
- *Achieved subsidiary performance*
- *Achieved the corporate action implementation targets*

4. Directorate of Consumer

- Achieved the CASA and retail savings
- Maintained loan quality for the consumer segment
- Achieved the fee-based income targets for the consumer segment
- Achieved the increased use of Internet Banking (incl. BRImo)

GCG Assessment 2020 for the Board of Commissioners & Directors

5. Directorate of Micro Business

- Achieved the KUR distribution and social assistance target
- Achieved the micro segment loan quality target
- The achievement of micro segment savings and loans target
- Achieved target fee based income for the micro segment

6. Directorate of Small, Retail and Medium Business

- Achieved CASA for the SME segment
- Achieved the supply chain volume
- Maintained loan quality for the SME segment

7. Directorate of Institutional and SOE Relations

- Achievement the business volume targets for institutional segment.
- Achieved savings targets and CASA
- Achieved the increase in the volume of trade finance and bank guarantees

8. Directorate of Corporate Banking

- Achieved fee-based income target for the corporate segment
- Achieved loan and savings targets for the corporate segment
- Achieved the business volume targets for the corporate segment

9. Directorate of Treasury and Global Services

- Achieved the treasury business profit targets
- Achieved the corresponding bank fee based income & interest target
- Achieved UKLN contribution

10. Directorate of Risk Management

- Maintained bank risk profile
- Maintained Bank Soundness Level
- Maintained loan quality and capital ratio

11. Directorate of Compliance

- Improved score of Good Corporate Governance (GCG)
- Achieved the Good Corporate Governance and integrated governance ranking targets
- Achieved the internal fraud control targets

12. Directorate of Networks and Services

- Achieved the network productivity targets
- Maintained customer satisfaction
- Achieved the branchless banking (BRILink) business targets

GCG Assessment 2020 for the Board of Commissioners & Directors

13. Directorate of Human Capital

- Improved the Employee Engagement Index
- Achieved Organization Culture Health Index target
- Achieved the percentage of women and millennials in the C-1 level (1 level below BOD) and C-2 (2 levels below BOD)

14. Directorate of Digital, Information Technology and Operations

- Achievement IT maturity level targets
- Maintained network availability and IT services

15. Directorate of Fixed Asset Management and Procurement

- Achieved the exploitation and investment budget management targets
- Achieved the realization of exploitation work and non-IT investment targets

16. Directorate of Change Management & Transformation Office

- Achieved the Company's project management targets
- Achieved the of outcomes target from business and process transformation

17. Internal Audit Work Unit

- Maintained losses due to weakness in internal controls
- Achieved the company performance key indicators

COLLEGIAL BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

The 2020 Collegiate Directors Performance Assessment refers to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-11/MBU/11/2020 dated 12 November 2020 concerning Management Contracts and Annual Management Contracts for the Directors of State-Owned Enterprises. The measured performance evaluation criteria are as follows:

1. Economic and Social Value for Indonesia which consists of financial and social aspects
2. Business Model Innovation
3. Technology Leadership
4. Increase in Investment
5. Talent Development

GCG Assessment 2020 for the Board of Commissioners & Directors

Collegial Board of Directors performance assessments can be seen in the table below

Perspective	Weight	Measurement
Economic and Social Value for Indonesia	6.0%	Minimum Pre-Provision Operating Profit (PPOP) is achieved in accordance with the 2020 Revised RKAP
	7.0%	Minimum Net Profit After Tax (NPAT) is achieved in accordance with the 2020 Revised RKAP
	2.0%	Minimum Capital Adequacy Ratio (CAR) is achieved in accordance with the Revised RKAP 2020
	5.0%	RAROC (Risk Adjusted Return on Capital) is achieved at a minimum according to the Revised RKAP 2020
	4.0%	Maximum Credit Cost is achieved in accordance with the Revised RKAP 2020
	8.0%	Minimum KUR distribution is in accordance with 95% of the government's target quota
	5.0%	KUR yield is higher than interest cost (COF)
	6.0%	The distribution of social assistance programs is at least 90% of the Government quota
Business Model Innovation	5.0%	Implementation of agreed business model innovation initiatives to create a long-term unique value proposition for BRI, PNM, Pegadaian inbreng plans according to milestones
	7.0%	The growth of retail customers using Internet Banking (inc. BRImo) facilities is higher than last year
	5.0%	The results of the customer satisfaction survey by independent surveyors are better than last year
Technology Leadership	4.0%	Project milestone / progress report completion of planned tech initiatives on the development of the business ecosystem
	3.0%	There was no IT security (cybersecurity) breach incident
	3.0%	Minimum IT Maturity Level reaches Level 3
Investment Increase	5.0%	Implementation of BSM, BRIS and BNIS merger according to the milestone
	5.0%	Good Corp. Governance (GCG) Score is better than last year

GCG Assessment 2020 for the Board of Commissioners & Directors

Perspective	Weight	Measurement
Talent Development	4.0%	% of women nominated talent at level C-1 (1 level below BOD) and C-2 (2 level below BOD) are better than last year
	4.0%	% of millennials (<40 years) in top talent at level C-1 (1 level below BOD) and C-2 (2 levels below BOD) are better than last year
	4.0%	Employee engagement / development index is better than last year
	4.0%	Ratification of the establishment of the BUMN Institute Cluster / Sub-Cluster
	4.0%	SOE approval for the Cluster / Sub-cluster Talent Development Program, including the succession program for the Board of Directors and the development of young top talent (<= 40 years)
Overall Weight Total	100.0%	

BOARD OF COMMISSIONERS ASSESSMENT

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). In addition, the Board of Commissioners also conducts a review on the implementation of the Board of Commissioners Committees' and Secretariat duties in accordance with the targets in the Work Plan and Budget.

Based on the results of the review and self-assessment of the Board of Commissioners and Committee performance, all work plans that have been set in early 2020 has been 100% implemented in accordance with the targets.

1. Assessment 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 2020 assessment of the Board of Commissioners criteria are as follows:

No	Assessment Perspectives	Assessment Aspects	Indicators	Parameters	Weight (%)	
1	Learning & Growth Perspective	Board of Commissioners Organization	a	Board of Commissioners Organization is in accordance with the regulations	Board of Commissioners Organization is in accordance with the applicable regulations	2,00
			b	Board of Commissioners Organ Organization is in accordance with the regulations	Board of Commissioners Organ Organization is in accordance with the applicable regulations	2,00
		Board of Commissioners Competence Development	a	New Board of Commissioner Orientation Program	All the new Board of Commissioners attended the orientation program	2,00
			b	Members of the Board of Commissioners possessed the competence in accordance with applicable regulations	Nine out of 10 all members of the Board of Commissioners passed the OJK fit and proper test and fulfilled the Risk Management Certification obligations in accordance with the provisions	2,00
			c	Education/training/seminar programs to improve competence	Each member of the Board of Commissioners participates at least once	2,00
Sub Total					10,00	
2	Internal Procces	Planning	a	Ratification of the Board of Commissioners Work Plan & Budget	Board of Commissioners Work Plan & Budget was approved before the year the Work Plan & Budget is effective (December 31 at the latest)	2,50
			b	On time Bank Business Plan approval and/or revision	The Bank Business Plan is ratified before November 30 and the Revised Bank Business Plan is ratified by the Board of Commissioners before June 30 every year	5,00
		Implementation	a	Approval of corporate action or action of the Board of Directors that require the approval of the Board of Commissioners according to rules	Request of approval of the Board of Commissioners on the Board of Directors proposals is provided at the latest 15 working days since received by the Board of Commissioners	5,00
			b	Board of Commissioners Meetings are held in accordance with the provisions and targets	Board of Commissioners Meetings are held at least once a month and Board of Commissioners Meetings with the Board of Directors are held at least once every four months.	10,00
			c	Formulate the Nomination Policy and Implementation of the Company management Candidates Nomination Process including subsidiaries under the authority of the Board of Commissioners	Recommendation Letter for Company Management Candidate submitted to Company Nomination Policy Series A Dwi Warna Shareholders	2,50

GCG Assessment 2020 for the Board of Commissioners & Directors

No	Assessment Perspectives	Assessment Aspects	Indicators	Parameters	Weight (%)	
			d	Develop the Board of Directors and the Board of Commissioners remuneration policies and structure	Board of Directors and the Board of Commissioners Remuneration Policy. Recommendations on the Board of Commissioners and the Board of Directors remuneration structure submitted to Series A Dwi Warna Shareholders.	2,50
			e	Appointment of a Public Accountant Firm on the Company's Financial Statements	Recommendation of Public Accountant Firm to carry out the audit of the company's financial statements is given before the Company's Annual GMS	5,00
		Supervision	a	Working Visit of the Board of Commissioners	All Regional Offices are visited at least once by a Member of the Board of Commissioners	7,50
				Implementation of Internal Control Review	Review of Internal Audit's Annual Audit Planning (PAT) and evaluation of internal audit implementation	2,50
			b	Review of Internal Audit's Annual Audit Planning (PAT) and evaluation of internal audit implementation	Internal audit audit report review and follow-up on findings are carried out in accordance with the provisions and on time according to the target	2,50
			c	Implementation of Internal Audit Report Review and follow-up on external audit results	External audit report review and follow-up on findings were carried out in accordance with the provisions and were on time	2,50
			d	Implementation of Financial Report Review	Review of financial statements was carried out in accordance with the provisions and was on time	2,50
Sub Total					50,00	
3	Compliance Perspective	Implementation of corporate activities in accordance with Good Corporate Governance	a	GCG Self Assessment Implementation	GCG SA was carried out every semester in accordance with the provisions and was on time	2,50
			b	Integrated Governance Self Assessment (SA) Implementation	The Integrated Governance SA was carried out every semester in accordance with the provisions and was on time	2,50
			c	Public Accountant's Opinion on the Company's Financial Statements	Unqualified Public Accountant Opinion	5,00
			d	CGPI assessment score is better than the previous year	The 2019 CGPI assessment score of 93.25 exceeds the previous year's score of 90.5	2,50

GCG Assessment 2020 for the Board of Commissioners & Directors

No	Assessment Perspectives	Assessment Aspects	Indicators	Parameters	Weight (%)	
		Implementation of Oversight function on Risk Management	a	Implementation of a review of the Risk Profile Report	Implementation of a review of the Risk Profile Report every three months in accordance with the provisions and on time according to the target	10,00
			b	Implementation of compliance function	Compliance function self-assessment review score is carried out every semester	2,50
			c	Review on Risk Profile Report and Compliance Function as well as bank soundness level.	Review on the Compliance function and bank soundness level is carried out every semester in accordance with the provisions and on time according to the target	2,50
			d	Integrated Internal Control Adequacy Review, Integrated Risk Profile, Integrated Governance Implementation, and Integrated Governance Annual Report.	The Integrated Internal Control Adequacy Review, Integrated Risk Profile, Integrated Governance Implementation, and Integrated Governance Annual Report is carried out every semester in accordance with the provisions and on time	2,50
Sub Total					30,00	
4	Financial Perspective	Assessment of profitability and capital aspects	a	Net Profit	Achievement of net profit target according to Work Plan & Budget	2,50
			b	Assets	Achievement of asset targets according to Work Plan & Budget	2,50
			c	NPL	Achievement of NPL targets according to Work Plan & Budget	2,50
			d	CAR	Achievement of CAR targets according to Work Plan & Budget	2,50
Sub Total					10,00	
TOTAL					100,00	

The achievement of the above performance indicators is calculated based on a weighted average with the following assessment criteria:

- Score 80 - 100 = Very Good
- Score 70 - < 80 = Good
- Score 55 - < 70 = Fairly Good
- Score < 55 = Not Good

2. Assessment Process Mechanism

The Board of Commissioners conducts a self-assessment on their Key Performance Indicators achievement. The assessment is carried out by the Board of Commissioners in the Internal Meeting and the results become the basis of the corrective measures in improving the performance of the Board of Commissioners members and the Committees under the Board of Commissioners.

3. Board Performance Assessment Results

Based on the results of the Board of Commissioners' self-assessment in accordance with the targets and indicators set, the Key Performance Indicators (KPI) of the Board of Commissioners in 2020 achieved the 100 score with "Very Good" criteria with the following details:

GCG Assessment 2020 for the Board of Commissioners & Directors

No	Assessment Perspectives	Assessment Aspects	Indicators	Parameters	Weight (%)	Targets	Achievements	Score	Final Score		
1	Learning & Growth Perspective	Board of Commissioners Organization	a	Board of Commissioners Organization is in accordance with the provisions.	The Board of Commissioners organization complies with applicable regulations	2,00	The Board of Commissioners Organization is in accordance with the provisions of POJK, KBUMN and Regulators	The organization of the Board of Commissioners and the organs under the Board of Commissioners have complied with the provisions of the regulator	1,00	2,00	
			b	Board of Commissioners Organ Organization is in accordance with the provisions	Board of Commissioners Organization is in accordance with applicable provisions	2,00	The Board of Commissioners Organ Organization is in accordance with the provisions of POJK, KBUMN and Regulators	The organization of the Board of Commissioners is stated in the BRI Board of Commissioners Guidelines and Code of Conduct	1,00	2,00	
		Board of Commissioners Competence Development	a	New Board of Commissioners orientation programs	All new Board of Commissioners member attended the Board of Commissioners orientation programs	2,00	All newly appointed Board of Commissioners received Board of Commissioners orientation programs	During 2020 there were five new members of the Board of Commissioners Kartiko Wirjoatmodjo, Ari Kuncoro, Zulnahr Usman, Dwi Ria Latifa, and Rabin Indrajad Hattari who participated in the Board of Commissioners orientation program	1,00	2,00	
			b	Members of the Board of Commissioners have the suitable competence in accordance with applicable regulations	All members of the Board of Commissioners have passed the OJK fit and proper test and have fulfilled the MR Certification obligations in accordance with the provisions	2,00	All members of the Board of Commissioners have passed the OJK fit and proper test and have fulfilled the MR Certification obligations in accordance with the provisions	Nine members of the Board of Commissioners have passed the OJK fit and proper test and 1 Commissioner is waiting for the results All Board of Commissioners have MR Certification in accordance with the provisions	0.90	1,80	
			c	Education / training / seminar programs to improve competence	Each member of the Board of Commissioners participates at least once	2,00	All members of the Board of Commissioners attend at least one training or seminar in one year	All members of the Board of Commissioners have attended the training at least once a year	1,00	2,00	
		Sub Total 1					10,00				9,80
		2	Internal Procces	Planning	a	Ratification of the Work Plan and Budget of the Board of Commissioners	The Board of Commissioners Work Plan & Budget is ratified before the year it is effective (December 31 at the latest)	2,50	The Board of Commissioners Work Plan & Budget is ratified before the year it is effective (December 31 at the latest)	The Board of Commissioners 2020 Work Plan & Budget was ratified on December 30, 2019	1,00
b	On time Approval and/or revision of Bank Business Plan.				The Bank Business Plan is ratified before 30 November and the Revised Bank Business Plan is approved by the Board of Commissioners before 30 June every year	5,00	The Board of Commissioners provides approval and response to the Bank Business Plan proposal to the Board of Directors no later than November 30, 2018	The Board of Commissioners has approved the 2020-2022 BRI Bank Business Plan and 2020 Work Plan & Budget on November 21, 2018	1,00	5,00	
Implementation	a			Approval of corporate actions or actions of the Board of Directors that require the approval of the Board of Commissioners in accordance with the provisions	The application for approval from the Board of Commissioners on the proposal of the Board of Directors shall be submitted no later than 15 working days from receipt by the Board of Commissioners	5,00	The Board of Commissioners responds to requests for approval of corporate actions or actions of the Board of Directors that require approval from the Board of Commissioners in accordance with the provisions	During 2020, there were 41 responses and approvals submitted by the Board of Commissioners for all requests submitted by the Board of Directors	1,00	5,00	

GCG Assessment 2020 for the Board of Commissioners & Directors

No	Assessment Perspectives	Assessment Aspects	Indicators	Parameters	Weight (%)	Targets	Achievements	Score	Final Score	
			b	Meetings of the Board of Commissioners are held in accordance with 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 4 months.	10,00	The Board of Commissioners meets at least once a month and the Board of Commissioners meets the Board of Directors at least once every 4 months.	During 2020 there were 71 Board of Commissioners Meetings with the Board of Directors and 74 Committee Meetings under the Board of Commissioners	1,00	10,00
			c	Formulate the Nomination Policy and Implementation of the Nomination Process of the Company management Candidates, including subsidiaries under the authority of the Board of Commissioners	a.Recommendation Letter for Candidate Management of the Company submitted to Series A Dwi Warna Shareholders b.Company Nomination Policy	2,50	a. The Board of Commissioners submits the Nomination Letter for the Company's Management no later than the third Sunday of March 2020. b. The Company's Nomination Policy is available in accordance with the provisions	Proposals for candidates for BRI Company Management were submitted on February 18, 2020. The Board of Commissioners has determined the policy for the Nomination of Members of the Board of Commissioners and the Board of Directors with the Decree of the Board of Commissioners dated July 28, 2015	1,00	2,50
			d	Develop remuneration policies and remuneration structure 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	a. There are provisions for the Board of Commissioners regarding the Remuneration Policy for the Board of Directors and the Board of Commissioners. b.Recommendations for the remuneration structure for the Board of Commissioners and Directors submitted to Series A Dwi Warna Shareholders are submitted no later than the first week of June 2020	The Board of Commissioners has policies as follows: Remuneration Policy for the Board of Directors and the Board of Commissioners Remuneration Governance Policy Implementation of Deferred Remuneration The Board of Commissioners has submitted the proposed income of the Board of Directors and the Board of Commissioners for 2020 and tantiem for the performance in 2019 to the Series A Dwivarna Shareholder on January 28, 2020	1,00	2,50
			e	Appointment of a Public Accountant Firm for the Company's Financial Statements	The recommendation of Public Accountant Firm to carry out an audit of the company's financial statements is given before the Company's Annual GMS	5,00	The recommen-dation of Public Accountant Firm to carry out an audit of the company's financial statements is given before the Company's Annual GMS	The proposal for Public Accountant Firm to carry out a general audit of the consolidated financial statements and the financial statements of BRI PKBL for the financial year 2020 is submitted before the 2020 AGMS, which is January 24, 2020	1,00	5,00
		Supervision	a	The Working Visit of the Board of Commissioners	All Regional Offices are visited at least once by a Member of the Board of Commissioners	7,50	The Board of Commissioners carries out a working visit to the Regional Office	During 2020 the Board of Commissioners carried out 17 working visits to the BRI Regional Office and overseas units	1,00	7,50
				Implementation of Internal Control Review	Review of IAU's Annual Audit Planning (PAT) and evaluation of internal audit implementation	2,50	The review of IAU's Annual Audit Planning (PAT) and evaluation of the implementation of the internal audit are carried out according to the specified time target.	The review of IAU's Annual Audit Planning (PAT) and evaluation of the implementation of the internal audit is submitted according to the target on January 13, 2020	1,00	2,50

GCG Assessment 2020 for the Board of Commissioners & Directors

No	Assessment Perspectives	Assessment Aspects	Indicators	Parameters	Weight (%)	Targets	Achievements	Score	Final Score	
			b	Implementation of Internal Audit Report Review and follow-up on internal audit results.	Internal audit report review and follow-up on findings are carried out in accordance with the provisions and on time according to the target.	2,50	Recommendations from the Board of Commissioners on the results of the internal audit and follow up on the findings are carried out 4 times in accordance with the provisions and on time according to the target.	Written recommendations on the results of the internal audit in the form of opinions and suggestions from the Board of Commissioners to the Board of Directors have been carried out in accordance with the provisions.	1,00	2,50
			c	Implementation of Internal Audit Report Review and follow-up on external audit results.	External audit report review and follow-up on findings are carried out in accordance with the provisions and on time according to the target.	2,50	The recommendations of the Board of Commissioners on the results of the external audit and follow-up on the findings are carried out in accordance with the provisions and on time according to the target.	Written recommendations in the form of opinions and suggestions from the Board of Commissioners to the Board of Directors are in accordance with the provisions and target time.	1,00	2,50
			d	Implementation of Financial Report Review.	Review of financial statements is carried out in accordance with the provisions and on time according to the target.	2,50	Review of financial statements is carried out in accordance with the provisions and on time according to the target.	The review of the financial statements is carried out quarterly and based on the review and discussion of SKAI with the Audit Committee, there is no indication of the need for material modifications due to inconsistency in the presentation of items in the Draft Financial Statements of the Company.	1,00	2,50
Sub Total					50,00				50,00	
3	Compliance Perspective	Implementation of corporate activities in accordance with Good Corporate Governance	a	Implementation of the GCG Self-Assessment	GCG Self-Assessment is carried out every semester in accordance with the provisions and on time according to the target	2,50	GCG Self Assessment is carried out 2 times a year	In 2020, the Board of Commissioners has carried out the SM II 2019 and SM I 2020 GCG self-assessments and provided written recommendations in the form of opinions and suggestions from the Board of Commissioners to the Board of Directors.	1,00	2,50
			b	Implementation of Integrated Governance Self-Assessment	The integrated GCG Self-Assessment is carried out every semester in accordance with the provisions and on time according to the target.	2,50	Integrated GCG Self-Assessment is carried out every semester	The Integrated GCG self-assessment in 2020 was carried out 2 times, namely SA TKT SM II 2019 and SA TKT SM I 2020, which were carried out according to the provisions and on time.	1,00	2,50
			c	Public Accountant's Opinion on the Company's Financial Statements	Unqualified Public Accountant Opinion	5,00	Unqualified Public Accountant Opinion	Unqualified Public Accountant Opinion	1,00	5,00
			d	Score of Corporate Governance Perception Index (CGPI)	CGPI's score on target	2,50	CGPI's score was higher from the previous year (90.75)	CGPI's score of 93.25	1,00	2,50
		Implementation of Oversight function on Risk Management	a	Review on Risk Profile Report	The implementation of a review of the Risk Profile Report every three months in accordance with the provisions and on time according to the target.	10,00	There are written recommendations in the form of opinions and suggestions from the Board of Commissioners. Implementation of a review of the Risk Profile Report.	The Board of Commissioners has submitted written recommendations in the form of opinions and suggestions to the Board of Directors on the risk profile report every quarter.	1,00	10,00

GCG Assessment 2020 for the Board of Commissioners & Directors

No	Assessment Perspectives	Assessment Aspects	Indicators	Parameters	Weight (%)	Targets	Achievements	Score	Final Score	
			b	Implementation of compliance function.	a. The review of BRI's compliance function is carried out every semester. b. Self-Assessment Review Score Implementation of the compliance function is carried out every semester.	2,50	Compliance risk rating is still within good limits, namely rating 2 (Low to Moderate) according to the OJK assessment.	Compliance Risk is still within good limits, namely rating 2 (Low to Moderate).	1,00	2,50
			c	Review on Risk Profile Report and Compliance Function as well as bank soundness level.	The implementation of a review of the Compliance function and bank soundness level is carried out every Semester in accordance with the provisions and on time according to the target.	2,50	There is a written recommendation from the Board of Commissioners on the review of the compliance function and bank soundness level which is carried out every semester.	The Board of Commissioners submits written recommendations in the form of opinions and suggestions to the Board of Directors on the implementation of the Compliance function and bank soundness in Semester II of 2019 and Semester I of 2020.	1,00	2,50
			d	Implementation of the review of the Adequacy of Integrated Internal Control, Integrated Risk Profile, Implementation of Integrated Governance, and Integrated Governance Annual Report.	Implementation of the Integrated Internal Control Adequacy Review, Integrated Risk Profile, Integrated Governance Implementation, and Integrated Governance Annual Report is carried out every semester in accordance with the provisions and on time according to the target.	2,50	There is a written recommendation from the Board of Commissioners on the Adequacy of Integrated Internal Control, Integrated Risk Profile, Integrated Governance Implementation, and Integrated Governance Annual Report implemented every semester.	The Board of Commissioners submits written recommendations in the form of opinions and suggestions from the Board of Commissioners to the Board of Directors on the Adequacy of Integrated Internal Control, Integrated Risk Profile, Implementation of Integrated Governance, and Annual Reports of Integrated Governance for Semester II of 2019 and Semester I of 2020.	1,00	2,50
Sub Total					30,00				30,00	
4	Financial Perspective	Assessment of profitability and capital aspects	a	Net Profit	Achievement of net profit target according to Work Plan & Budget	2,50	13,37	3,17	1,37	3,42
			b	Assets	Achievement of asset targets according to Work Plan & Budget	2,50	1.413,30	1.421,30	1,01	2,52
			c	NPL	Achievement of NPL targets according to Work Plan & Budget	2,50	3,30%	2,94%	1,12	2,80
			d	CAR	Achievement of CAR targets according to Work Plan & Budget	2,50	18,37%	20,62%	1,12	2,80
Sub Total					10,00				11,54	
Total					100,00				101,34	

GCG Assessment 2020 for the Board of Commissioners & Directors

ASSESSMENT OF THE BOARD OF COMMISSIONERS BY EXTERNAL PARTIES

1. Performance Assessment of the Board of Commissioners by the GMS

The Board of Commissioners submits the report on the supervisory duties' implementation to the GMS in the Company's annual report where, based on the report, the AGMS declares and grants full acquittal (acquit et de charge) to the Board of Commissioners for supervisory actions carried out in the Fiscal Year ending at the end of the year.

a. Criteria for Evaluation of the Performance of the Board of Commissioners by the GMS

The assessment criteria of the Board of Commissioners performance during 2020 are through the realization of work programs against the targets of 2020 Board of Commissioners Annual Work Plan.

b. Assessors

The performance assessment of the Board of Commissioners is conducted by the Shareholders at the General Meeting of Shareholders.

c. Results of the Board of Commissioners' Performance Assessment by the GMS

The assessment results of the of the Board of Commissioners in 2020 have been achieved according to the set targets of the Annual Work Plan, and the Company's oversight duties during the relevant year has been carried out in accordance with the prevailing laws and regulations.

2. Assessment of the Board of Commissioners Based on the GCG Self-Assessment

The Board of Commissioners' assessment on the implementation of GCG in the Company according to the provisions of OJK Circular No.13/SE.OJK/2017 includes the Implementation of Duties and Responsibilities of the Board of Commissioners (factor 1), Completeness and Implementation of Committee Duties (factor 3) and Handling Conflicts of Interest (factor 4).

a. The Board of Commissioners' GCG Self-Assessment Criteria

The GCG assessment by the Board of Commissioners is carried out in a

comprehensive and structured manner and includes 3 aspects of governance: governance structure, governance process and governance outcome.

b. The Assessors

The Board of Commissioners and Committee Members under the Board of Commissioners.

c. GCG Self-Assessment Results by the Board of Commissioners

The results of the Board of Commissioners' GCG self-assessment on the implementation of GCG in 2020 were ranked 1 with the following details:

Assessment Aspects	Implementation Rating
Governance Structure	1
Governance Process	1
Governance Outcome	1
Average	1 (Very Good)

3. Assessment of the Board of Commissioners by an Independent Institution

The Board of Commissioners' performance assessment on the implementation of GCG is carried out by an independent institution through the GCG implementation assessment program: Corporate Governance Perception Index (CGPI) with the theme «Building Competitive Advantage within the GCG Framework».

a. Assessment Scope and Mechanisms

The scope of assessment includes Compliance, Comformance and Performance. The assessment consists of 3 stages, namely Self-Assessment, Documentation, and Observation of the implementation of GCG.

b. The Assessors

The Indonesian Institute for Corporate Governance (IICG).

c. Rating result

The score results of the Company's CGPI assessment was 93.75 with a rating of "Highly Trusted" with detailed scores of (Governance Structure: 25.24, Governance Process: 33.87, and Governance Outcome: 34.14). This score is an increase compared to the previous year's assessment score of 90.75.

REMUNERATION POLICY OF THE BOARD OF COMMISSIONERS AND DIRECTORS

The remuneration policy of the Board of Commissioners and Directors is conducted by considering the effective risk management, the Bank's financial stability, the Bank's adequacy and capital, short-term and long-term liquidity needs, and potential future earnings. The remuneration policy is guided by the provisions of the OJK, the Regulation of the Minister of BUMN, and the provisions of the prevailing laws and regulations:

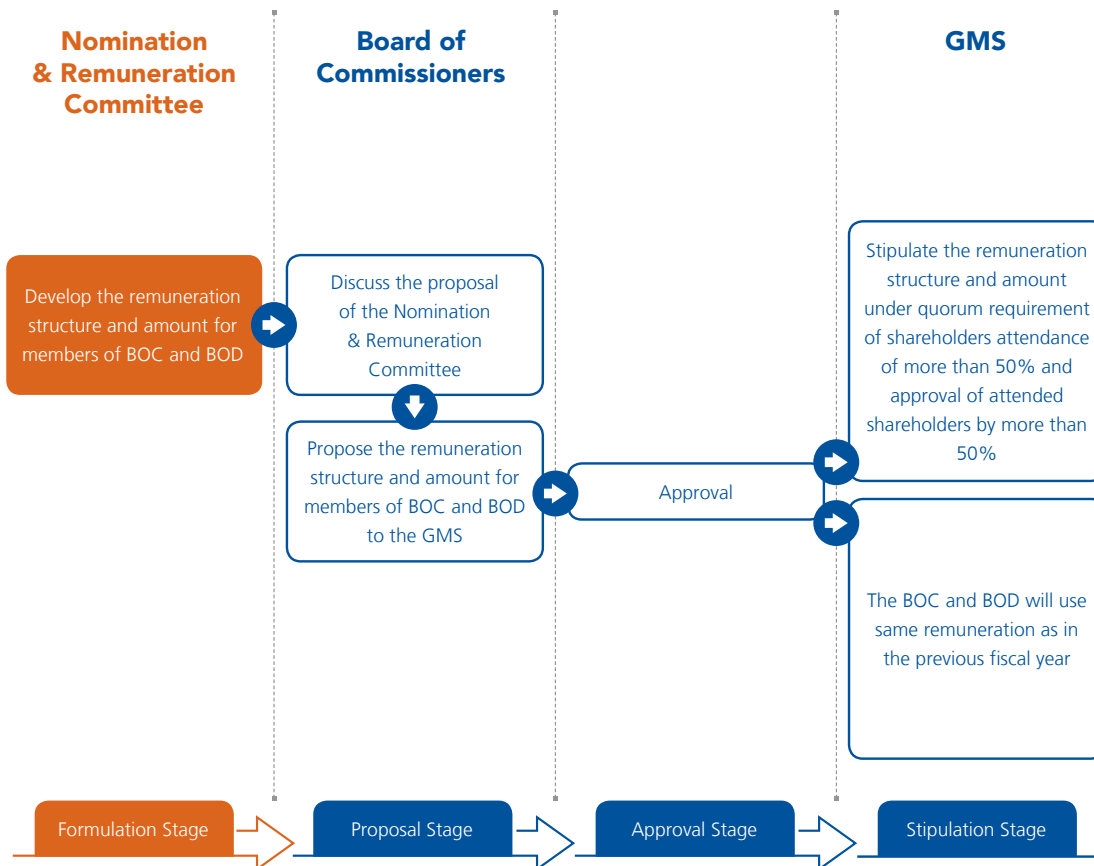
1. Law No. 40 of 2007 concerning Limited Liability Companies
 - a. Article 113, honorarium and allowances for the Board of Commissioners are determined by the GMS.
 - b. Article 96, the amount of salary and allowances for members of the Board of Directors shall be determined by the GMS and the authority of the said GMS can be delegated to the Board of Commissioners.
2. Regulation of the Minister of BUMN No. PER-01/MBU/05/2019 concerning the Fourth Amendment to the Regulation of the Minister of BUMN No. PER-04/MBU/2014 concerning Guidelines for Determining the Remuneration of Directors, Board of Commissioners, and Supervisory Board of State Owned Enterprises, the components of the income of the Board of Commissioners are: honorarium, allowances, facilities and bonuses.
3. Financial Services Authority Regulation No. 45/POJK.03/2015 dated 23 December 2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks, that:
 - a. Remuneration for the Board of Commissioners and the Board of Directors must observe the prudence principle which aims to encourage prudent risk taking in maintaining the Company's business continuity.
 - b. The Nomination and Remuneration Committee is obliged to evaluate the remuneration policy based on performance, risk, fairness with peer groups, targets and the Bank long-term strategies, reserves fulfillment as regulated in laws and regulations and the Bank's potential future earnings as well as to submit evaluation and recommendations results to the Board of Commissioners.
 - c. The Company can postpone deferred variable remuneration (Malus) or withdraw variable remuneration that has been paid (Clawback) to officials who are classified as Material Risk Taker (MRT).

Guided by the provisions above, the Nomination and Remuneration Committee provides the recommendations to the Board of Commissioners on the evaluation of remuneration by considering the Company's performance, business size, and remuneration survey results in the banking industry.

The Board of Commissioners proposes the salary/honorarium determination, allowances and facilities as well as bonuses for the Board of Commissioners and Directors to the General Meeting of Shareholders by considering the Nomination and Remuneration Committee recommendations.

Remuneration Policy of the Board of Commissioners and Directors

Board of Commissioners and Board of Directors Remuneration Determination Procedures



Procedure Stages	Activities
Formulation	<p>Nomination and Remuneration Committee</p> <p>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.</p>
Proposal	<p>Board of Commissioners</p> <p>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.</p>

Remuneration Policy of the Board of Commissioners and Directors

Procedure Stages	Activities
Stipulation	<p>General Meeting of Shareholders (GMS)</p> <p>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.</p> <p>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.</p> <p>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.</p>

BOARD OF COMMISSIONERS REMUNERATION STRUCTURE

The remuneration structure of the Board of Commissioners members include the following:

1. Honorarium and Tantiem
The Honorarium and Tantiem for President Commissioner is stipulated at 50% of the President Director salary, while the Honorarium and Tantiem for Vice President Commissioner and members of the Board of Commissioners is set at respectively 95% and 90% from the Honorarium of President Commissioner.
2. Benefits
The Board of Commissioners receives the following benefits:

No	TYPES	DESCRIPTION
1.	Religious Holidays Allowance (THR)	<ol style="list-style-type: none"> 1. The Religious Allowance is granted since the General Meeting of Shareholders appointed the member. 2. The maximum amount of Religious Allowance is 1 (one) time monthly honorarium and paid-in full.
2.	Transportation Allowance	<ol style="list-style-type: none"> 1. Transportation allowance is given each month at 20% of monthly honorarium of each member of the Board of Commissioners. 2. In the event that the Commissioner has been granted a vehicle facility by way of rental as stipulated in the previous decree, then it is regulated as follows: <ul style="list-style-type: none"> • The provisions of vehicle facilities shall be guided by prior decisions until their lease term expires, and subsequently follow the provisions of point a above. • For the Commissioner who resign from his/her position, and the rental period of the vehicle has not expired yet, they will be given the opportunity to buy a vehicle for the remaining unpaid lease, with the purchase price of the vehicle to be negotiated with the vendor. The Commissioner is given a transitional period of 30 (thirty) days to use the vehicle
3.	Post-Employment Insurance	<ol style="list-style-type: none"> 1. Participation in the Post-Employment Insurance Program. 2. The maximum premium is 25% (twenty five percent) of the honorarium per year.
4.	Club Membership	Provided with two Professional Club memberships.
5.	Corporate Attire	Two sets of corporate suits and one batik shirt are provided per year.

Remuneration Policy of the Board of Commissioners and Directors

3. Facilities

The facilities obtained by members of the Board of Commissioners are as follows:

No	TYPE	DESCRIPTION
1.	Health	<ol style="list-style-type: none"> 1. Medical expenses and health care for members of the Board of Commissioners and their families are fully reimbursed by the Company. 2. The family covered is husband / wife and a maximum of three children who have never been married or working and are under 25 years old 3. Health facilities are provided in the form of: <ul style="list-style-type: none"> • outpatient care and medication; • hospitalization and medication; • medical check up. 4. Health facilities in the form of outpatient care and medicine as referred to in letter c above include eye examinations and medications, as well as purchasing glasses that are fully replaced by the company with the following conditions: <ul style="list-style-type: none"> • Frame replacement every two years, a maximum of IDR 15 million • Lens Replacement every 1 Year. 5. Medical check-ups are provided with the following conditions: <ul style="list-style-type: none"> • Medical check up is given once every year • Medical check updates are carried out domestically. 6. In the event that the treating doctor provides a referral for treatment abroad, the provision of health facilities can be given in full. These facilities include transportation and accommodation for the patient and one companion
2.	Legal Aid Facility	<ol style="list-style-type: none"> 1. Legal aid facilities are provided in the event of an action for and on behalf of his position relating to the aims and objectives as well as the company's business activities. 2. Legal aid facilities are provided with procedures and provisions in accordance with the applicable SOE Ministerial Regulation.

4. Other Facilities

Other facilities received by members of the Board of Commissioners are as follows:

No	TYPE	DESCRIPTION
1.	Other Facilities	Members of the Board of Commissioners may be given other facilities in the context of carrying out their operational duties in the form of official trips, giving a laptop / ipad and a driver in accordance with the internal provisions of the company which are regulated in a decision of the Board of Directors.

Remuneration Policy of the Board of Commissioners and Directors

AMOUNT OF REMUNERATION AND FACILITIES FOR MEMBERS OF THE BOARD OF COMMISSIONERS IN 2020

Structure and Amount of Remuneration and Facilities for Members of the BRI Board of Commissioners for the fiscal year 2020

No	Name	Honorarium	THR *)	Tantiem **)	Transportation Allowance	Post Tenure Insurance Premium	Corporate Attire
1	Kartika Wirjoatmodjo	√	-	-	√	√	-
2	Ari Kuncoro	√	-	-	√	√	√
3	Nicolaus Teguh Budi Harjanto	√	-	√	√	√	√
4	Rofikoh Rokhim	√	-	√	√	√	√
5	Hadiyanto	√	-	√	√	√	√
6	Hendrikus Ivo	√	-	√	√	√	√
7	Rabin Indrajad Hattari	√	-	-	√	√	√
8	R. Widyo Pramono	√	-	-	√	√	√
9	Zulnihar Usman	√	-	-	√	√	√
10	Dwi Ria Latifa	√	-	-	√	√	√
11	Andrinof A. Chaniago ***)	√	-	√	√	-	√
12	Fuad Rahmany ***)	√	-	√	√	-	-
13	A. Sonny Keraf ***)	√	-	√	√	-	-
14	RR. Loeke Larasati A ***)	√	-	√	√	-	-
15	Wahyu Kuncoro ****)	-	-	√	-	-	-
16	Gatot Trihargo ****)	-	-	√	-	-	-
17	Mahmud *****)	-	-	√	-	-	-
TOTAL		17,475,758,790		101,233,514,242	3,407,118,000	4,483,957,500	617,994,454

*) THRK is not given in 2020 according to the Letter of the Minister of SOE RI No. S-255/MBU/04/2020

**) pre-tax bonus for the 2019 financial year

***) Honorably dismissed at the AGMS on 18 February 2020

*****) Firmly dismissed at the AGMS on 18 February 2020

*****) Honorably dismissed at the AGMS on 15 May 2019

Remuneration Policy of the Board of Commissioners and Directors

Remuneration Types and Other Facilities

Board of Commissioners Remuneration Types and Other Facilities	Total Received in 1 year (2020)	
	Personnel	Million (Rp)
Remuneration:		
Salary*	14	17,475
Regular Benefits**	11	4,025
Tantiem***	11	109,287
Natura Facilities:		
Transportation ****	14	3,407
Post Tenure Insurance*****	10	4,483
Remuneration Type per Person in one year	Orang	Jutaan
Above Rp 2 Billion	0	-
Above 1 Billion to 2 Billion*****	10	16,448
Above Rp 500 million to 1 Billion	0	-
Below Rp 500 million*****	4	987

*) including the Board of Commissioners who served in the 2020 period but was dismissed at the AGMS on 18 February 2020

**) Allowances consist of THR, transportation and corporate clothing for the Board of Commissioners who served in the 2020 period

***) Awarded to the Board of Commissioners who served in the 2020 period

****) Including being given to the Board of Commissioners who was dismissed at the AGMS on February 18, 2020

*****) Awarded to the Board of Commissioners who served in the 2020 period

*****) Tax has not been deducted

*****) Including the Board of Commissioners who was dismissed at the AGMS on February 18, 2020

BOARD OF DIRECTORS REMUNERATION STRUCTURE

The Board of Directors remuneration structure refers to the Board of Commissioners Decree R.43-KOM/06/2019 dated 26 June 2020 and Approval of Series A Dwiwarna Shareholders bases on Letter No.: S-421/MBU/D5/06/2020 as follows:

1. Honorarium and Tantiem. The amount of Salary and Tantiem of Directors are set proportionally against the salary and tantiem of the President Director, namely 95% for Vice President Director and 90% for Directors members.
2. Benefits

Types	Amount per Director	Remarks
Religious Holidays Allowance	Allowances at a maximum one (1) time salary per month, pay in full.	Given since the appointment ny GMS.
Housing Allowance	Rp27.5 million/month, including utilization cost.	Is not given to Directors members that occupy the official residence.
Post Tenure Insurance	Maximum premium of 25% (twenty five percent) of annual salary.	Included since declared effective from fit and proper test by OJK.

Remuneration Policy of the Board of Commissioners and Directors

Types	Amount per Director	Remarks
Club Membership	President Director/Vice President Director: 2 (two) Golf Club memberships. 2 (two) Financial Club memberships. 1 (one) Fitness Club membership (family club) 2 (two) Profession Club memberships Director: 1 (one) Golf membership. 1 (one) Fitness Club membership (family club). 2 (two) Profession Club memberships.	Membership is for the development of potential business and relationships.
Corporate Attires	2 (two) corporate suits and 1 (one) batik per year.	Attires for official use.
Communications	Reimbursed as per cost	Two (2) cellphones that can be replaced per year

3. Facilities

TYPE	DESCRIPTION
Health	<ol style="list-style-type: none"> 1. Medical expenses and health care for members of the Board of Commissioners and their families are fully reimbursed by the Company. 2. The family covered is the spouse and a maximum of three children who have never been married or working and are under 25 years old 3. Health facilities are provided in the form of: <ul style="list-style-type: none"> • outpatient care and medication; • hospitalization and medication; • medical check up. 4. Health facilities in the form of outpatient care and medicine as referred to in letter c above include eye examinations and medications, as well as purchasing glasses that are fully replaced by the company with the following conditions: <ul style="list-style-type: none"> • Frame replacement every two years, a maximum of IDR 15 million • Lens Replacement every 1 Year. 5. Medical check-ups are provided with the following conditions: <ul style="list-style-type: none"> • Medical check up is given once every year • Medical check updates are carried out domestically. 6. In the event that the treating doctor provides a referral for treatment abroad, the provision of health facilities can be given in full. These facilities include transportation and accommodation for the patient and one companion
Legal Aid Facility	<ol style="list-style-type: none"> 1. Legal aid facilities are provided in the event of an action for and on behalf of his position relating to the aims and objectives as well as the company's business activities. 2. Legal aid facilities are provided with procedures and provisions in accordance with the applicable SOE Ministerial Regulation.

Remuneration Policy of the Board of Commissioners and Directors

REMUNERATION AMOUNT AND FACILITIES FOR DIRECTORS IN 2020

The Remuneration Structure and Amount and Facilities for BRI Directors fiscal year 2020

NO	Name	Honararium	THR*	Tantiem**
BRI BOARD OF DIRECTORS				
1	Sunarso	√	-	√
2	Catur Budi Harto	√	-	√
3	Haru Koesmahargyo****	√	-	√
4	Agus Noorsanto	√	-	√
5	Priyastomo****	√	-	√
6	Indra Utoyo	√	-	√
7	Supari	√	-	√
8	Ahmad Solichin Lutfiyanto	√	-	√
9	Azizatun Azhimah***	√	-	√
10	Agus Sudiarto	√	-	√
11	Handayani	√	-	√
12	Herdy Rosadi Harman****	√	-	√
13	Wisto Prihadi*****	√	-	√
14	Suprajarto*****	-	-	√
16	Mohamad Irfan*****	-	-	√
17	Sis Apik wijayanto*****	-	-	√
18	R. Sophia Aliza*****	-	-	√
19	Osbal Saragih Rumahorbo*****	-	-	√
20	Kuswiyoto*****	-	-	√
TOTAL		44,915,200,000.00	-	308,766,485,758

*) THR is not given in 2020 (according to the Letter of the Minister of SOE RI No. S-255/MBU//04/2020)

**) pre-tax bonus for the 2019 financial year

***) Honorably dismissed at the AGMS on 18 February 2020

****) Honorably dismissed at the EGMS on 21 January 2021

*****) Firmly dismissed as of 11 November 2020 at the EGMS on 21 January 2021

*****) Honorably dismissed at the EGMS on 9 September 2019

*****) Honorably dismissed at the EGMS on 3 January 2019

Remuneration Policy of the Board of Commissioners and Directors

Medical	Post Tenure Insurance Premium	Housing Allowance	Transportation Allowance	Corporate Attires
√	√	-	√	√
√	√	√	√	√
√	√	√	√	√
√	√	√	√	√
√	√	√	√	√
√	√	√	√	√
√	√	√	√	√
√	√	√	√	√
√	-	√	√	-
√	√	√	√	√
√	√	√	√	√
√	√	√	√	√
√	√	√	√	√
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
776,534,494	11,434,500,000	3,284,416,667	956,781,000	705,124,379

Remuneration Policy of the Board of Commissioners and Directors

Board of Directors

Board of Directors Remuneration Type and Other Facilities	Total Received in 1 year (2020)	
	Personnel	Million (Rp)
Remuneration:		
Salary*	13	44,915
Regular Benefits ***	13	3,989
Tantiem**	19	308,766
Natura Facility:		
Transportation	13	956
Post Tenure Insurance	13	11,434
Remuneration Type per person in one year	Orang	Jutaan
Above Rp 2 Billion	12	44,425
Above 1 Billion to 2 Billion**	0	-
Above Rp 500 million s/d 1 Billion	-	-
Below Rp 500 million	1	489

*) included the Board of Directors served during 2018 period however no longer served following the EGMS on 3 January 2019, EMGS 2 September 2019

***) included the Board of Directors that are dismissed at the GMS 3 January 2019, EGMS 2 September 2019.

***) Allowances consisted of holidays, housing, transportation and corporate attire allowances

DISCLOSURE OF REMUNERATION GOVERNANCE POLICY

The remuneration adjustments are associated with performance and risk.

Remuneration policy on deferred variable and criteria.

Based on the Joint Decree of the Board of Directors and Board of Commissioners No. 09-KOM/ BRI/11/2017 and S.1023-DIR/ KPS/11/2017 dated 30 November 2017, the following matters have been stipulated:

1. For parties designated as MRT, part of the variable remuneration will be suspended.
2. The amount of suspension for Board of Directors and Board of Commissioners is 10% of Tantiem.

Remuneration policy for deferred variables whose payments are delayed or canceled (Malus).

The Company can postpone deferred variable remuneration payments (malus) to the MRT if conditions occur in the form of:

1. Proven the existence of Individual Fraud.
2. Restatement of the company's financial statements as the basis for determining variable remuneration.
3. The risk rating in the last quarter before the time of the Remuneration payment is deferred variable is 4 (Moderate to High) or worse.

Name of external consultant and duties related to the remuneration policy

One of the principles of the Bank's remuneration is externally competitive, in which the Remuneration provided is at a competitive level to the banking industry. As such, the Bank cooperates with Willis Towers Watson in charge of benchmarking and/or conducting Salary Survey, in accordance with the Bank's request regarding remuneration policy.

Remuneration Policy of the Board of Commissioners and Directors

Remuneration package and facilities received by the Board of Directors and Board of Commissioners including remuneration structure and total amount.

Can be found on Sub Chapter of the Board of Directors and Board of Commissioners Remuneration Structure.

Remuneration packages grouped into income levels received by the Board of Directors and Board of Commissioners within 1 year.

Can be found on Sub Chapter of the Board of Directors and Board of Commissioners Remuneration Structure.

Variable remuneration includes:

1. The schemes and reasons for the selection of variable remuneration. The compensation to Employees is provided within the framework of a fair, competitive system, and in line with the Bank's needs and capabilities. The

compensation is divided into 2 (two), i.e.:

- a. Fixed compensation, consisting of Basic Salary and Allowances; and
- b. Variable compensation granted to Employees based on the performance achievement, as follows:
 - i. Performance Allowances. Performance Allowance is a compensation variable stipulated by the Bank at the beginning of the year. Performance Allowances aims to encourage Employees' motivation, to directly reward in achieving and exceeding individual targets, unit target, and bank targets.
 - ii. Bonus.. Bonus is a variable compensation not promised by the Bank. Bonus is granted to Employees to give appreciation on the achievement of the Bank's performance.

2. Reasons for differences in variable remuneration (Board of Directors, Board of Commissioners, and Employees).
3. The Company provides greater variable compensation for Marketing Officers. This is due to the following matters:
 - a. Marketing Officers is a profit maker.
 - b. To encourage Marketing Officers to exceed the target set.
 - c. Appreciation to Marketing Officers.

The differences in variable compensation are based on consideration of performance achievement and competence, including the achievement of unit performance and bank's performance.

The Board of Directors, Board of Commissioners, and Employees received variable remuneration (deferred) for 1 (one) year on *tantiem* fiscal year 2019:

Deferred Variable Remuneration Type

No	Name	Position	Variable Remuneration (deferred)*
Direksi			
1	Sunarso	President Director	Shares
2	Catur Budi Harto	Vice President Director	Shares
3	Handayani	Director of Consumer	Shares
4	Supari	Director of Micro Business	Shares
5	Indra Utoyo	Director of Digital, Information Technology, and Operations	Shares
6	Ahmad Solichin Lutfiyanto	Director of Networ and Services	Shares
7	Agus Noorsanto	Director of Institutional and SOE Relations	Shares
8	Haru Koesmahargyo	Director of Finance	Shares
9	Herdy Rosadi Harman	Director of Human Capital	Shares

Remuneration Policy of the Board of Commissioners and Directors

No	Name	Position	Variable Remuneration (deferred)*
10	Agus Sudiarto	Director of Risk Management	Shares
11	Priyastomo	Director of Small Business, Retail, and Medium	Shares
12	Azizatun Azhimah**	Director of Compliance	Shares
13	Wisto Prihadi***	Director of Compliance	-
Board of Commissioners			
1	Kartika Wirjoatmodjo	President Commissioner	-
2	Ari Kuncoro	Vice President Commissioner / Independent Commissioner	-
3	Nicolaus Teguh Budi Harjanto	Commissioner	Shares
4	Rofikoh Rokhim	Independent Commissioner	Cash
5	Hadiyanto	Commissioner	Shares
6	Hendrikus Ivo	Independent Commissioner	Cash
7	Rabin Indrajad Hattari	Commissioner	-
8	R. Widyo Pramono	Independent Commissioner	-
9	Zulnahr Usman	Independent Commissioner	-
10	Dwi Ria Latifa	Independent Commissioner	-
11	Andrinof A. Chaniago ****)	President Commissioner / Independent Commissioner	Cash
12	Fuad Rahmany ****)	Independent Commissioner	Cash
13	A. Sonny Keraf ****)	Independent Commissioner	Cash
14	RR. Loeke Larasati A ****)	Commissioner	Shares
15	Wahyu Kuncoro ****)	Commissioner	Shares
16	Gatot Trihargo *****)	Commissioner	Shares
17	Mahmud *****)	Independent Commissioner	Cash

*) Remuneration that is deferred with a certain percentage of the performance achievement for the 2019 financial year

**) End of tenure at the Annual GMS on 18 February 2020

**) Appointed by the Annual GMS on 18 February 2020 and firmly dismissed as of 11 November 2020

****) Honorably dismissed at the AGMS on 18 February 2020

****) tenure until 2019

*****) Honorably dismissed at the AGMS May 15 2019

Remuneration Policy of the Board of Commissioners and Directors

The amount of deferred variable remuneration is in Rupiah

Description	Total*	Total Nominal (Rp)
Board of Directors	18 personnel	33,717 million
Board of Commissioners	11 personnel	11,054 million
Employees**	88,896 personnel	5.3 trillion

*including the Board of Directors and the Board of Commissioners who served in 2019

** Based on data on employees who received variable remuneration in 2020

Position and total parties of Material Risk Taker set as MRT based on the number of management in the reporting year are as follows:

1. Board of Directors (12 personnel)
2. Board of Commissioners (10 personnel)
3. Senior Executive Vice President (SEVP) (4 personnel)

Share Option Owned by the Board of Directors, Commissioners and Executives

1. Share Option Policy
Data can be found on sub chapter Share Option
2. Total Shares of Directors, Commissioners, Executives prior to Share Option.
Can be found on sub chapter of Shareholdings of BRI Board of Directors and Board of Commissioners.
3. Total designated Share Option.
The Share Option quantity considers aspects of the Bank's

performance, units, and individuals, and taking into account the stock options that have been allocated for share option policies.

4. Total executed share option until the end of 2020. In 2020, there were no share option execution.
5. Price of Granted Option
Data can be found on sub chapter Share Option
6. Share Option Timeline
Data can be found on sub chapter Share Option

Highest and Lowest Salary Ratio

Salary Ratio	2018	2019	2020
Highest and Lowest Employee Salary	36.04	31.24	31.13
Highest and Lowest Board of Directors Salary	1.18	1.16	1.18
Highest and Lowest Board of Commissioners Salary	1.11	1.14	1.11
Highest Board of Directors Salary and Highest Employee Salary	2.56	2.60	2.88

Total recipients and total variable remuneration granted without conditions by the Bank to candidate of the Board of Directors, candidate of the Board of Commissioners, and/or candidate of employees during the first year of employment.

There is no variable compensation guaranteed without condition.

Total employees granted termination and total severance paid.

There were no employees granted termination and no total severance paid.

Remuneration Policy of the Board of Commissioners and Directors

Total deferred variable remuneration consisted of cash and/or shares or shares instruments issued by the Bank.

MRT Parties	Deferred Variable Remuneration (fiscal year 2020)	
	Cash (Gross)	Shares (Rupiah equivalent)
Board of Directors	-	Rp37,717 million
Board of Commissioners	Rp6,654 million	Rp4,400 million
SEVP	Rp1,783 million	106,200 shares

Detailed of total remuneration granted in one year.

1. Fixed or Variable Remuneration

Description	Total
Fixed Compensation	Rp11,124,660 million
Variable Compensation	Rp5,337,232 juta

2. Cash and/or shares types of remuneration or shares-based instruments issued by the Company.

- a. Monthly Salary
- b. Religious Holidays Allowances
- c. Leave Allowances
- d. Performance Allowances
- e. Bonus/Tantiem

Quantitative information on:

1. Total deferred remuneration, either under implicit or explicit adjustment, Not yet implemented during current year.
2. Total remuneration reduction due to explicit adjustment in 2019. Not yet implemented during current year.
3. Total remuneration reduction due to implicit adjustment in 2019, Not yet implemented during current year.

BOARD OF COMMISSIONERS' AND THE BOARD OF DIRECTORS' MEETING

BOARD OF COMMISSIONERS' MEETING

Board of Commissioners Meetings' Policies and Implementation

The implementation of the Board of Commissioners meeting is regulated in the Board of Commissioners Charter. Meetings of the Board of Commissioners consist of Internal Meetings of the Board of Commissioners, Meetings of the Board of Commissioners and Directors and Meetings of the Board of Commissioners and Field Directors. Joint meetings of the Board of Directors and the Board of Commissioners are held continuously. The joint meeting can be initiated by the Board of Commissioners and the Board of Directors. Through this joint meeting, a unified view and harmony of actions can be obtained between the Board of Commissioners as the organ in charge of supervising and providing advice, and the Board of Directors as the executor of the daily operations of the Company.

Meeting Ethics

1. Meetings of the Board of Commissioners shall be held periodically at least once a month.
2. The joint meeting with Directors shall be held periodically at least once in four months; 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.
3. The President Commissioner shall make the meeting invitation. If the President

Commissioner cannot attend or absent, then the meetings invitation can be done by a member of the Board of Commissioners.

4. The meeting invitation by the Board of Commissioners with Directors shall be done in writing and directly delivered to each member of the Board of Commissioners with adequate receipt, or electronic mail (e-mail) no later than five days prior to the meeting, excluding the invitation date and the meeting date, or within a shorter period in the event of urgency.
5. The Board of Commissioners meeting invitation shall be in writing, and delivered physically or through electronic media.
6. The meeting invitations as stated above are not required for meetings that have been scheduled by the decision in the meeting held previously.
7. The meeting guidelines is set as follows:
 - a. In the event that the Board of Commissioners meeting invites the Board of Directors/Director, the Board of Commissioners Secretary can coordinate with the Company's Secretariat Division.
 - b. Meeting shall be convened in the Company's domicile or other location within the areas of the Republic of Indonesia or in the Company's business activities.
- c. The meeting agenda and schedules shall become the responsibility of the Board of Commissioners Secretary by taking into account the input from the Board of Commissioners.
- d. The Board of Commissioners Secretary is responsible to assist, arrange and prepare the meetings and submit the meeting agenda and discussion materials.
- e. The meeting material for the Board of Commissioners meeting that invites the Board of Directors/Director shall at least submitted at the latest three working days prior to the meetings, thereby the Board of Commissioners has sufficient time to review the information and/or request additional information prior to the meetings.
8. 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.
9. 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.

Board of Commissioners' and the Board of Directors' Meeting

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. A 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.
5. In the event that member of the Board of Commissioners and/or Directors cannot attend the meeting physically, then member of the Board of Commissioners and/or Directors shall attend the meeting 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 non-existent 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.
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. 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.

Documentation

The meeting minutes resulted from every meeting shall be prepared, which contained matters being discussed and decided. The meeting minutes is a legitimate documentation for members of the Board of Commissioners and third parties on decision taken in the meeting. The guidelines in preparing the minutes is as follows:

1. The Meeting Results shall be documented in the Meeting Minutes. The Meeting Minutes shall be prepared by a person attending the meeting

Board of Commissioners' and the Board of Directors' Meeting

appointed by the Meeting Chairman, in which shall be signed-off by all members of the Board attending the meeting and its proxies and shall be submitted to all members of the Board of Commissioners. For any dissenting opinions in the meeting shall be clearly stated

in the minutes including its reasons.

- The Meeting Results of the Joint Meetings or the BOC Meetings shall be documented in the Meeting Minutes.
- The Meeting Minutes as stated in point a and b shall be documented by the Compan.

- The Meeting Minutes of the Board of Commissioners serve as a legitimate proof for the Board of Commissioners members and thirs parties regarding the decision taken in the Meeting.

BOARD OF COMMISSIONERS MEETING IMPLEMENTATION IN 2020

1. Joint Meetings of the Board of Commissioners and Directors

NO	DAY & DATE OF MEETINGS	AGENDA	AAC	KWA	AK	RR	HI	RWP	ZU	DRL	AFR	SK	NBH	HD	RIH	LKE
1	Tuesday, January 21, 2020	Financial Performance & Realization of Bank Business Plan 2nd Semester 2018	1	-	-	1	1	-	-	-	1	1	1	1	-	1
2	Tuesday, March 17, 2020	BRI strategic planning in mitigating Corona virus effect	-	1	1	1	1	1	1	1	-	-	1	1	1	-
3	Tuesday, March 24, 2020	Explanation of covid-19 effect to BRI and risk management strategy of BRI	-	1	1	1	1	1	1	1	-	-	1	1	1	-
4	Tuesday, May 12, 2020	1 st quarter 2020 financial performance and achievement evaluation of 1st quarter 2020 bank business plan	-	1	1	1	1	1	1	1	-	-	1	1	1	-
5	Tuesday, May 19, 2020	Proposal of organization changes	-	1	1	1	1	1	1	1	-	-	1	1	1	-
6	Thursday, June 18, 2020	2020-2022 bank business plan revision discussion and 2020 stratetic and budget planning	-	1	1	1	1	1	1	1	-	-	1	1	1	-
7	Tuesday, July 14, 2020	Update on BRI's Participation as a Participating Bank in the context of PMK Number 64 / PMK.05 / 2020	-	1	1	1	1	1	1	1	-	-	1	1	1	-
8	Tuesday, August 11, 2020	Update on covid-19 handling and effect to BRI's worker	-	1	1	1	1	1	1	1	-	-	1	1	1	-
9	Tuesday, August 11, 2020	Proposal of company's logo changes	-	1	1	1	1	1	1	1	-	-	1	1	1	-
10	Tuesday, August 18, 2020	2 nd quarter of 2020 financial performance, bank business plan achievement until 2nd quarter of 2020	-	1	1	1	1	1	1	1	-	-	1	1	1	-
11	Tuesday, November 10, 2020	Discussion of company's logo changes proposal	-	1	1	1	1	1	1	1	-	-	1	1	1	-

Board of Commissioners' and the Board of Directors' Meeting

NO	DAY & DATE OF MEETINGS	AGENDA	AAC	KWA	AK	RR	HI	RWP	ZU	DRL	AFR	SK	NBH	HD	RIH	LKE
12	Tuesday, November 10, 2020	2 nd quarter of 2020 financial performance, bank business plan achievement and strategic and budget planning realization until 3 rd quarter of 2020	-	1	1	1	1	1	1	1	-	-	1	1	1	-
13	Tuesday, November 24, 2020	2021-2021 Bank business plan and 2021 strategic and budget planning discussion	-	1	1	1	1	1	1	1	-	-	1	1	1	-
Total Meeting			1	12	12	13	13	12	12	12	1	1	13	13	12	1
Total Attendance			1	12	12	13	13	12	12	12	1	1	13	13	12	1
% Total Attendance			100%	97%	100%	100%	100%	100%	100%	100%	100%	100%	95%	95%	100%	100%

Note :

AAC : Andrinof A Chaniago
 KWA : Kartiko Wirjoatmodjo
 AK : Ari Kuncoro
 RR : Rofikoh Rokhim
 HI : Hendrikus Ivo
 RWP : R. Widyo Pramono
 ZU : Zulnahr Usman

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 NBH : Nicolaus T. Budi Harjanto
 HD : Hadiyanto
 RIH: Rabin Indrajad Hattari
 LKE : Loeke Larasati Agoestina* (Effective after Fit & Proper Test OJK)

2. Board of Commissioners and Field Directors Meetings

No	DAY AND DATE OF MEETING	AGENDA	AAC	KWA	AK	RR	HI	RWP	ZU	DRL	AFR	SK	NBH	HD	RIH	LKE
1	Thursday, January 9, 2020	Follow up on IT audit results, procurement and BRI Fraud events in 2019	1	-	-	1	1	-	-	-	1	1	1	1	-	1
2	Tuesday, January 28, 2020	BRI Life Strategic Partnership Plan (Garuda Project)	1	-	-	1	1	-	-	-	1	1	0	1	-	1
3	Tuesday, January 28, 2020	Aceh's qanun implementation on BRI regional office conversion to BRISyariah	1	-	-	1	1	-	-	-	1	1	0	0	-	1
4	Tuesday, March 3, 2020	Digitalization on micro business and partnership plan with PNM and Pegadaian	-	0	1	1	1	1	1	1	-	-	1	0	0	-
5	Tuesday, March 10, 2020	Stock buyback plan consultation	-	1	1	1	1	1	1	1	-	-	1	1	1	-
6	Tuesday, March 24, 2020	Discussion on SKAI significant findings about BRI area development, Linkaja topup failure, BRIGUNA credit disbursement	-	1	1	1	1	1	1	1	-	-	1	1	1	-
7	Tuesday, March 31, 2020	Follow up on SKAI significant findings	-	1	1	1	1	1	1	1	-	-	1	1	1	-
8	Tuesday, April 28, 2020	Follow up on SKAI findings	-	1	1	1	1	1	1	1	-	-	1	1	1	-
9	Tuesday, May 5, 2020	Monitoring of PEP credit and corporation credit protfolio affected by covid 19	-	1	1	1	1	1	1	1	-	-	1	1	1	-

Board of Commissioners' and the Board of Directors' Meeting

No	DAY AND DATE OF MEETING	AGENDA	AAC	KWA	AK	RR	HI	RWP	ZU	DRL	AFR	SK	NBH	HD	RIH	LKE
10	Tuesday, May 19, 2020	Credit business process in BRI working unit, human capital management in credit field	-	1	1	1	1	1	1	1	-	-	1	1	1	-
11	Tuesday, June 2, 2020	BRI IT roadmap	-	1	1	1	1	1	1	1	-	-	1	1	1	-
12	Tuesday, June 9, 2020	Mass funding and FBI strategy	-	1	1	1	1	1	1	1	-	-	1	1	1	-
13	Tuesday, June 9, 2020	Proposal of partnership grant from BRI to PT PNM	-	1	1	1	1	1	1	1	-	-	1	1	1	-
14	Thursday, June 11, 2020	Liquidity and FBI Strategy	-	1	1	1	1	1	1	1	-	-	1	1	1	-
15	Thursday, June 11, 2020	Strategic partnership with BRI Life and Garuda Project 2.0 progress report	-	1	1	1	1	1	1	1	-	-	1	1	1	-
16	Thursday, June 18, 2020	Update on credit restructuring	-	1	1	1	1	1	1	1	-	-	1	1	1	-
17	Tuesday, June 23, 2020	Institutional and BUMN business development strategy	-	1	1	1	1	1	1	1	-	-	1	1	1	-
18	Tuesday, June 30, 2020	BRI branch model and services development strategy	-	1	1	1	1	1	1	1	-	-	1	1	1	-
19	Tuesday, July 7, 2020	a. Request for approval in BRILIFE partnership proposal b. Fund provision related to BRILife (repo)	-	1	1	1	1	1	1	1	-	-	1	1	1	-
20	Tuesday, July 14, 2020	Monitoring of transformation implementation in human capital, human capital management in new normal era, BRI employee remuneration policy	-	1	1	1	1	1	1	1	-	-	1	1	1	-
21	Tuesday, July 21, 2020	1. BRI employee culture transformation 2. BRI employee value proposition program	-	1	1	1	1	1	1	1	-	-	1	1	1	-
22	Tuesday, August 11, 2020	Update on Superapp launching preparation	-	1	1	1	1	1	1	1	-	-	1	1	1	-
23	Tuesday, August 18, 2020	Additional capital for BRI Finance Indonesia	-	1	1	1	1	1	1	1	-	-	1	1	1	-
24	Tuesday, September 1, 2020	Workforce planning and BRI and BRI's subsidiaries employee structure	-	1	1	1	1	1	1	1	-	-	1	1	1	-
25	Monday, September 7, 2020	1. OJK examination entry meeting 2020 2. BRI financial statement audit kick off meeting	-	1	1	1	1	1	1	1	-	-	1	1	1	-
26	Tuesday, September 8, 2020	Corporation credit restructuring affected by covid 19	-	1	1	1	1	1	1	1	-	-	1	1	1	-
27	Tuesday, September 8, 2020	Business development strategy and update on small retail credit restructuring affected by covid-19	-	1	1	1	1	1	1	1	-	-	1	1	1	-
28	Monday, September 14, 2020	Discussion of the Board of Commissioners' supervision on bank performance for the first semester of 2020, especially regarding the implementation of OJK regulation related to the Restructuring of the Impact of Covid 19 and the National Economic Recovery program.	-	1	1	1	1	1	1	1	-	-	1	1	1	-

Board of Commissioners' and the Board of Directors' Meeting

No	DAY AND DATE OF MEETING	AGENDA	AAC	KWA	AK	RR	HI	RWP	ZU	DRL	AFR	SK	NBH	HD	RIH	LKE
29	Tuesday, September 15, 2020	Stress test simulation on PSBB effect on BRI credit quality in Jakarta and nation wide	-	1	1	1	1	1	1	1	-	-	1	1	1	-
30	Wednesday, September 23, 2020	Discussion on the proposed SEVP Operations organization, update on the risk and compliance officer of the RCO organization implementation	-	1	1	1	1	1	1	1	-	-	1	1	1	-
31	Wednesday, September 23, 2020	PEN BRI implementation monitoring	-	1	1	1	1	1	1	1	-	-	1	1	1	-
32	Wednesday, September 23, 2020	2020 Impairment losses projection	-	1	1	1	1	1	1	1	-	-	1	1	1	-
33	Tuesday, September 29, 2020	Discussion on Initiative and Strategy of Change Management and Transformation Office Direktorat	-	1	1	1	1	1	1	1	-	-	1	1	1	-
34	Tuesday, October 6, 2020	Update on BRILink development and BRILink synergy with subsidiaries	-	1	1	1	1	1	1	1	-	-	1	1	1	-
35	Tuesday, October 20, 2020	Update on BRI wealth management business development	-	1	1	1	1	1	1	1	-	-	1	1	1	-
36	Thursday October 22, 2020	Macro economic update	-	1	1	1	1	1	1	1	-	-	1	1	1	-
37	Tuesday, October 27, 2020	BRI IT transformation update	-	1	1	1	1	1	1	1	-	-	1	1	1	-
38	Tuesday, December 1, 2020	BRI IT maturity	-	1	1	1	1	1	1	1	-	-	1	1	1	-
39	Tuesday, December 29, 2020	Request for approval to BOC about subordinate lending to PT Danareksa Sekuritas	-	1	1	1	1	1	1	1	-	-	1	1	1	-
40	Tuesday, December 29, 2020	Request for approval to BOC about changing of regulation in Dana Pensiun BRI and Dana Pensiun Performance	-	1	1	1	1	1	1	1	-	-	1	1	1	-
41	Tuesday, December 29, 2020	Micro portfolio analysis in pandemic and PEN implementation	-	1	1	1	1	1	1	1	-	-	1	1	1	-
Total Meeting			3	38	38	41	41	38	38	38	3	3	41	41	38	3
Total Attendance			3	37	38	41	41	38	38	38	3	3	39	39	38	3
% Total Attendance			100%	97%	100%	100%	100%	100%	100%	100%	100%	100%	95%	95%	100%	100%

Note :

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 RIH: Rabin Indrajad Hattari
 LKE : Loeke Larasati Agoestina* (Effective after Fit & Proper Test OJK)

Board of Commissioners' and the Board of Directors' Meeting

3. Board of Commissioners Meeting With Subsidiaries' Management

NO	DAY & DATE OF MEETING	AGENDA	AAC	KWA	AK	RR	HI	RWP	ZU	DRL	AFR	SK	NBH	HD	RIH	LKE
1	Monday, January 27, 2020	DPLK BRI supervisory board governance	1	-	-	1	1	-	-	-	1	1	1	1	-	1
2	Tuesday, February 25, 2020	Integrated risk profile 2nd semester 2019	-	1	1	1	1	1	1	1	-	-	1	1	1	-
3	Tuesday, May 26, 2020	Fund provision for PT Asuransi BRIngin Sejahtera Makmur (BRINS)	-	1	1	1	1	1	1	1	-	-	1	1	1	-
4	Tuesday, October 13, 2020	BRIS corporate action: Project Amanah – sharia SOE's banks merger	-	1	1	1	1	1	1	1	-	-	1	1	1	-
5	Thursday, December 10, 2020	DPLK BRI performance and business plan review	-	1	1	1	1	1	1	1	-	-	1	1	1	-
6	Tuesday, December 15, 2020	Performance and BRINS development planning	-	1	1	1	1	1	1	1	-	-	1	1	1	-
Total meeting			1	5	5	6	6	5	5	5	1	1	6	6	5	1
Total Attendance			1	5	5	6	6	5	5	5	1	1	6	6	5	1
% total attendance			100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Note :

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 AK : Ari Kuncoro
 RR : Rofikoh Rokhim
 HI : Hendrikus Ivo
 RWP : R. Widyo Pramono
 ZU : Zulnihar Usman

DRL : Dwi Ria Latifa
 AFR : A. Fuad Rahmany
 SK : Sonny Keraf
 NBH : Nicolaus T. Budi Harjanto
 HD : Hadiyanto
 RIH : Rabin Indrajad Hattari
 LKE : Loeke Larasati Agoestina* (Effective after Fit & Proper Test OJK)

Board of Commissioners' and the Board of Directors' Meeting

4. Board of Commissioners Internal Meetings

No	DAY AND DATE OF MEETING	Agenda	AAC	KWA	AK	RR	HI	RWP	ZU	DRL	AFR	SK	NBH	HD	RIH	LKE
1	Thursday, January 2, 2020	Legal opinion on PT Minarak Brantas Gas	1	-	-	1	1	-	-	-	1	1	1	1	-	1
2	Tuesday, February 4, 2020	BOC internal meetings about bank business plan to be presented to OJK	1	-	-	1	1	-	-	-	1	1	1	1	-	1
3	Tuesday, February 11, 2020	Presentation of organization structure corporate secretary division	-	1	1	1	1	1	1	1	-	-	1	1	1	-
4	Tuesday, February 25, 2020	Introducing BOC staff, appointment of chairman and member of new BOC committee	-	1	1	1	1	1	1	1	-	-	1	1	1	-
5	Friday, May 8, 2020	Meeting with OJK (prudential meeting on 2nd semester 2019 bank soundness assessment , implementation on POJK Stimulus	-	1	1	1	1	1	1	1	-	-	1	1	1	-
6	Tuesday, July 14, 2020	Presentation on design concept/layout of BOC room	-	1	1	1	1	1	1	1	-	-	1	1	1	-
7	Tuesday, July 28, 2020	Discussion on changes in membership of BOC committee	-	1	1	1	1	1	1	1	-	-	1	1	1	-
8	Tuesday, October 6, 2020	BRI board structure	-	1	1	1	1	1	1	1	-	-	1	1	1	-
9	Tuesday, October 13, 2020	Board of Directors' and SEVP KPI – 2020 BRI KPI overview	-	1	1	1	1	1	1	1	-	-	1	1	1	-
10	Tuesday, November 17, 2020	Survey of business activities and MSME business sentiment (Update BRI micro and SME index)	-	1	1	1	1	1	1	1	-	-	1	1	1	-
Total Meeting			2	8	8	10	10	8	8	8	2	2	10	10	8	2
Total Attendance			2	8	8	10	10	8	8	8	2	2	10	10	8	2
%Total Attendance			100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Note :

AAC : Andrinof A Chaniago
 KWA : Kartiko Wirjoatmodjo
 AK : Ari Kuncoro
 RR : Rofikoh Rokhim
 HI : Hendrikus Ivo
 RWP : R. Widyo Pramono
 ZU : Zulnahr Usman

DRL: Dwi Ria Latifa
 AFR : A. Fuad Rahmany
 SK : Sonny Keraf
 NBH : Nicolaus T. Budi Harjanto
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Board of Commissioners' and the Board of Directors' Meeting

Board of Commissioners Meeting Plan for 2021

In order to support the supervisory and advisory functions, at the beginning of the year through the Work Plan and Budget of the Board of Commissioners and Committees (KNR, KPMR, KA and KTKT), the Board of Commissioners prepares an agenda for routine meetings to be held in the current year.

The agenda for Routine Meetings that has been determined by the Board of Commissioners in 2021 is as follows:

No.	Meeting Agenda 2021	Time
1	Independent auditor procurement (KAP)	4 th week of January 2021
2	Realization supervisory of 2 nd semester 2019 bank business plan	1 st week of February 2021
3	Evaluation of the Adequacy of Internal Control	3 rd week off February, May, August, and November 2021
4	Review and evaluation of risk profile	1 st week of February, May, August, and November 2021
5	Bank soundness report review	2 nd week of March and August 2021
7	BOC and BOD performance review	2 nd week of February 2021
8	Discussion of Directors' nomination and remuneration process	3 rd week of February 2021
9	2019 financial statement review	2 nd week of February 2021
10	Discussion on 1 st quarter 2020 financial statement	3 rd week of April 2021
11	Monitoring on audit findings follow up	4 th week of June 2021
12	Discussion on 2 nd quarter 2020 financial statement	3 rd week of July 2021
13	Supervisory on 1 st semester 2020 Bank business plan realization	1 st week of August 2021
14	Discussion on 3 rd quarter 2020 financial statement	3 rd week of October 2021
15	Review of employee remuneration and policies	4 th week of October 2021
16	Bank business plan 2021-2021	2 nd week of April 2021
17	2020 Company Work Plan and Budget and 2020 Partnership Program and Community Development Program	2 nd week of April 2021

Board of Commissioners' and the Board of Directors' Meeting

BOARD OF DIRECTORS MEETINGS

Board of Directors Meetings Policy

The Policy of the Board of Directors Meeting is stipulated in the Articles of Association of BRI Clause 13 as follows:

Ethics

1. Board of Directors shall hold regular Board of Directors' Meeting at least once a month.
2. Board of Directors shall hold regular Board of Directors' Meeting with the Board of Commissioners at least once in four months.
3. The Board of Directors shall schedule a meeting for the following year before the end of the fiscal year with agendas adjusted to the Management Calendar. The scheduling shall be determined by the Board of Directors' Meeting.
4. At the scheduled meeting, the materials of the meeting shall be submitted to the participants no later than 5 (five) business/working days prior to the meeting. In addition to the scheduled meetings, the meeting material shall be submitted no later than the meeting convention.
5. In addition to the scheduled Board of Directors' Meeting, the Board of Directors Meeting may be held at any time if:
 - a. it is deemed necessary by 1 (one) or more members of the Board of Directors or
 - b. upon written request of 1 (one) or more members of the Board of Commissioners.
6. The Board of Directors' Meetings shall be deemed valid if held at the place of domicile of the Company or at the place of its principal business activities within the territory of the Republic of Indonesia. Board of Directors' Meetings held elsewhere other than those referred to in point (6) shall only be deemed valid and capable of making decisions if exercised within the territory of the Republic of Indonesia and attended by all members of the Board of Directors or their authorized proxies.

Meeting Invitation

1. The invitation of the Board of Directors' Meeting shall be conducted by a member of the Board of Directors entitled to represent the Company.
2. The invitation of the Board of Directors' Meeting shall be made in writing and delivered or submitted directly to each member of the Board of Directors with adequate receipt, or by registered mail or courier service or by telex, facsimile, or e-mail.
3. The invitation of the Meeting shall be submitted at least 5 (five) business/working days before the meeting, regardless of the date of the notification and the date of the meeting, or for a shorter period if urgent.
4. Such notifications are not required for scheduled meetings based on prior Board of Directors' resolutions or when all members of the Board of Directors are present at the meeting.
5. Written invitation for the meeting must include the event, date, time, and place of the meeting.
6. The President Director chaired the Directors' Meetings.
7. If the President Director is absent or unable to attend, in a matter that does not need to be proven to a third party, the meeting shall be chaired by the Vice President Director. In the event that the Vice President Director is unable to attend or absent, in a matter that does not need to be proven to a third party, the Board of Directors' Meeting shall be chaired by an appointed member of the Board of Directors who attended the meeting.

Board of Commissioners' and the Board of Directors' Meeting

Decision Making

1. The Board of Directors' Meetings are valid and entitle to take binding decisions when attended or represented by more than ½ of the total members of the Board of Directors.
2. In case there is more than one proposal, the meeting conducted re-election to ensure that one of the proposals obtain vote of more than ½ (one half) of the total number of votes issued.
3. Decisions in the Board of Directors' Meeting are done through deliberation. In the event that consensus cannot be reached, the decision can be voting and the result will be decided by ½ (one half) of majority votes in the meeting.
4. The voting related to a person shall be conducted by a closed ballot without a signature, while voting on other matters shall be oral, unless the Chairman of the Meeting determines otherwise without any objection based on the majority of votes present; Board of Directors shall also make a valid and binding decision without holding Board of Directors' Meeting, provided that all member of Board of Directors have been notified in writing and have approved the proposal submitted in writing, and signed the agreement.
5. Any member of the Board of Directors who personally, in any way, directly or indirectly, has an interest in a proposed transaction, proposed contract, or contract in which the Bank is a party, shall be expressed in the nature of its importance in a meeting and shall not be entitled to participate in voting on matters relating to such transaction or contract.
6. Any member of the Board of Directors who personally in any way, either directly or indirectly, has an interest in a transaction, contract or contract proposed in which the Company is a party must be declared the nature of his interest in a Board of Directors Meeting and therefore have no right. to participate in voting on matters relating to the transaction or contract.

Voting Rights

1. Each member of the Board of Directors shall be entitled to issue 1 (one) vote and 1 (one) additional vote for the Members of the Board of Directors whom he legally represented in the meeting;
2. A blank vote (abstain) is considered as a vote to approve the proposal submitted in the meeting. Unauthorized votes are considered absent and not counted in determining the number of votes cast in the meeting.
3. The voting related to a person shall be conducted by a closed ballot without a signature, while voting on other matters shall be oral, unless the Chairman of the Meeting determines otherwise without any objection based on the majority of votes present;
4. A member of the Board of Directors may be represented in the Directors' Meeting only by another member of the Board of Directors, by virtue of a power of attorney. A member of the Board of Directors may only represent another member of the Board of Directors.
5. Any member of the Board of Directors who is unable to attend a Board of Directors' Meeting may submit his or her opinion in writing and signed, then submitted to the President Director, or to other members of the Board of Directors who will chair the Board of Directors' Meeting on whether he/she supports or does not support the matters to be discussed. This opinion shall deem to be valid vote issued in the Board of Directors' Meeting.

Board of Commissioners' and the Board of Directors' Meeting

Agenda and Attendance Frequency of Board of Directors Meetings during 2020

Meeting attendance attended by the majority (quorum) of members of the Board of Directors at the Board of Directors Meeting (at least once a month) has fulfilled the following details:

Table of Agenda and Attendance Frequency of Board of Directors Meetings in 2020

No	BOD Meeting Date	Agenda Edited	President Director	Vice President Director	Risk Management Director	Human Capital Director
1	January 7, 2020	Human Capital Transformation – implementation report and Qanun Human Capital Policy	1	1	1	1
		Proposal of BRI Credit Committee	1	1	1	1
2	January 14, 2020	Report on the Results of JP Morgan Chase & Citibank Benchmark for Increasing the Profitability of Corporate Segments	1	1	1	1
		Performance Assessment by Taking Into Account the Challenges and Orientations of Work Units	1	1	1	1
3	January 21, 2020	Discussion on Financial Performance in 2019 and analyst/investor concern	1	1	1	1
4	January 28, 2020	Discussion in corporate action plan project	1	1	1	1
		Performance Appraisal by Considering Performance Challenges & Orientation of Working Unit Leaders	1	1	1	1
5	February 3, 2019	Request for Decision on the Proposed Dividend Payout Ratio for the 2019 financial year	1	1	1	1
		Presentation of Control Management Strategy Review & Preparation of 2020-2022 RBB Presentation to OJK	1	1	1	1
		Discussion on the Gatot Subroto BRI Tower Construction Project, BRI Tower in Medan, BRI Tower in Semarang, Malang Regional Office, and BRIbox Update	1	1	1	1
		Presentation of Control Management Strategy Review	1	1	1	1
6	February 11, 2020	AGMS 2020 preparation update	1	1	1	1
		Update and request for decision corporate action plan project	1	1	1	1
		BRI sat white book and BRI sat Follow on project	1	1	1	1
		BRI IT project update	1	1	1	1
		Application of PSAK 71	1	1	1	1

Board of Commissioners' and the Board of Directors' Meeting

Finance Director	Institutional & SOE Relations Director	Retail & Medium Business Director	IT & Operations Director	Micro Business Director	Network and Services Director	Compliance Director	Consumer Director	Attendance	Total BOD	%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	0	0	1	1	1	1	1	10	12	83%
1	0	0	1	1	1	1	1	10	12	83%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	0	11	12	92%
1	1	1	1	1	1	1	0	11	12	92%
1	1	1	1	1	1	1	0	11	12	92%
1	1	1	1	1	1	1	0	11	12	92%
1	1	1	1	1	1	1	0	11	12	92%

Board of Commissioners' and the Board of Directors' Meeting

Table of Agenda and Attendance Frequency of Board of Directors Meetings in 2020

No	BOD Meeting Date	Agenda Edited	President Director	Vice President Director	Risk Management Director	Human Capital Director
7	February 19, 2020	Update and request for decision corporate action plan project	1	1	1	1
		Request for decision in Menara BRI Gatot Subroto construction project, regional office in Malang, and MSME dTerrace	1	1	1	1
		Proposal of working attire changes	1	1	1	1
		Postgraduate Education and Overseas Public Courses	1	1	1	1
		Evaluation of BRILIAN Leader Development Program (BLDP) 1 and 3 and the concept of BLDP education 1 to 7	1	1	1	1
8	February 25, 2020	Proposal of working attire changes	1	1	1	1
		BRI organization framework	1	1	1	1
		Appointment of Directors - Lead Account CST (Client Service Team)	1	1	1	1
		Proposal of SIPK discussion	1	1	1	1
9	March 3, 2020	Proposed Performance Based Rewards & Employee Stock Allocation Program (ESA) Implementation Report	1	1	1	1
		Digital Innovation Management and Toward IT Operational Excellence	1	1	1	1
		Impactful Project Ideas	1	1	1	1
		Stress test on business affected by nCoV	1	1	1	1
10	March 10, 2020	Update on corporate action plan project	1	1	1	1
		Ultra micro disbursement in BRILink Agent	1	1	1	1
		Future BRILink Business Development Strategy	1	1	1	1
		Proposed Regional Office Organizational Structure	1	1	1	1
		Stock buyback planning	1	1	1	1
		Banking Crisis Dashboard	1	1	1	1
		Update on SPI Blueprint 2025	1	1	1	1
11	March 16, 2020	Corona virus handling in BRI Group	1	1	1	1
12	March 17, 2020	Approval of rooms using in BRI Gatot Subroto Building	1	1	1	1
		Centralization of credit's document	1	1	1	1
		CASA improvement strategy	1	1	1	1

Board of Commissioners' and the Board of Directors' Meeting

Finance Director	Institutional & SOE Relations Director	Retail & Medium Business Director	IT & Operations Director	Micro Business Director	Network and Services Director	Compliance Director	Consumer Director	Attendance	Total BOD	%
1	0	1	1	1	1	0	1	10	12	83%
1	0	1	1	1	1	0	1	10	12	83%
1	0	1	1	1	1	0	1	10	12	83%
1	0	1	1	1	1	0	1	10	12	83%
1	0	1	1	1	1	0	1	10	12	83%
1	1	1	1	1	1	0	1	12	12	100%
1	1	1	1	1	1	0	1	12	12	100%
1	1	1	1	1	1	0	1	12	12	100%
1	1	1	1	1	1	0	1	12	12	100%
1	0	1	1	1	1	0	1	10	12	83%
1	0	1	1	1	1	0	1	10	12	83%
1	0	1	1	1	1	0	1	10	12	83%
1	0	1	1	1	1	0	1	10	12	83%
1	0	1	1	1	1	0	1	10	12	83%
1	0	1	1	1	1	1	1	11	12	92%
1	0	1	1	1	1	1	1	11	12	92%
1	0	1	1	1	1	1	1	11	12	92%
1	0	1	1	1	1	1	1	11	12	92%
1	0	1	1	1	1	1	1	11	12	92%
1	0	1	1	1	1	1	1	11	12	92%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%

Board of Commissioners' and the Board of Directors' Meeting

Table of Agenda and Attendance Frequency of Board of Directors Meetings in 2020

No	BOD Meeting Date	Agenda Edited	President Director	Vice President Director	Risk Management Director	Human Capital Director
13	March 24, 2020	Request for Decision on the Corporate Action Plan	1	1	1	1
		Corporate action plan project (request for next steps decision)	1	1	1	1
		NPL Strategy in March 2020 and corporation credit write off approval in 2020	1	1	1	1
14	March 31, 2020	Update on Qanun Project	1	1	1	1
		Appointment of BRI beneficial owner	1	1	1	1
		Innovation center optimization	1	1	1	1
15	April 1, 2020	Assistance to Retirees in the spread of Covid-19	1	1	1	1
16	April 7, 2020	Update and request for decision on corporate action plan project	1	1	1	1
		1. Balance sheet of BRI and Group building space 2. Update on renovation planning in 17th and 18th floor	1	1	1	1
		BRI Anniversary Logo Design, BRI 2021 Calendar and Brand Book	1	1	1	1
		Discussion of YKP BRI and YBIG	1	1	1	1
		Operational scenario of BRI working unit in the large scale social restriction	1	1	1	1
17	April 14, 2020	Quantum project	1	1	1	1
		Increase Salary Plan	1	1	1	1
		Communication Update on the Impact of Restructuring on the Covid-19 Outbreak	1	1	1	1
18	April 20, 2020	Application for Financial Posture Decisions for RKAP 2020 (Revised)	1	1	1	1
		Review of the Force Majeure Clause Enforcement in BRI Agreement	1	1	1	1
		Perpanjangan Branding MRT Jakarta dan Rencana Pelaksanaan BRILianpreneur 2020	1	1	1	1
		Request for a decision on maximum age limit for BRI's Briguna PP BRI credit for restructuring	1	1	1	1
		Report and follow up of Permenko number 6 2020	1	1	1	1

Board of Commissioners' and the Board of Directors' Meeting

Finance Director	Institutional & SOE Relations Director	Retail & Medium Business Director	IT & Operations Director	Micro Business Director	Network and Services Director	Compliance Director	Consumer Director	Attendance	Total BOD	%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%

Board of Commissioners' and the Board of Directors' Meeting

Table of Agenda and Attendance Frequency of Board of Directors Meetings in 2020

No	BOD Meeting Date	Agenda Edited	President Director	Vice President Director	Risk Management Director	Human Capital Director
19	April 27, 2020	SOE synergy between BRI in micro economic ecosystem	1	1	1	1
		BUMN Tower project	1	1	1	1
		Operational Service Readiness during Eid	1	1	1	1
		Study of Changes in the Amount of Stimulus in the Context of Covid 19 impact handling	1	1	1	1
20	May 4, 2020	Update and Decision Request for Corporate Action Plan Project	1	1	1	1
		Update on BRIfirst project	1	1	1	1
		Progress report on external audit findings	1	1	1	1
21	May 11, 2020	Update BCC on bank liquidity assistance concept	1	1	1	1
		BRI Non third party fund assistance loan	1	1	1	1
		1 st quarter 2020 financial performance review	1	1	1	1
		Towards Data Driven Organization V 1.0 (MDM, ICM, Customer Data Quality Improvement)	1	1	1	1
		BMC Update	1	1	1	1
22	May 18, 2020	BRIfirst project update	1	1	1	1
		Company work and budget plan 2020 revision	1	1	1	1
		New normal implementation	1	1	1	1
		PP 23/2020 implementation strategy	1	1	1	1
		Request for decision of corporate action	1	1	1	1
23	May 26, 2020	Appointment of of the Strategic Partner Project Candidates for the Corporate Action Plan	1	1	1	1
		Consultant budget procurement evaluation	1	1	1	1
24	June 2, 2020	Corporate action plan project	1	1	1	1
		Micro debtor data consolidation	1	1	1	1
		Post Covid 19 BRILink Vision	1	1	1	1
		Approval for bank business plan revision 2020 – CRM outlet expansion	1	1	1	1
		Corporate Brand Guideline (Brand Book)	1	1	1	1

Board of Commissioners' and the Board of Directors' Meeting

Finance Director	Institutional & SOE Relations Director	Retail & Medium Business Director	IT & Operations Director	Micro Business Director	Network and Services Director	Compliance Director	Consumer Director	Attendance	Total BOD	%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%

Board of Commissioners' and the Board of Directors' Meeting

Table of Agenda and Attendance Frequency of Board of Directors Meetings in 2020

No	BOD Meeting Date	Agenda Edited	President Director	Vice President Director	Risk Management Director	Human Capital Director
25	June 8, 2020	Request for decision of corporate action plan	1	1	1	1
		BRI head office organization structure	1	1	1	1
26	June 9, 2020	Consumer Credit Takeover Plans - Update on the National Economic Recovery Implementation Team (PEN)	1	1	1	1
		Consultant budget procurement evaluation	1	1	1	1
		BRI stock buyback review	1	1	1	1
		BRI Business Resegmentation	1	1	1	1
27	June 16, 2020	Implementation of Tabungan Britama Program	1	1	1	1
		Digital Saving, adoption new normal	1	1	1	1
		Discussion on revision of bank business plan 2020-2022 and work and budget plan revision 2020	1	1	1	1
28	June 22, 2020	BRIM Super Apps strategy	1	0	1	1
		Decision on BRI's Governance Policies and Procedures	1	0	1	1
		The role of BRI in distributing Bantuan Sosial (Bansos)	1	0	1	1
		BRI 125 anniversary event	1	0	1	1
		Development of the Covid-19 Case	1	0	1	1
29	June 29, 2020	Progress report of Amanan and Sumatra Project	0	1	1	1
		Current account review and strategy	0	1	1	1
		Update on Culture Transformation and The New Way of Working	0	1	1	1
30	July 6, 2020	Progress update on Sumatera and Quantum Project	1	1	1	1
		Transformation concept of BRI special branch	1	1	1	1
		Preliminary Presentation of the Rice Industry Analysis Report	1	1	1	1
		Follow-up on the Government fund placement disbursement in PP 23/2020	1	1	1	1
		Update Alignment between BUMN Core Value (AKHLAK) and BRI Core Value (BRILiaN)	1	1	1	1

Board of Commissioners' and the Board of Directors' Meeting

Finance Director	Institutional & SOE Relations Director	Retail & Medium Business Director	IT & Operations Director	Micro Business Director	Network and Services Director	Compliance Director	Consumer Director	Attendance	Total BOD	%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	0	1	1	1	1	1	10	12	83%
1	1	0	1	1	1	1	1	10	12	83%
1	1	0	1	1	1	1	1	10	12	83%
1	1	0	1	1	1	1	1	10	12	83%
1	1	0	1	1	1	1	1	10	12	83%
0	1	1	1	1	1	1	1	10	12	83%
0	1	1	1	1	1	1	1	10	12	83%
0	1	1	1	1	1	1	1	10	12	83%
0	1	1	1	1	1	1	1	11	12	92%
0	1	1	1	1	1	1	1	11	12	92%
0	1	1	1	1	1	1	1	11	12	92%
0	1	1	1	1	1	1	1	11	12	92%
0	1	1	1	1	1	1	1	11	12	92%

Board of Commissioners' and the Board of Directors' Meeting

Table of Agenda and Attendance Frequency of Board of Directors Meetings in 2020

No	BOD Meeting Date	Agenda Edited	President Director	Vice President Director	Risk Management Director	Human Capital Director
31	July 13, 2020	Bank's risk appetite review - 2020	1	1	1	1
		Current account review and strategy	1	1	1	1
		Update on integrated services project and micro data consolidation	1	1	1	1
		PEN Update: BRI's willingness as a Participating Bank	1	1	1	1
32	July 14, 2020	BRI IT project plan	1	1	1	1
		Proposal of BRI employee career journey	1	1	1	1
		June 2020 portfolio monitoring project	1	1	1	1
		Anniversary and Nusantara Fashion Festival	1	1	1	1
33	July 20, 2020	Revision of BRI's Dapen Business Plan and Review of BUMN Dapen Condolidation & Discussion on Pension Programs	1	1	1	1
		Update on Distribution Channel Transformation Project	1	1	1	1
		Implementation of Ministry of SOE's letter about core values in SOES and progress report in BRI Employee Value Preposition (EVP)	1	1	1	1
		Severance pension based on UU Ketenagakerjaan	1	1	1	1
34	July 27, 2020	Incentive scheme for employee in 2020	1	1	1	1
		Master Data Management & BRIFirst	1	1	1	1
		Discussion on BRI 2 LED	1	1	1	1
		Update on liquidity ratio, concentration risk, NII and non third part fund	1	1	1	1
		Update on implementation of Risk & Compliance Officer	1	1	1	1
35	August 3, 2020	Request for decision in corporate's long term plan review	1	1	1	0
		BRI 2045 presentation	1	1	1	0
		Update on limited review of financial performance in 2nd quarter 2020	1	1	1	0
36	August 10, 2020	Request for decision on BRI 2 LED	1	1	1	1
		BRI 125 anniversary events and Corporate Brand Guideline	1	1	1	1
		Super micro credit and PMK 98	1	1	1	1
		Progress update on june 2020 financial statement review	1	1	1	1
		Presentation of the study on the abroad business expansion potential	1	1	1	1

Board of Commissioners' and the Board of Directors' Meeting

Finance Director	Institutional & SOE Relations Director	Retail & Medium Business Director	IT & Operations Director	Micro Business Director	Network and Services Director	Compliance Director	Consumer Director	Attendance	Total BOD	%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	11	12	92%
1	1	1	1	1	1	1	1	11	12	92%
1	1	1	1	1	1	1	1	11	12	92%
0	1	1	1	1	1	1	1	11	12	92%
0	1	1	1	1	1	1	1	11	12	92%
0	1	1	1	1	1	1	1	11	12	92%
0	1	1	1	1	1	1	1	11	12	92%
0	1	1	1	1	1	1	1	11	12	92%
0	1	1	1	1	1	1	1	11	12	92%

Board of Commissioners' and the Board of Directors' Meeting

Table of Agenda and Attendance Frequency of Board of Directors Meetings in 2020

No	BOD Meeting Date	Agenda Edited	President Director	Vice President Director	Risk Management Director	Human Capital Director
37	August 18, 2020	Update on 1 st semester 2020 financial statement publication	1	1	1	1
		Achievement towards Bank business plan and corporate action plan progress	1	1	1	1
		Decision in saving maximum capping rate	1	1	1	1
38	August 24, 2020	Update on Risk & Compliance Officer implementation	1	1	1	1
		Macro economic update and economic growth projection	1	1	1	1
39	August 31, 2020	Proposal of BRI employee career journey	1	1	1	1
		CPO industry analysis	1	1	1	1
		Implementation of Fertilizer Redemption Using Kartu TANI	1	1	1	1
		Follow up on BRI Corpu's moving to Sentul	1	1	1	1
		Decision on saving max capping rate	1	1	1	1
		Progress update on river conservation implementation	1	1	1	1
40	September 7, 2020	Banking studies in ASEAN	1	1	1	1
		Request for decision in government fund placement for PEN	1	1	1	1
		Update on BRIBRAIN	1	1	1	1
		Update on customers negotiated interest rate	1	1	1	1
		Update on culture activation program	1	1	1	1
41	September 14, 2020	BRI Corporate University accreditation	1	1	1	1
		Report on BRINYA examination by NYSDFS	1	1	1	1
		Framework Change Management & Transformation Office	1	1	1	1
		BRI 125 anniversary events	1	1	1	1
		Development of covid outbreak in BRI area	1	1	1	1
		Corporate work and budget planning 2021	1	1	1	1
		Update on stimulus disbursement given to BRI	1	1	1	1

Board of Commissioners' and the Board of Directors' Meeting

Finance Director	Institutional & SOE Relations Director	Retail & Medium Business Director	IT & Operations Director	Micro Business Director	Network and Services Director	Compliance Director	Consumer Director	Attendance	Total BOD	%
1	1	1	1	1	1	1	1	11	12	92%
1	1	1	1	1	1	1	1	11	12	92%
1	1	1	1	1	1	1	1	11	12	92%
1	1	1	1	1	1	1	1	11	12	92%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	0	1	1	1	1	1	11	12	92%
1	1	0	1	1	1	1	1	11	12	92%
1	1	0	1	1	1	1	1	11	12	92%
1	1	0	1	1	1	1	1	11	12	92%
1	1	0	1	1	1	1	1	11	12	92%
1	1	0	1	1	1	1	1	11	12	92%
1	1	0	1	1	1	1	1	11	12	92%

Board of Commissioners' and the Board of Directors' Meeting

Table of Agenda and Attendance Frequency of Board of Directors Meetings in 2020

No	BOD Meeting Date	Agenda Edited	President Director	Vice President Director	Risk Management Director	Human Capital Director
42	September 21, 2020	Progress report on corporate action plan	1	1	1	1
		Preparation report and Brilianpreneur UMKM export 2020 activities plan	1	1	1	1
		Update on BRI 125 anniversary events	1	1	1	1
		Update on Plantation Customers Affected by Forest Fires	1	1	1	1
		Update on sustainable finance	1	1	1	1
43	September 28, 2020	Quantum project: business model request for decision	1	1	1	1
		Studies of banking potential in ASEAN	1	1	1	1
		Research evaluation plan of PEN Program and task force team progress	1	1	1	1
		Update on credit document centralization	1	1	1	1
44	September 29, 2020	Update on area development and BRI IT	1	1	1	1
		Update on abroad education program	1	1	1	1
45	October 5, 2020	Amanah Project: request for CMA approval	1	1	1	1
		Update on the Implementation of Domestic Component Level (TKDN) in the Procurement of Goods & Services	1	1	1	1
		Progress update on corporate action plan	1	1	1	1
		Update on PDWK	1	1	1	1
		Review on mechanism and guarantee limit	1	1	1	1
		Credit Quality Update Preparation for Prudential Meeting with OJK	1	1	1	1
46	October 12, 2020	Commission VI hearing meeting	1	1	1	1
		Corporate Action Plans: Final Updates and Request for Decisions	1	1	1	1
		Quantum project: request for decision of revamp business model	1	1	1	1
47	October 14, 2020	BRI corporate action plan project	1	1	1	1
		Brilian Values position in BRI Group working culture	1	1	1	1
48	October 19, 2020	Review on pension benefit	1	1	1	0
		Update on Dapen BUMN consolidation plan	1	1	1	0
		Update on logo	1	1	1	0

Board of Commissioners' and the Board of Directors' Meeting

Table of Agenda and Attendance Frequency of Board of Directors Meetings in 2020

No	BOD Meeting Date	Agenda Edited	President Director	Vice President Director	Risk Management Director	Human Capital Director
49	October 26, 2020	Update on Observation Material of Corporate Governance Perception Index	1	1	1	0
		Overview on UU Cipta Kerja	1	1	1	0
		Reimaging Wealth management	1	1	1	0
50	November 2, 2020	Update on Brilliantpreneur UMKM Export	1	1	1	0
		3 rd quarter financial statement	1	1	1	0
		Update on Observation Material of Corporate Governance Perception Index	1	1	1	0
51	November 9, 2020	Getting Started on BRvolution 2.0: Plan for BOM Workshop	1	1	1	0
		Update on 3 rd quarter 2020 financial statement publication, press conference and analyst meeting	1	1	1	1
		Request for decision on corporate work and budget plan 2021	1	1	1	1
		Request for decision on BRI Group Economic Outlook 2021	1	1	1	1
		Presentation of the MSME Business Activity Index Survey Results and the MSME Business Activity Index Publication Plan	1	1	1	1
		Corporate action plan arranger	1	1	1	1
		Implementation of Qanun in HC field	1	1	1	1
52	November 16, 2020	Employee Value Proposition (EVP)	1	1	1	1
		BRILiaN Development Plan (BDP)	1	1	1	1
		Presentation of Employee Engagement Survey (EES) 2020 result	1	1	1	1
		Decision of 2021 corporate work and budget plan and bank business plan 2021-2023	1	1	1	1
53	November 17, 2020	August 2020 project portfolio in monitoring PMO	1	1	1	1
		Annual Report 2020	1	1	1	1
		Gatsu Tower Construction Space Balance	1	1	1	1
54	November 23, 2020	Other agenda related to human capital	1	1	1	1
		Proposal of branch manager training with Update New Way of Learning	1	1	1	1
		Progress update: BUMN Institute	1	1	1	1
		Communication on Pension Rights with BRI Retirees	1	1	1	1
		Rakernas schedule for the preparation of 2021 work and budget plan	1	1	1	1
		Approval of AGMS timeline and agenda	1	1	1	1

Board of Commissioners' and the Board of Directors' Meeting

Finance Director	Institutional & SOE Relations Director	Retail & Medium Business Director	IT & Operations Director	Micro Business Director	Network and Services Director	Compliance Director	Consumer Director	Attendance	Total BOD	%
1	1	1	1	1	1	1	1	11	12	92%
1	1	1	1	1	1	1	1	11	12	92%
1	1	1	1	1	1	1	1	11	12	92%
1	1	1	1	1	1	1	1	11	12	92%
1	1	1	1	1	1	1	1	11	12	92%
1	1	1	1	1	1	1	1	11	12	92%
1	1	1	1	1	1	1	1	11	12	92%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	1	1	12	12	100%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%

Board of Commissioners' and the Board of Directors' Meeting

Table of Agenda and Attendance Frequency of Board of Directors Meetings in 2020

No	BOD Meeting Date	Agenda Edited	President Director	Vice President Director	Risk Management Director	Human Capital Director
55	November 30, 2020	Update on Brilianpreneur	1	1	1	1
		Great Culture for Service Excellence	1	1	1	1
		Update Progress Project Rencana Corporate Action	1	1	1	1
		Progress update on corporate action plan project	1	1	1	1
		Update on Rakernas	1	1	1	1
56	December 7, 2020	Industry analysis on sugar comodities	1	1	1	1
		BRI Microfinance Center	1	1	1	1
		BRI Institute repositioning	1	1	1	1
		Update on BRI corporate action project	1	1	1	1
57	December 14, 2020	OJK examination result 2020	1	1	1	1
		Update on BRI 125 anniversaray	1	1	1	1
		End of 2020 Balance Sheet Prognosis	1	1	1	1
58	December 21, 2020	Update of Rakernas	1	1	1	1
		End of 2020 Balance Sheet Prognosis	1	1	1	1
59	December 28, 2020	End of 2020 Balance Sheet Prognosis	1	1	1	1
		Update on Christmas and New Year 2021 operational readiness	1	1	1	1
		ESOP implementation plan	1	1	1	1
		Presentation of Materials to be Communicated by BOM at Regional Coordination Meetings	1	1	1	1
60	December 30, 2020	End of 2020 Balance Sheet Prognosis	1	1	1	1
Total			59	59	60	56
Total Attendance			98%	98%	100%	93%

Note:

President Director

Vice President Director

Risk Management Director

Human Capital Director

Finance Director

Institutional and SOE Relations Director

Small, Retail & Medium Business Director

IT & Operations Director

Micro Business Director

Network and Services Director

Compliance Director

Consumer Director

Board of Commissioners' and the Board of Directors' Meeting

Finance Director	Institutional & SOE Relations Director	Retail & Medium Business Director	IT & Operations Director	Micro Business Director	Network and Services Director	Compliance Director	Consumer Director	Attendance	Total BOD	%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	0	11	12	92%
1	1	1	1	1	1	0	0	11	12	92%
1	1	1	1	1	1	0	0	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
1	1	1	1	1	1	0	1	11	12	92%
57	56	57	60	60	60	48	58			
95%	93%	95%	100%	100%	100%	80%	97%			

Board of Commissioners' and the Board of Directors' Meeting

Board of Director's Consultation Meeting with the Board of Commissioners

As stated in the Articles of Association, the Board of Commissioners has the duty to supervise the Company management by the Board of Directors and to provide advice to the Board of Directors. In its oversight duties, the Board of Commissioners shall be entitled to request an explanation of the Company to the Board of Directors, including operational activities in the provision of credit and other required explanation to the Board of Commissioners.

1. The granting of new credit and/or additional/supplementary credit with a total risk exposure of more than 1 (one) trillion rupiah or equivalent in foreign currency, and/or if according to consideration of BRI Credit Committee or Board of Directors, there are matters that need to be consulted to the Commissioner.
2. The determination of the amount of exposure above is based on the amount of individual debtor exposure.
3. The granting of credit other than item 1 mentioned above does not need to be consulted with the Commissioner. However, every 3 months, the Board of Directors must submit a credit report to the Commissioner.

Board of Directors Meeting Plans in 2021

To support the performance and activity planning, at the beginning of the year, through the Board of Directors meeting, the Board of Directors prepares the regular meeting agenda that will be convened in the relevant year.

The Board of Directors regular Meeting Agenda set for 2021:

No	Meeting Agenda in 2021	Time
1	Performance Evaluation and Reporting for the 2020 financial year	2 nd week of January 2021
2	1 st quarter of 2021 performance evaluation	1 st week of April 2021
3	2 nd quarter of 2021 performance evaluation	1 st week of July 2021
4	3 rd quarter of 2021 performance evaluation	2 nd week of October 2021
5	4 th quarter of 2021 performance evaluation	2 nd week of January 2022
6	Evaluation and bank business plan revision plan 2020-2022	2 nd week of June 2021
7	Corporate's Work Plan and Budget for 2021	4 th week of June 2021
8	Operational activities and company decisions that require approval through a Board of Directors Meeting	Held minimum once in a month in 2020

BOARD OF COMMISSIONERS SUPPORTING ORGANS

BOARD OF COMMISSIONERS SECRETARIAT

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.

LEGAL BASIS

1. Minister of SOE Regulation No: Per-12/MBU/2012 on Supporting Organs of the Board of Commissioners/ Supervisory Board of State-Owned Enterprises.
2. Company's Articles of Association

PROFILE OF THE BOARD OF COMMISSIONERS' SECRETARY



DINI DESVALINA

Secretary to the Board of Commissioners

Period: May 1 2019 – January 31 2021

Born in Palembang, 36 years old

EDUCATIONAL BACKGROUND

1. D3 – Accounting, Sekolah Tinggi Akuntansi Negara (2006),
2. S1 - Accounting, University of Indonesia (2009),
3. S2 - Masters of Islamic Financial Management, University of Indonesia (2013).

CAREER BACKGROUND

1. Controlling Performance Management Sub-function of the Ministry of SOEs (2020 - present)
2. Secretary to the Board of Commissioners of Bank Mandiri (2016 - 2019)
3. Head of Sub Division of Bureaucratic Reform of the Ministry of SOE (2015 - 2020).
4. Head of Sub-Sector of Logistics and Industrial Zone II B of the Ministry of BUMN (2014 - 2015)
5. Ministry of SOE Financial Analyst (2007 - 2014)

Board of Commissioners Secretariat

BOARD OF COMMISSIONERS SECRETARY CHARTER

The Secretariat of the Board of Commissioners has guidelines and procedures which are stipulated by the Decree of the Board of Commissioners Nokep: 10-KOM / 11/2018 dated November 1, 2018 which contains the duties and responsibilities of the secretariat of the Board of Commissioners including:

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

DUTIES IMPLEMENTATION REPORT OF THE SECRETARY TO THE BOARD OF COMMISSIONERS IN 2020

1. Work Visit
The Secretariat of the Board of Commissioners together with the Risk Management Oversight Committee (RMOC), the Audit Committee (AC) and the Nomination & Remuneration Committee (NRC) accompany the Board of Commissioners for a working visit to the Work Units of the Company. During 2020, the Secretariat of the Board of Commissioners has assisted the Board of Commissioners to perform 17 visits to the Regional Offices and its Operating Units, Head Office Division and Overseas Units.
approval of the Company's Work Plan that serve as guidelines for the Company's elements in carrying out its activities during 2020.
During 2020 the Board of Commissioners' Secretariat has assisted the Board in implementing its duties in the Loan Approval, Recommendations, and Consultation. The Board of Commissioners has provided 41 Approvals, 50 Recommendations and 26 Consultations of Loans during 2020.
2. Approval and Supervision of the Company Business Plan
The Board of Commissioners' Secretary with the Board of Commissioners' Committees assist the Board of Commissioners in the evaluation and
3. Board of Commissioners Annual Report
The Board of Commissioners' Secretary and the Board of Commissioners' Committees has compiled the Board of Commissioners' Activity Report for 2020 which will be included in the Company's Annual Report. The Annual Report will be submitted to the Board of Commissioners for approval of the GMS 2021.

Board of Commissioners Secretariat

4. Performance Review of the Board of Commissioners

In order to review the realization of the 2020 Board of Commissioners' work and budget plan and prepare the Work Plan and Budget for the 2021 Board of Commissioners, the Secretariat of the Board of Commissioners together with the Committee of the Board of Commissioners have reviewed the 2020 Board of Commissioners' work and budget plan and the 2021 Work Plan and Budget.

COMPETENCY DEVELOPMENT PROGRAMS

For the competency development, the Board of Commissioners' Secretary participates in Education, Seminar and Conference to support its duties. During 2020 the Board of Commissioners' Secretary has participated in the following training :

Year	Place	Organizers	Theme
2020	Jakarta	LSPMR	Integrated Organization Risk Management Analyst Scheme Training and Certification
2020	Jakarta	One GML	Certified Human Resources Program Executive

AUDIT COMMITTEE

The Board of Commissioners establishes the Audit Committee which aims to assist the Board of Commissioners in carrying out the duties and supervisory functions of the Company. The Audit Committee is responsible to the Board of Commissioners by providing independent opinions on matters that require the attention of the Board of Commissioners in accordance with the principles of GCG and prevailing laws and regulations.

LEGAL REFERENCES

The establishment of Audit Committee refers to:

1. POJK No. 33/POJK.04/2014 dated 8 December 2020 on Board of Directors and Board of Commissioners of Issuers or Public Company
2. POJK No. 55/POJK.04/2015 dated 23 December 2015 on the Audit Committee Establishment and Charter.
3. POJK No 55/POJK.03/2016 on Governance of Bank
4. POJK No. 13 /POJK.03/2017 dated 27 March 2017 on Public Accountant and Public Accountant Firm Services in the Financial Services Activities;
5. POJK No 1/POJK.03/2019 dated 28 January 2019 on Implementation of Audit Unit Function in Commercial Bank.
6. Articles of Association of PT Bank Rakyat Indonesia (Persero) Tbk with its last amendments.
7. Decree of the Board of Directors Nokep: 548 -DIR-HCB/08/2020 dated 12 August 2020 on the Stipulation of Audit Committee Chairman and Members of PT Bank Rakyat Indonesia (Persero) Tbk.

AUDIT COMMITTEE CHARTER

BRI Audit Committee has in place the Audit Committee Charter that elaborates the duties, authority, obligation, responsibilities, work segregation, work period, work ethics, meetings, organization structure, and duties implementation. This Charter shall be acknowledged and binding for every member of the Audit Committee.

APPOINTMENT AND TERMINATION

The Audit Committee is appointed and dismissed by the Board of Commissioners and stipulated in the Decree of the Board of Directors.

AUDIT COMMITTEE STRUCTURE AND MEMBERSHIP

Committee Structure

The Audit Committee is an organ of the Board that reports directly to the Board of Commissioners.

Audit Committee

Committee Membership

1. The Audit Committee is chaired by an Independent Commissioner.
2. The Chairman of the Audit Committee is prohibited from concurrently serving as a committee member for more than 1 (one) in another committee.
3. Members of the Audit Committee consist of at least 3 (three) people including:
 - a. an Independent Commissioner.
 - b. an Independent Party with expertise in accounting and finance.
 - c. an Independent Party with expertise in law or banking.
4. Members of the Board of Directors are prohibited from becoming members of the Audit Committee.
5. Members of the Audit Committee who are independent parties are selected by the Board of Commissioners through a recruitment and selection mechanism.
6. Members of the Audit Committee are appointed and dismissed by the Board of Commissioners and determined by a Decree of the Board of Directors.

The membership composition of the BRI Audit Committee for January 1, 2020 - March 31, 2020 is as follows:

No	Name	Position	Profession	Expertise
1	A. Fuad Rahmany	Chairman	Independent commissioner	Audit, Banking
2	A. Sonny Keraf	Member	Independent commissioner	Business
3	Rofikoh Rokhim	Member	Independent commissioner	Finance, Economic
4	Hendrikus Ivo	Member	Independent commissioner	Legal, Banking
5	Pamuji Gesang Raharjo	Member	Independent Party	Banking, Compliance
6	Sunuaji Noor Widiyanto	Member	Independent Party	Banking, Audit
7	Handayani Wibowo	Member	Independent Party	Banking, Audit

The membership composition of the BRI Audit Committee for 31 March 2020 - 12 August 2020 is as follows:

No	Name	Position	Profession	Expertise
1.	Hendrikus Ivo	Chairman	Independent commissioner	Audit, Banking
2.	Kartika Wirjoatmodjo	Member	Commissioner	Banking, Risk Management
3.	Nicolaus T. Budi Harjanto	Member	Commissioner	Statistic
4.	R. Widyo Pramono	Member	Independent commissioner	Legal
5.	Rofikoh Rokhim	Member	Independent commissioner	Finance, Economic
6.	Pamuji Gesang Raharjo	Member	Independent Party	Banking, Compliance
7	Sunuaji Noor Widiyanto	Member	Independent Party	Banking, Audit
8	Handayani Wibowo	Member	Independent Party	Banking, Audit
9	Sahat Pardede	Member	Independent Party	Accounting, Audit

Audit Committee

The membership composition of the BRI Audit Committee for 12 August 2020- 31 December 2020 is as follows:

No.	Name	Position	Profession	Expertise
1	Hendrikus Ivo	Chairman	Independent commissioner	Audit, Banking
2	Ari Kuncoro	Member	Independent commissioner	Economic
3	R. Widyo Pramono	Member	Independent commissioner	Legal
4	Rofikoh Rokhim	Member	Independent commissioner	Finance, Economic
5	Pamuji Gesang Raharjo	Member	Independent Party	Banking, Compliance
6	Sunuaji Noor Widiyanto	Member	Independent Party	Banking, Audit
7	Handayani Wibowo	Member	Independent Party	Banking, Audit
8	Sahat Pardede	Member	Independent Party	Accounting, Audit

Committee's Profile

The Audit Committee Members profile as of 31 December 2020 is as follows:

Hendrikus Ivo Chairman of Audit Committee/ Independent Commissioner	Profile can be seen in Board of Commissioner's Profile
Ari Kuncoro Member/ Independent Commissioner	Profile can be seen in Board of Commissioner's Profile
R. Widyo Pramono Member/ Independent Commissioner Period: February 2018-present	Profile can be seen in Board of Commissioner's Profile
Rofikoh Rokhim Member/ Independent Commissioner Period: February 2018-present	Profile can be seen in Board of Commissioner's Profile
Pamuji Gesang Raharjo Member/ Independent Party (Non BOC Member)	Born in Jakarta, April 10, 1968. He has served as a member of the Audit Committee of PT BRI (Persero) Tbk since February 1, 2016. Previously he was a member of the Risk Management Monitoring Committee of PT BRI (Persero) Tbk. Has worked in various positions at PT BNI (Persero) Tbk, PT Bank Internasional Indonesia Tbk; PT Bank Danahutama; PT Pegadaian (Persero); and has served as Executive Director of the Indonesian Risk Management Center (RMCI). The Bachelor's degree in Economics was obtained from the Faculty of Economics, Prof. Dr. Moestopo (Beragama) Jakarta (1996), a Master of Management degree specializing in Risk Management was obtained from the Master of Management Program, Faculty of Economics, University of Indonesia (2003), and earned a Doctorate degree from the Bogor Agricultural Institute (IPB) in 2014. Has a Level Risk Management certification. 4 from the Risk Management Certification Agency (BSMR) and obtained a Certified of Financial Consultant (CFC) from the Institute of Financial Consultants, Canada (2013).

Audit Committee

<p>Sunuaji Noor Widiyanto Member/ Independent Party (Non BOC Member)</p>	<p>Born in Yogyakarta, January 1, 1960, has served as a member of the Audit Committee of PT BRI (Persero) Tbk since December 1, 2016. Prior to his career at PT BRI (Persero) Tbk, he served as Inspector at the BRI Inspection Office Yogyakarta (2014-2016) and previously served as Head of the Goods and Services Procurement Division at BRI Head Office (2012-2014). He has also served as Chairman of the BRI National Workers Union for 2 (two) periods (2006-2012). Obtained a Bachelor of Economics degree from the Islamic University of Indonesia, Yogyakarta (1996) and obtained a Qualified Internal Auditor (QIA) certification from the Internal Audit Education Foundation (YPIA) in 2015.</p>
<p>Sahat Pardede Member/ Independent Party (Non BOC Member)</p>	<p>Born in Balige, 24 August 1963, has served as a member of the Audit Committee of PT BRI (Persero) Tbk since 12 August 2020. Obtained a Bachelor of Accounting degree from the State College of Accountancy (1989), and a Master of Business Administration, Saint Mary's University. Previously worked and served as the SKK Migas Supervisory Commission (2013), Member of the Audit Committee (2018), Public Accounting Firm Ghazali, Sahat and Partners (2001), Financial Expert of PT Telekomunikasi Indonesia (2004) and Member of the Risk and Compliance Committee of Bank BNI (2006).</p>
<p>Handayani Wibowo Member/Independent Party (Non BOC Member)</p>	<p>Born in Blitar, 24 August 1963, Serves as a member of the Audit Committee of PT BRI (Persero) Tbk since 8 October 2019. Previously, he worked at PT BRI (Persero) Tbk, had served as Head of Internal Audit of BRI Jakarta 3 Region, Head of Internal Audit of BRI Banjarmasin Regional, Deputy Inspector of the Surabaya Inspector's Office and Deputy Regional Head for Business in BRI Regional Offices in Palembang and Semarang. Obtained Bachelor of Economics degree from Gajah Mada University, Yogyakarta and obtained Master of Business from the Master of Business and Finance, Monash University, Melbourne Australia.</p>

Terms of Office

The terms of office of the Audit Committee members shall be the same with the terms of office of the Board of Commissioners as stipulated in the Articles of Association and may be re-elected for only one (1) subsequent period.

QUALIFICATIONS AND EXPERIENCE

1. Serves as a member of the Audit Committee professional organization, have an understanding of the concept of auditing and have a background of knowledge and experience in financial reporting or auditing for at least 10 years (at least one member).
2. Has adequate knowledge on banking industry including banking rules and regulations as well as prevailing laws and regulations.
3. Has adequate knowledge on Good Corporate Governance (GCG) principles.
4. Has adequate knowledge on risk concept and control in business activities as well as internal control.

INDEPENDENCY OF COMMITTEE MEMBERS

All members of the Audit Committee do not have affiliations with the Directors, Commissioners or controlling shareholders of BRI as evidenced by the signing of an independent statement by the Audit Committee Members. The Audit Committee members are also not shareholders, Commissioners, Directors or employees of companies that have affiliations or business with BRI.

Prior to taking office, members of the Audit Committee did not have the authority to design, lead or control BRI and were not former leaders or employees of the Public Accountant Office who examined BRI's books.

Audit Committee

No	Independency Criteria	HI	AK	RWP	RR	PGR	SNW	SP
1	Does not have shareholding relationships with members of the Board of Commissioners, Directors and/or Controlling Shareholders or relations with the Bank, which can affect their ability to act independently	✓	✓	✓	✓	✓	✓	✓
2	Does not have financial relationships with members of the Board of Commissioners, Directors and/or Controlling Shareholders or relations with the Bank, which can affect their ability to act independently	✓	✓	✓	✓	✓	✓	✓
3	Does not have management relationships with members of the Board of Commissioners, Directors and/or Controlling Shareholders or relations with the Bank, which can affect their ability to act independently.	✓	✓	✓	✓	✓	✓	✓
4	Does not have family relationships with members of the Board of Commissioners, Directors and/or Controlling Shareholders or relations with the Bank, which can affect their ability to act independently	✓	✓	✓	✓	✓	✓	✓

Note: Hendrikus Ivo (HI), Ari Kuncoro (AK), R. Widyo Pramono (RWP), Rofikoh Rokhim (RR), Pamuji Gesang Rahardjo (PGR), Sunuaji Noor Widiyanto (SNW) dan Sahar Pardede (SP)

DUTIES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE

The Audit Committee duties and responsibilities to assist the Board of Commissioners are as follows:

Financial statements

1. Reviewing financial information that will be issued by the Company to the public and / or authorities, including financial reports, projections, and other reports related to the Company's financial information.
2. Reviewing with Management, SKAI and Public Accountants, Public Accountant Firm or the Audit Team of Public Accountant Firm on the audit results including the difficulties faced.
3. Provide independent opinion in the event of disagreements between management and the Public Accountant, Public Accountant Firm or the Audit Team of Public Accountant Firm for the services it provides.
4. Review the annual report to ensure the adequacy, consistency and accuracy of the information.

Internal Control

Monitoring, reviewing, and discussing with the Management, Internal Auditor, and Public Accountant or Audit Team of Public Accountant Firm on the adequacy and effectiveness of internal control over financial statements including material weaknesses, both in design and operation, which may impair the Bank's ability to record, process, summarize, and report financial information.

Audit Committee

Internal Audit Unit (IAU)

1. Monitoring the effectiveness of IAU's work.
2. Providing opinions and advice to the Board of Commissioners for consideration in approving the appointment and dismissal of the Head of the Internal Audit Unit.
3. Reviewing the Company's Report to the Financial Services Authority on the Internal Audit function implementation.
4. Reviewing each IAU Report submitted to the Board of Commissioners c.q. Audit Committee, including any reports on irregularities submitted to the Board of Directors.
5. Reviewing the execution of the Audit by IAU, and overseeing the follow-up by the Board of Directors on the findings of the Internal Auditor.

Independent Auditors

1. Providing recommendation on the appointment of a Public Accountant and/or Firm that will provide audit services to the annual financial information, to the Board of Commissioners to be submitted to the GMS, taking into account the independence, scope of the assignment, and services fee.
2. Providing recommendation to the Board of Commissioners, to be proposed to the GMS, in the case of the Public Accountant and/or Public Accountant Firm decided by the GMS as referred to in point 1) cannot meet the audit services on annual financial information during the Professional Assignment Period, the appointment of a replacement of Public Accountant and/or Public Accountant Firm may be

conducted by the Board of Commissioners with due regard to the Audit Committee's recommendation.

3. In the event that the Audit Committee cannot recommend Public Accountant and/or Public Accountant Firm that will provide audit services to annual financial information to the Board of Commissioners prior to the GMS as referred to in point 1), the Audit Committee shall recommend delegation of authority to appoint Public Accountant and/or Public Accountant Firm to the Board of Commissioners, with explanation about:
 - a. The reason for the delegation of authority; and
 - b. Criteria or limitations to the appointed Public Accountant/ Public Accountant Firm.
4. In preparing the recommendations as referred to in point 1), the Audit Committee shall consider:
 - a. Independence of Public Accountant, Public Accountant Firm, and person in Public Accountant Firm;
 - b. The scope of the audit;
 - c. Audit services fee;
 - d. Expertise and experience of Public Accountant, Public Accountant Firm, and Audit Team of the Public Accountant Firm;
 - e. The methodology, techniques, and audit facilities used by the Firm;
 - f. Benefits of fresh eye perspectives that will be obtained through the replacement of Public Accountant, Public Accountant Firm, and Audit Team of the Public Accountant Firm;
- g. Potential risks for the use of same audit services (Public Accountant Firm) continuously for a sufficient period of time; and/or
- h. Evaluation result on the implementation of audit services for annual financial
5. Submit the recommendations of the Audit Committee in the appointment of Public Accountant and/or Public Accountant Firm to the Board of Directors of PT Bank Rakyat Indonesia (Persero) Tbk. and/ or DPLK Executive Board to be used as appendix of Public Accountant and/or Public Accountant Firm Appointment Report to the Financial Services Authority.
6. Propose to terminate a Public Accountant, Public Accountant Firm, or Public Accountant Firm Audit Team, if in performing their duties, the Auditor does not meet the applicable standards and regulations.
7. Review the candidates for Public Accountant, or Audit Team of Public Accountant Firm for consolidated subsidiaries. Public Accountant Firm for consolidated subsidiaries are designated and assigned by the subsidiary concerned, in accordance with the provisions in the articles of association, but shall be consulted with the Audit Committee to assess the independence aspect of the prospective Public Accountant, Public Accountant Firm, or Public Accountant Firm Audit Team and audit supervision carried out by the Audit Committee.
8. Pre-approval of non-assurance services to be assigned to Public Accountant Firm.
9. Evaluate the implementation of audit services for annual

Audit Committee

financial information by Public Accountant, Public Accountant Firm, or Public Accountant Firm Audit Team, at least through:

- a. Compliance with audit conducted by Public Accountant, Public Accountant Firm, or Public Accountant Firm Audit Team with applicable audit standards;
 - b. Adequacy of fieldwork time;
 - c. Assessment of the scope of services provided and the adequacy of the quotation;
 - d. Recommendations for improvements provided by the Public Accountant and/or Public Accountant Firm;
 - e. Others.
10. Submit the Audit Committee's Evaluation Report as referred to in number 9) to the Board of Directors of PT Bank Rakyat Indonesia (Persero) Tbk. and/or BRI DPLK Management.

Compliance

1. Monitoring the effectiveness of policies and implementation of fraudulent financial reporting risks that have been prepared and implemented by the Board of Directors.
2. Reviewing the adherence to laws and regulations related to the activities of the Bank.

Complaint

Reviewing complaints both related to the Bank's accounting and reporting process, as well as other complaints.

Others

1. Reviewing and providing advice to the Board of Commissioners related to potential conflicts of interest of the Bank.
2. Maintaining confidentiality of documents, data, and information of the Bank.
3. Carrying out the assignment as requested by the Commissioner.

Authority

The Board of Commissioners grants authority to the Audit Committee within the scope of Audit Committee responsibilities to:

1. Access the Bank's documents, data and information concerning employees, funds, assets, and corporate resources;
2. Communicate directly with employees, including the Board of Directors and parties performing internal audit, risk management, and accountant functions related to the Audit Committee's duties and responsibilities;
3. Involve independent parties outside the members of the Audit Committee as required to assist in the execution of their duties (if necessary); and
4. To exercise other authorities granted by the Board of Commissioners.

KPI AND ACHIEVEMENTS IN 2020

The performance indicators or criteria for the Audit Committee are measured from the achievement of the work program/work plan and budget that has been prepared at the beginning of each year and the attendance level of the Audit Committee Members in every meeting. The Audit Committee work program is prepared to support the main success factors (Key Success Factors) of the implementation of the duties of the Board of Commissioners in carrying out the review process of financial reports, results of internal and external audits (public accounting firm), and providing recommendations on the selection of a Public Accounting Firm.

In general, all of the Audit Committee KPIs have been achieved with the implementation of the entire 2020 Audit Committee Work Plan and Budget according to the set targets and the attendance level of Audit Committee members that meets the requirements so that the Audit Committee meeting can be held with a quorum in every decision making.

Audit Committee

AUDIT COMMITTEE ACTIVITIES IN 2020

Audit Committee with Internal Audit Unit (IAU)

No	Duties	Implementation	Date of Implementation
1	Reviewing and providing recommendations for approval of the Annual Audit Plan	The Audit Committee's recommendation on SKAI BRI's annual audit plan (PAT) for 2020	January 9, 2020
		Application for approval of the 2020 annual audit planning addendum (PAT)	September 7, 2020
2	Review the report on the main results of the audit (LHA) on a quarterly basis	Evaluation of the main report on audit results up to quarter IV / semester II of 2019	January 30, 2020
		Main report on the results of the 1 st quarter of 2020 SKAI audit results	May 14, 2020
		Evaluation of the main report on audit results for the 2 nd quarter of 2020	August 16, 2020
		Evaluation of the main report on the audit results for the 3 rd quarter of 2020	November 17, 2020
3	Review of the Company's Financial Statements on a Quarterly basis.	The progress of the 2019 BRI financial statement and PKBL audit meeting	January 16, 2020
		Review of 1st quarter 2020 financial statement	May 5, 2020
		Closing Meeting of the BRI Financial Report Audit 30 June 2020	August 14, 2020
		Audit Closing Meeting of Financial Statements on September 30, 2020	November 5, 2020
4	Supervising of whistleblowing system implementation	Appointment of Whistleblowing system (WBS) management in Audit Committee	April 20, 2020
		Follow-up and updating of audit findings or WBS have a significant impact	June 8, 2020
		BRI Audit Committee whistleblowing system report	June 18, 2020
		Improvement in WBS BRI application	September 11, 2020
5	Audit implementation	Monitoring in report's response of fraud skimming to BRI customers	January 20, 2020
		Discussion of SKAI significant findings	March 24, 2020
		SKAI's audit significant findings 2020	April 15, 2020
		SKAI's audit significant findings 2020	April 15, 2020
		SKAI's audit significant findings	June 11, 2020
6	Training of audit committee in in house training	Follow up in BRI Tanah Abang Branch's finding	November 27, 2020
		Implementation of in house training in BRI Tarutung	December 14, 2020

Audit Committee

Audit committee and Public Accountants and Public Accounting Firm

No	Duties	Implementation	Date of implementation
1	Audit Committee review	Review of fresh eye perspective on the appointment of KAPs that have conducted audits during the period 2016 to 2019	February 7, 2020
		Review result of POJK assessment and Maturity of Internal Audit Function of SKAI with KPMG	October 20, 2020
2	Procurement of public accounting firm audit services	Procurement in the context of a general audit of the consolidated financial statements and financial statements of BRI partnership and community development program for the 2020 financial year	January 24, 2020
		Proposal owner estimate price of public accounting firm fee 2020	January 30, 2020
		Public accounting firm recommendations that will carry out a general audit of the consolidated financial statements and financial statements of the BRI partnership and environmental development program for the fiscal year 2020	February 11, 2020
		Changes in the scope of work of the public accounting firm in the context of general audits of the consolidated financial statements and financial statements of BRI's partnership and environmental development programs for the fiscal year 2020	June 26, 2020
		Procurement of public accounting firm audit services for the 2020 BRI DPLK financial statements	November 19, 2020
3	Audit Committee recommendation	Recommendation on the appointment of a Public Accountant Firm PSS EY for the general audit for the 2020 financial year	February 14, 2020
		Recommendation on the appointment of a public accounting firm PSS EY for general audits of consolidated financial statements and BRI's PKBL financial statements for the 2020 financial year	February 19, 2020
4	Audit committee evaluation report	Report on the results of evaluation of the implementation of the provision of audit services on historical financial information for the 2019 financial year by public accounting firm Purwantono Sungkoro and Surja (KAP PSS)	June 22, 2020

Audit Committee with OJK, Bank Indonesia PPATK and BPK RI

The Audit Committee has reviewed and monitored the auditing by OJK/Bank Indonesia/PPATK/BPK RI, which among others are:

Audit Committee

No	Duties	Implementation	Date of implementation
1	OJK Examination	Follow up on OJK examination	January 7, 2020
		Follow up on OJK's letter about LinkAja	February 19, 2020
		Follow up on non formal visit to OJK	February 26, 2020
		Reports of improvement due to OJK findings in March 31 2020	May 19, 2020
		Follow up on OJK meeting related to PEN Program implementation	October 22, 2020
2	BUMN	The progress of the follow-up plan for the findings of the Independent Auditor's Report for the 2019 financial year	August 18, 2020

Audit committee and Management

No	Duties	Implementation	Date of Implementation
1	complaint	Complaint from BRI retired employee	February 11, 2020
		Ministry of SOEs' letter regarding forwarding public complaints to the Board of Commissioners of PT BRI	February 19, 2020
		Complaint letter sent to board of commissioners	March 17, 2020
		Complaint to PT BRI Insurance	June 2, 2020
		An objection letter to the list of BRI auction assets at the Bandung Martadinata branch office	July 10, 2020
		Audit progress regarding complaint to PT BRI Insurance	July 21, 2020
		Complaint letter regarding law issues in BRI Nganjuk, East Java	July 28, 2020

Audit Committee

No	Duties	Implementation	Date of Implementation
2	Discussion	Guidelines for determining debtors as a result of the spread of covid 19	April 9, 2020
		BRI Life performance	April 15, 2020
		Credit portofolio quality of BRI New York Agency	June 15, 2020
		Committee audit's note to Mr. Hari Siaga Amijarso performance	August 4, 2020
		Request for a compliance audit by SKAI on the implementation of covid 19 credit restructuring to provide interest subsidies / margin subsidies for MSME loans and direct cash assistance (BLT) for MSME players	Agugust 18, 2020
		Compliance audit plan for the national economic recovery program (PEN)	August 24, 2020
		Progress update on compliance audit planning meeting on the national economic recovery program (PEN)	September 7, 2020
		Discussion on PEN's data (PEN criteria, script preparation and data execution)	September 16, 2020
		SKAI's involvement in coordinating the audit implementation by external auditors	September 28, 2020
		Implementation of Permenkop No.6 of 2020 concerning the Proposal for Productive Micro Banpres (BPUM) and follow-up on cases of fraud	September 28, 2020
		Update on follow-up on perpetrators of fraud incidents in 2020, Review of SOPs and provisions related to the follow-up of BRI fraud crimes	November 10, 2020
		Follow-up to the BI letter regarding the implementation of national chip technology standards and the use of a 6-digit online personal identification number for ATM cards and / or debit cards issued in Indonesia as well as standardizing the card cleansing process	November 16, 2020

Audit Committee and DPLK BRI

No	Duties	Implementation	Date of Implementation
1	Financial Statements	Report on audit results on the financial statements of the BRI DPLK for the 2019 financial year	June 16, 2020
		Report on the evaluation results of the Audit Committee on the implementation of providing audit services on the financial statements of pension funds of Indonesian people's bank financial institutions, DPLK BRI for the 2019 financial year	June 30, 2020
2	Procurement of Audit Services	Procurement of public accounting firm audit services for the 2020 BRI DPLK financial statements	November 19, 2020

Supervision of the National Economic Recovery Program (NER)

No	Duties	Implementation	Date of Implementation
1	PEN program compliance audits	Compliance audit plan for the national economic recovery program (PEN)	August 24, 2020
2		Update on compliance audit planning progress meeting on the national economic recovery program (PEN)	September 7, 2020

Audit Committee

AUDIT COMMITTEE EDUCATION AND TRAINING

The training attended by members of the Audit Committee from the Board of Commissioners during 2020 can be seen in the list of education/training for the Board of Commissioners for 2020. Education of members of the Audit Committee for Non-Commissioners in 2020 is as follows:

No	Name	Training	Organizer	Time	Place
1	Sunuaji Noor Widiyanto	Webinar Auditor Jaman Now	YPIA	September 26, 2020	Jakarta
2	Sunuaji Noor Widiyanto	Webinar Tax Incentive in the time of pandemic and tax dispute update	Universitas Indonesia	September 24, 2020	Jakarta
3	Sunuaji Noor Widiyanto	New opportunities for how public accountants optimize audit services	KPAP	December 16, 2020	Jakarta
4	Sunuaji Noor Widiyanto	Corruption does not stop in the midst of a pandemic: who can prevent it?	YPIA	December 19, 2020	Jakarta
5	Sahat Pardede	Webinar PSAK 8, PSAK 68 and PSAK 71 as well as audit considerations on related accounting standards and audit reporting on pension funds, intended for public accountants	IAPI dan IAI	July 29, 2020	Jakarta
6	Sahat Pardede	Webinar Tax Incentive in the time of pandemic and tax dispute update	Universitas Indonesia	September 24, 2020	Jakarta
7	Sahat Pardede	Webinar PPL OJK bank accounting and audit aspects of BPR financial statements	PPL OJK Bank	November 26, 2020	Jakarta
8	Sahat Pardede	Webinar on aspects of accounting and auditing in corporate action	PPL Pasar Modal OJK	December 28, 2020	Jakarta
9	Pamuji Gesang Raharjo	Basic User Training Professional Teaching Method Enhancement with Google for Education	LPII	March 2020	Jakarta
10	Pamuji Gesang Raharjo	Resiliency and Sharia Business Strategy in facing covid19 effect	LPII	May 2020	Jakarta
11	Pamuji Gesang Raharjo	The Future of Banking: The Impacts of Digital Disruption and Pandemic	OJK Institute	June 2020	Jakarta
12	Pamuji Gesang Raharjo	Business Resilience and Recovery to Covid-19 for Sustainable Finance	IPMI International Business Scholl	June 2020	Jakarta
13	Pamuji Gesang Raharjo	New Normal, New Business Model and New Hope	LPII	June 2020	Jakarta
14	Pamuji Gesang Raharjo	Business Transformation in Digital Era: Strategy & Actions	OJK Institute & Milken Institute	June 2020	Jakarta

Audit Committee

No	Name	Training	Organizer	Time	Place
15	Pamuji Gesang Raharjo	Optimizing the Role of the Audit Committee in Supervision and Evaluation of the Provision of Audit Services by Public Accountants or Public Accounting Firms.	IKAI dan IAPI	October 2020	Jakarta
16	Pamuji Gesang Raharjo	Indonesia Risk Management Outlook (IRMO) 2021	LPPI	December 2020	Jakarta

AUDIT COMMITTEE MEETINGS

Meeting Policy

1. The meeting shall be held at least once in a month.
2. Meetings shall be held at the place of domicile of the Company or other places established by the Committee.
3. Every Meeting invitation may be made in writing signed by the Chairman of the Audit Committee or one of the members of the Audit Committee from the Board of Commissioners, or by verbal or other means of communication.
4. The meeting shall include the meeting agenda, date, time, and venue and shall be set forth in a well-documented minutes of meeting.
5. A meeting may only be held if it is attended by at least 51% (fifty one percent) of the total members including an Independent Commissioner and an Independent Party.
6. The Chairman of the Audit Committee chairs each Committee meeting and in the event that the Chairman of the Audit Committee is absent, a member of the Audit Committee from the Board of Commissioners chairs the meeting.
7. The decision of the meeting shall be based on consensus deliberation. If deliberation of consensus is not reached, then the decision is made by majority vote.
8. Dissenting opinion that occurs in the Audit Committee meeting shall be clearly stated in the minutes of the meeting and its reasons.
9. The minutes of the Audit Committee meetings shall be made by a person present at the meeting and appointed by the meeting chairman. All members of the Audit Committee present at the meeting shall sign the minutes of the meeting.
10. The Audit Committee minutes of meeting serve as legitimate proof on the decision taken in the meeting.
11. The Audit Committee may also take a lawful decision without having a Meeting provided that all members of the Audit Committee have been notified in writing and all members of the Audit Committee agree on the proposal submitted in writing and sign the agreement. The decisions taken in this way have the same power as the decisions taken legitimately in the meeting.

2020 Audit Committee Meetings

No	Date of meeting	Meeting Agenda	Total Attendance	Note
1	January 7, 2020	Annual Audit Planning 2020, Update on Fraud Events in 2019, Audit Results of the BRI Headquarters Park Development	7 member (100%)	Quorum
2	January 14, 2020	Discussion on the TOR, timeline, and the formation of the KAP procurement team for the 2020 financial statements and PKBL	7 member (100%)	Quorum
3	January 20, 2020	Kick off meeting of the 2019 DPLK financial report	7 member (100%)	Quorum
4	January 20, 2020	Progress Meeting of the 2019 BRI financial report and PKBL meeting	7 member (100%)	Quorum
5	January 21, 2020	Closing meeting audit on the 2019 financial statements and PKBL	7 member (100%)	Quorum

Audit Committee

No	Date of meeting	Meeting Agenda	Total Attendance	Note
6	January 30, 2020	Main report on audit results until the fourth quarter of 2019	7 member (100%)	Quorum
7	April 21, 2020	SKAI's significant audit findings 2020	9 member (100%)	Quorum
8	April 28, 2020	Kick off meeting for the audit of BRI's financial statements June 30, 2020	9 member (100%)	Quorum
9	May 12, 2020	Report on audit results for the first quarter of 2020 & a review of the financial statements for the first quarter of 2020	9 member (100%)	Quorum
10	June 11, 2020	SKAI significant findings	9 member (100%)	Quorum
11	June 15, 2020	Audit report on the financial statements of the BRI DPLK for the 2019 financial year	9 member (100%)	Quorum
12	July 7, 2020	Review the adequacy of internal control with KPMG	9 member (100%)	Quorum
13	July 21, 2020	Audit Progress Report specifically for SKAI on complaints related to BRI General Insurance BRINS	9 member (100%)	Quorum
14	August 4, 2020	Report on audit results for the 2 nd quarter of 2020	9 member (100%)	Quorum
15	August 14, 2020	BRI Financial Report Audit Closing Meeting June 30, 2020	8 member (100%)	Quorum
16	August 25, 2020	Compliance Audit Planning for the National Economic Recovery Program (PEN)	8 member (100%)	Quorum
17	September 8, 2020	Update on the progress of the compliance audit planning meeting on the national economic recovery program (PEN)	8 member (100%)	Quorum
18	September 17, 2020	PEN Data Discussion: PEN Criteria, Script preparation and Execution with Data	8 member (100%)	Quorum
19	October 20, 2020	Review result of POJK assessment and Maturity of Internal Audit Function of SKAI with KPMG	8 member (100%)	Quorum
20	November 3, 2020	Consultation Meeting with Deloitte	8 member (100%)	Quorum
21	November 5, 2020	Audit Closing Meeting of Financial Statements on September 30, 2020	8 member (100%)	Quorum
22	November 10, 2020	Principal Report on Audit Results for the 3rd Quarter of 2020	8 member (100%)	Quorum
23	November 17, 2020	Update Follow-up on perpetrators of fraud incidents in 2020, review of SOPs and provisions related to follow-up actions to BRI fraud	8 member (100%)	Quorum
24	December 1, 2020	Follow-up updates on audit findings of the Tanah Abang branch office	8 member (100%)	Quorum

Frequency and Attendance of Audit Committee Meeting

No	Name	Position	Total Meeting	Attendance	Percentage
1	Hendrikus Ivo	Chairman	24	24	100%
2	A. Fuad Rahmany	Chairman	6	6	100%
3	Kartiko Wirjoatmodjo	Member	8	8	100%
4	Ari Kuncoro	Member	10	10	100%
5	Rofikoh Rokhim	Member	24	24	100%
6	A. Sonny Keraf	Member	6	6	100%

Audit Committee

No	Name	Position	Total Meeting	Attendance	Percentage
7	Nicolous T. Budi Harjanto	Member	8	8	100%
8	R. Widyo Pramono	Member	18	18	100%
9	Pamuji Gesang Raharjo	Member	24	24	100%
10	Sunuaji Noor Widiyanto	Member	24	24	100%
11	Sahat Pardede	Member	18	18	100%
12	Handayani Wibowo	Member	17	17	100%

Meeting Follow Ups

All activities and meetings carried out by the Audit Committee are documented in the meeting minutes and followed up with several letters to the Board of Commissioners and related parties.

AUDIT COMMITTEE REMUNERATION 2020

Remuneration for committee members who are members of the Board of Commissioners is an integral part of the honorarium given to the Board of Commissioners and there is no special honorarium for each member of the Committee.

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 other than the honorarium is given. This is in accordance with the provisions of the Minister of BUMN Regulation Number PER-12.MBU/2012 dated 12 August 2012 concerning the supporting organs of the Board of Commissioners.

ASSESSMENT OF COMMITTEE PERFORMANCE IN 2020

No	Assessment perspective	Assessment aspect	Indicator	Target	Output/Target Achievement	Weight	Score
1	Learning & Growth Perspective	Committee Organization	Committee members composition according to the rules	Committee members are in line with POJK, SOE Ministry Regulations and Regulator	Committee members are in line with POJK, SOE Ministry Regulations and Regulator	5	5
			Committee Charter has been updated according to the rules	Review of Audit Committee Charter	Charter has been reviewed and updated	5	5
		Committee Members Competence	Committee members has competency according to rules	Members have passed OJK Fit & Proper test and/or participated in training during 2019	Members have passed the OJK Fit and Proper Test and always updated the training every year	5	5
			Committee members tenure according to rules	Decree of Committee Members are updated based on rules and tenure according to POJK and SOE Ministry Regulations	The appointment of the Chairman and Members, the term of office of the Chairman and Members does not exceed the provisions	5	5

Audit Committee

No	Assessment perspective	Assessment aspect	Indicator	Target	Output/Target Achievement	Weight	Score
2	Internal Process Perspective	Planning	Ratification of Committee Work Plan is on time	BOC Work Plan & Budget on 2020 is ratified on 2019	BOC Work Plan & Budget on 2020 is ratified on December 28 2019	5	5
			Committee Meeting is convened according to rules and plans	Once in a month (12 times)	Audit committee meetings are held 24 times during 2019	5	5
			Evaluation and approval of the Board of Directors for the Annual Audit Planning (PAT)	once in a year	Written recommendations in the form of opinions and suggestions to the Board regarding the Approval of the 2020 SKAI BRI Annual Audit Planning on January 7, 2020	5	5
		Implementation	Provide recommendations related to the proposed appointment of a Public Accountant and Public Accountant Firm	once in a year	1. Audit Committee's recommendation on the Appointment of a Public Accountant and/or Public Accountant Firm That Will Carry Out a General Audit of the Consolidated Financial Statements and Financial Statements of the BRI PKBL Financial Year 2020 in accordance with the provisions. 2. The results of the Audit Committee's evaluation of KAP and/or Public Accountants have been submitted to the Board of Commissioners on time and according to regulations	5	5
			Carry out other assignments in accordance with the direction of the Board of Commissioners	according to the duties and directions from board of commissioners	Duties carried according to regulations	5	5

Audit Committee

No	Assessment perspective	Assessment aspect	Indicator	Target	Output/Target Achievement	Weight	Score
			review on the results report of the internal audit implementation and follow-up on findings are carried out in accordance with the regulations	Every three months	Written recommendations in the form of opinions and suggestions to the Board regarding the through official memo every three months	10	10
			review of financial statement carried out in accordance with the regulations		The review and discussion between the Audit Committee, the Board of Commissioners and the SKAI are outlined in the minutes of meetings 3 times with KAP and twice with SKAI.	10	10
		Supervisory	Review of whistleblower system management	once in a year	The Audit Committee has conducted a review of WBS management through the Audit Committee letter dated 11 September 2020. During 2020, 123 reports of violation complaints (WBS) were received containing 236 sub indications of violations with the following details: a. 91 Proven Reports b. 118 Unproven Reports c. 27 In-Process Report	5	5
			Review of general audit implementation on BRI DPLK performance and financial statements	once in a year	Written recommendations in the form of opinions and suggestions to the Board regarding the through official memo every three months	10	10
			Review follow-up Management Letter and follow-up on audit findings conducted by external parties.	once in a year	The Management Letter review is submitted through the Audit Committee official memo regarding the Management Letter for the General Audit of Financial Statements for the 2019 Financial Year	5	5
			Review of Reports of Fraud Incidents which are estimated to have a Significant Impact	once in a year	During 2020 the Audit Committee has submitted a Review of Fraud Incidents reports which are estimated to have a Significant Impact	5	5
3	Compliance Perspective	Implementation of corporate activities in accordance with accounting GCG	Fair without exception opinion from public accounting	Fair without exception	Fair without exception opinion from public accounting firm	10	10
Total						100	100

AUDIT COMMITTEE OPINION ON INTERNAL CONTROL

The Audit Committee provides opinion and assessment that the effectiveness of the Company's internal control and risk management systems has been effectively and adequately conducted, reflected in the effectiveness of the internal control functions, including internal audit, risk management, compliance, financial and operational control functions.

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.

LEGAL REFERENCES

1. Law of the Republic of Indonesia No. 40 of 2007 on the Limited Liability Companies.
2. Law of the Republic of Indonesia No. 19 of 2003 on the State-Owned Enterprises.
3. POJK No. 55/POJK.03/2016 on the Implementation of Governance for Commercial Banks.
4. POJK No. 33/POJK.04/2014 dated 8 December 2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies.
5. POJK No. 34/POJK.04/2014 dated 8 December 2014 on the Nomination and Remuneration Committee of Issuers or Public Companies.
6. POJK No. 45/POJK.03/2015 on the Implementation of Governance in Providing Remuneration for Commercial Banks.
7. SEOJK No. 40/SEOJK.03/2016 on the Implementation of Governance in Providing Remuneration for Commercial Banks
8. SOE Minister Regulation No. PER-01/MBU/2011 dated 1 August 2011 on the Implementation of Good Corporate Governance in SOEs in lieu of SOE Minister Regulation No. PER-09/MBU/2012 dated 6 July 2012 on the amendment to the SOE Minister Regulation No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance in SOEs.
9. SOE Minister Regulation No. PER-12/MBU/2012 dated 24 August 242012 on the Supporting Organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises.
10. PT Bank Rakyat Indonesia (Persero) Tbk's Articles of Association with the latest amendments.

NRC CHARTER

The NRC Charter has been reviewed and approved by the Board of Commissioners through the Board of Commissioners Decree No: B.13-KOM/1/2018 dated 01 November 2018 concerning the Charter of the Board of Commissioners and Supporting Organs of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk, which regulates including:

1. The purpose of establishing the Committee.
2. Membership of the Committee.
3. Authorities, duties and responsibilities.
4. Position of the Committee
5. Work ethic.
6. Implementation of meetings.

Nomination and Remuneration Committee

APPOINTMENT AND DISMISSAL OF NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee is appointed and dismissed by and is responsible to the Board of Commissioners. The appointment of the Chairman and Members of the Nomination and Remuneration Committee is stipulated by the Decree of the Directors Nokep: 548-DIR/HCB/08/2020 dated 12 August 2020 concerning the Appointment of the Chair and Members of the Nomination and Remuneration Committee of PT Bank Rakyat Indonesia (Persero) Tbk.

STRUCTURE AND MEMBERSHIP OF THE NOMINATION AND REMUNERATION COMMITTEE

Structure of Nomination and Remuneration Committee

The structure of BRI's Nomination and Remuneration Committee is as follows:

1. The Committee is chaired by an Independent Commissioner.
2. Committee members consist of at least 3 (three) people consisting of an Independent Commissioner, a Commissioner, and an Executive Officer one level below the Board of Directors in charge of HR policies (ex officio) or a representative of the Company's employees, other members may come from from parties outside the Company.
3. In the event that there are more than 3 (three) members of the Committee, then the Independent Commissioner should be at least 2 (two) people. (PBI ps 40 (4))
4. The Board of Commissioners may appoint an Independent Party as a member of the Committee, provided that:
 - a. Required to fulfill the following requirements:
 - i. has no affiliation with the Company, members of the Board of Directors, members of the Board of Commissioners, or Major Shareholders of the Company;
 - ii. has experience related to Nomination and / or Remuneration; and
 - iii. does not hold concurrent positions as members of other committees owned by the Company.
 - b. Elected by the Board of Commissioners through a recruitment and selection mechanism.
 - c. The maximum working period is 2 (two) years and can be extended again for the next working period with due observance of the service period of the Board of Commissioners and the applicable contract worker regulations in the Company, without precluding the possibility of being dismissed by the Board of Commissioners

before the contract period ends. (self-regulated)

4. Members of the Board of Directors are prohibited from becoming members of the Committee.
5. Committee members are appointed by the Board of Directors based on the resolutions of the Board of Commissioners meeting.
6. Committee members are appointed for a certain term and can be reappointed.
7. The term of office of members is not longer than the term of office of the Board of Commissioners as stipulated in the articles of association.))
8. Replacement of members who are not members of the Board of Commissioners shall be carried out no later than 60 (sixty) days after the Committee members are no longer able to carry out their functions.

Nomination and Remuneration Committee Membership

1. Committee members shall at least consist of:
 - a. An Independent Commissioner;
 - b. An independent party who has expertise in finance; and
 - c. An Independent Party with expertise in risk management.
2. Independent parties who are considered to have expertise in finance must meet the following criteria:
 - a. Have knowledge in the fields of economics, finance and/or banking; and
 - b. Have work experience of at least 5 (five) years in the fields of economics, finance and/or banking.
3. Independent Parties deemed to have expertise in risk management must meet the following criteria:
 - a. Have knowledge in the field of risk management;

Nomination and Remuneration Committee

- b. Have work experience of at least 2 (two) years in the field of risk management, finance and/or banking.
4. Independent parties must meet the following requirements:
 - a. Do not receive compensation from the Company and its subsidiaries, or its affiliates, except for wages, salaries, and other facilities received in connection with tasks performed as members of the Risk Management Monitoring Committee;
 - b. Has no family or financial relationship with the Board of Directors and the Board of Commissioners;
 - c. Do not have a concurrent position with the Company and other companies affiliated with the Company;
 - d. Do not have duties, responsibilities and authorities that give rise to a conflict of interest;
 - e. May not concurrently be a member of the Board of Commissioners, Secretary of the Board of Commissioners, Staff Secretary of the Board of Commissioners and members of the Committee in BUMN or other companies; and
 - f. Does not conflict with other provisions and laws.
5. Former members of the Board of Directors or Executive Officers of the Company or parties that 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 6 (six) month waiting period (cooling off). Provisions for the waiting period (cooling off). The provisions for the waiting period (cooling off) to become an Independent Party do not apply to former members of the Board of Directors or Executive Officers whose duties only carry out supervisory functions for at least 6 (six) months.
6. Appointment of Committee members from an independent party, following the following provisions:
 - a. Elected by the Board of Commissioners through a recruitment and selection mechanism;
 - b. The maximum working period is 2 (two) years and can be extended again for the next working period with due observance of the service period of the Board of Commissioners and the applicable contract worker regulations in the Company, without precluding the possibility of being dismissed by the Board of Commissioners before the term of the contract ends.
7. Members of the Board of Directors are prohibited from becoming members of the Committee.
8. Committee members are appointed by the Board of Directors based on the resolutions of the Board of Commissioners meeting.

The composition of the Committee for the period January 1, 2020 to March 18, 2020 is as follows:

No	Name	Position	Description
1	Andrinof A. Chaniago	Chairman	President Commissioner
2	Wahyu Kuncoro	Member	Vice President Commissioner/ Independent Commissioner
3	A. Fuad Rahmany	Member	Independent Commissioner
4	A. Sonny Keraf	Member	Independent Commissioner
5	Hendrikus Ivo	Member	Independent Commissioner
6	Rofikoh Rokhim	Member	Independent Commissioner
7	Nicolaus Teguh Budi Harjanto	Member	Commissioner
8	Hadiyanto	Member	Commissioner
9	Loeke Larasati A.	Member	Commissioner
10	E.R.A. Taufiq	Member	Ex-officio (Division Head of Human Capital Policy and Development)

Member structure from March 31 2020 to 31 August 2020:

No	Name	Position	Description
1	R. Widyo Pramono	Chairman	Independent commissioner
2	Kartika Wirjoatmodjo	Member	President Commissioner

Nomination and Remuneration Committee

No	Name	Position	Description
3	Ari Kuncoro	Member	Vice President Commissioner/ Independent Commissioner
4	Nicolaus Teguh Budi Harjanto	Member	Commissioner
5	Hadiyanto	Member	Commissioner
6	Rabin Indrajad Hattari	Member	Commissioner
7	Hendrikus Ivo	Member	Independent Commissioner
8	Rofikoh Rokhim	Member	Independent Commissioner
9	Zulnihar Usman	Member	Independent Commissioner
10	Dwi Ria Latifa	Member	Independent Commissioner
11	E.R.A. Taufiq	Member	Ex-officio (Division Head of Human Capital Policy and Development)

Member structure from August 12 2020 to 31 December 2020:

No	Name	Position	Description
1	R. Widyo Pramono	Chairman	Independent Commissioner
2	Rofikoh Rokhim	Secretary	Independent Commissioner
3	Kartika Wirjoatmodjo	Member	President Commissioner
4	Ari Kuncoro	Member	Vice President Commissioner/ Independent Commissioner
5	Nicolaus Teguh Budi Harjanto	Member	Commissioner
6	Hadiyanto	Member	Commissioner
7	Rabin Indrajad Hattari	Member	Commissioner
8	Hendrikus Ivo	Member	Independent Commissioner
9	Zulnihar Usman	Member	Independent Commissioner
10	Dwi Ria Latifa*	Member	Independent Commissioner
11	E.R.A. Taufiq	Member	Ex-officio (Division Head of Human Capital Policy and Development)

COMMITTEE PROFILE

The NRC Member Profile as of 31 December 2020 is as follows:

R. Widyo Pramono Chairman of NRC/Independent Commissioner	Profile can be seen in Board of Commissioner Profile
Rofikoh Rokhim Secretary of NRC/Independent Commissioner	Profile can be seen in Board of Commissioner Profile
Kartika Wirjoatmodjo Member of NRC/ President Commissioner	Profile can be seen in Board of Commissioner Profile
Ari Kuncoro Member of NRC/ Vice President Commissioner/ Independent Commissioner	Profile can be seen in Board of Commissioner Profile
Nicolaus Teguh Budi Harjanto Member of NRC/ Commissioner	Profile can be seen in Board of Commissioner Profile
Hadiyanto Member of NRC/ Commissioner	Profile can be seen in Board of Commissioner Profile
Rabin Indrajad Hattari Member of NRC/ Commissioner	Profile can be seen in Board of Commissioner Profile

Nomination and Remuneration Committee

Hendrikus Ivo Member of NRC/ Independent Commissioner	Profile can be seen in Board of Commissioner Profile
Zulnihar Usman Member of NRC/ independent Commissioner	Profile can be seen in Board of Commissioner Profile
Dwi Ria Latifa Member of NRC/ independent Commissioner	Profile can be seen in Board of Commissioner Profile
E.R.A. Taufiq Member of NRC Ex-officio (Division Head of Human Capital Policy and Development)	Born in Bandung, May 13, 1967, obtained his Bachelor of Laws degree from Parahyangan University. While working at BRI, he served as Head of the Career Development Division of Human Capital Policy & Development Division, Deputy Head of the Career & Culture Division, Human Capital Policy & Development Division, and Executive Vice President of the Human Capital Business Partner Division.

DUTIES AND RESPONSIBILITIES OF NOMINATION AND REMUNERATION COMMITTEE

Nomination Function

1. Prepare and provide recommendations to the Board of Commissioners regarding the selection and/or replacement system and procedures of members of the Board of Commissioners and Directors to be submitted to the General Meeting of Shareholders.
2. Provide recommendations to the Board of Commissioners regarding:
 - a. Composition of members of the Board of Directors and/or members of the Board of Commissioners;
 - b. Policies and criteria needed in the Nomination process and;
 - c. Performance assessment policy for members of the Board of Directors and/or members of the Board of Commissioners.
3. Assist the Board of Commissioners in performance assessment of members of the Board of Directors and/or members of the Board of Commissioners based on benchmarks prepared as evaluation material;
4. Provide recommendations to the Board of Commissioners regarding capacity expanding programs for members of the Board of Directors and/or members of the Board of Commissioners;
5. Provide recommendations or propose candidates who fulfill the requirements as members of the Board of Directors and/or members of the Board of Commissioners to the Board of Commissioners for submission to the GMS.
6. Provide recommendations to the Board of Commissioners regarding the Prospective

Representatives of the Company that will be assign as the Subsidiaries Management proposed by the Board of Directors.

7. Provide recommendations to the Board of Commissioners regarding Independent Parties who will become members of the Committee under the Board of Commissioners.

Remuneration Function

1. Provide recommendations to the Board of Commissioners regarding the structure, policies, and amount of remuneration for members of the Board of Directors and/or members of the Board of Commissioners.
2. Provide recommendations to the Board of Commissioners regarding evaluation of remuneration policies for members of the Board of Directors and/or members of the Board of Commissioners to be submitted to the General Meeting of Shareholders;
3. Provide recommendations to the Board of Commissioners regarding the evaluation of remuneration policies for Executive Officers and employees as a whole for submission to the Board of Directors.
4. Assist the Board of Commissioners in performance assessment with the suitability of Remuneration received by each member of the Board of Directors and/or members of the Board of Commissioners.

Nomination and Remuneration Committee

AUTHORITY

The Board of Commissioners authorizes the Committee within the scope of the Committee's responsibilities to request relevant information relating to the implementation of the Nomination and remuneration functions as well as employment policies and other functions in human resource management from internal parties.

INDEPENDENCE OF THE NOMINATION AND REMUNERATION COMMITTEE

In maintaining the independence of the implementation of duties and providing views, suggestions and recommendations to the Board of Commissioners, KNR members consist of 6 (six) Independent Commissioners who are not affiliated with the Director, other Commissioners or the controlling shareholder of the Company and are not shareholders, Commissioners, Directors. from companies that have affiliations or business with the Company.

COMMITTEE PROHIBITION

1. Taking personal gain either directly or indirectly from the Company's activities other than legal income.
2. Receiving additional income other than income as a member of the Board of Commissioners for members of the Board of Commissioners who become Chairman or members of the Committee.

KPI AND ACHIEVEMENTS IN 2020

The Nomination and Remuneration Committee performance indicators or criteria is measured from the achievement of work programs/work plans and budgets that has been prepared at the beginning of each year and the attendance of NRC members in each meeting. The NRC work program is designed to support the key success factors of the Board of Commissioners in executing the nomination process of the Company's management and its subsidiaries, evaluation of employees' remuneration and employment policies, remuneration of the Board of Directors and Board of Commissioners, as well as the overall management of human resources.

Broadly, all NRC KPIs has been achieved by the implementation of all NRC Work Plan and Budget 2020, in accordance with the set target and attendance level of NRC members, which fulfilled the requirement hence all NRC meeting can be executed with quorum in every decision.

2020 COMMITTEE ACTIVITIES IMPLEMENTATION

The implementation of the 2020 Nomination and Remuneration Committee work program is as follows:

Nominations for the Board of Directors and EVP of BRI

No	Date	Agenda
1	January 2, 2020	Discussion on Candidates for the Head of the Corporate Secretary Division
2	February 17, 2020	Nomination of BRI Management at the 2020 BRI AGMS
3	February 18, 2020	Nomination of BRI Management at the 2020 BRI AGMS
4	July 28, 2020	Discussion on the EVP proposal for the Corporate Secretary Division and Nomenclature & Formation of the BRI Directors of PT Bank Rakyat Indonesia (Persero) Tbk

Nomination and Remuneration Committee

Discussion on the EVP proposal for the Corporate Secretary Division and Nomenclature & Formation of the BRI Directors of PT Bank Rakyat Indonesia (Persero) Tbk

No	Date	Agenda
1	January 14, 2020	Nominations for BRI and BRINS management
2	January 28, 2020	Nominations for BRI Agroniaga
3	February 4, 2020	Nominations for BRI Agro, BRI Remittance and BRI Ventura Investama
4	March 3, 2020	Nominations for BRI Ventura
5	March 24, 2020	Proposed Changes to the Board of Commissioners and Directors of PT BRI Multifinance Indonesia
6	March 31, 2020	Discussion on the Nomination of the Management of PT. BRI Multifinance Indonesia (BRI Finance)
7	June 2, 2020	Discussion on the Nomination of Independent Commissioner of PT BRI Ventura Investama (BRI Ventura)
8	June 29, 2020	Nominations for BRI Life
9	December 10, 2020	Discussion on the Nomination of PT BRI Syariah Management

Performance Evaluation of the Board of Directors

No	Date	Agenda
1	January 23, 2020	evaluation result of PT Bank Rakyat Indonesia (Persero) Tbk Directors

Preparation of Talent Management Policies / Conditions

No	Date	Agenda
1	March 10, 2020	BRI's human capital and talent management system development policies
2	April 28, 2020	BRI talent pool
3	April 29, 2020	Continuity of BRI talent pool

Review of Remuneration Structure for the Board of Commissioners and the Board of Directors

No	Date	Agenda
1	January 21, 2020	Remuneration for the Board of Directors and the Board of Commissioners
2	April 27, 2020	Allowance for SOE Directors and Board of Commissioners in 2020

Nomination and Remuneration Committee

Board of Commissioners and Directors Candidate's Interview

No	Date	Agenda
1	March 10, 2020	BRI Board of Commissioners and Directors candidates' interview
2	May 5, 2020	BRI Finance Board of Commissioners candidates' interview
3	May 26, 2020	BRI Life Independent Commissioners candidates fit and proper test interview
4	May 26, 2020	BRI Ventura Investama independent commissioners' candidates fit and proper test interview
5	December 15, 2020	BRI Insurance Compliance Directors candidates' interview

Other activities

1. Prepare work plan and program for the Nomination and Remuneration Committee for 2021, which is an elaboration of the Nomination and Remuneration Committee Charter.
2. Together with the Audit Committee, Risk Management Monitoring Committee, Secretary of the Board of Commissioners, and Staff of the Secretary of the Board of Commissioners compiled the work plan and program of the Board of Commissioners for 2021.
3. Conduct reviews and studies on the remuneration of the Board of Directors and Commissioners according to the Company's performance, business size and the results of the banking industry remuneration survey.
4. Carry out the nomination process and provide recommendations for candidates for management of the Company and its subsidiaries.
5. Provide recommendations to the Board of Commissioners regarding recruitment including the extension of the service period of Committee members who come from outside the Commissioner
6. Together with the Audit Committee, Risk Management Monitoring Committee, and the Secretariat of the Board of Commissioners to conduct reviews in order to approve the Board of Commissioners for the proposal and revision of the Bank's Business Plan (RBB) and the Company's Work and Budget Plan (RKAP).
7. Together with the Audit Committee, Risk Management Monitoring Committee, the Secretariat of the Board of Commissioners conducts reviews of the Company's monthly performance developments and provides suggestions and opinions to the Board of Commissioners for clarification to the Board of Directors in the Board of Commissioners meeting forum with the Board of Directors.
8. Carry out direct visits to the working unit.
9. Carry out other tasks as requested by the Board of Commissioners.

COMMITTEE'S EDUCATION AND TRAINING 2020

The training participated by members of NRC during 2020 can be found on the list of training/ education of the Board of Commissioners during 2020.

COMMITTEE MEETINGS

Meeting policy

1. The meeting shall be held at least once every four (4) months or may be held at any time when deemed necessary.
2. The meeting may only be held when attended by at least 51% (fifty-one percent) of the number of members, including the Chairman of the Committee and Executive Officers in charge of human resources or employee representation.
3. The meeting shall be held at the place of domicile of the Company or other place as specified by the Committee.

Nomination and Remuneration Committee

4. The Chairman of the Committee shall make the meeting invitations. The invitations of the Committee Meeting shall be made in writing and submitted or given directly to each member of the Committee with adequate receipt, or by e-mail no later than 5 (five) days prior to the meeting, excluding the date of the call and the date of the meeting, or in a shorter time if urgent.
5. The above-mentioned invitation is not required for scheduled meetings based on the decision of the previous meeting.
6. Meeting invitations should include the meeting agenda, date, time, and meeting place.
7. The meeting is led by the chairman of the Committee.
8. The decisions of Committee meetings shall be based on consensus deliberations. If deliberation is not reached, the decision shall be made by majority vote, provided that each member of the Committee shall only be entitled to grant 1 (one) vote.
9. If the agreed and disagreed votes are equal, then the chairman of the meeting is entitled to take the decision.
10. The results of Committee meetings shall be set forth in the minutes of meetings and shall be properly documented and shall be submitted in writing to the Board of Commissioners. B I ps
11. Dissenting opinions that occur in Committee meetings shall be clearly stated in the minutes of the meeting and the reasons for such dissent.
12. The Committee minutes of meetings shall be made by a person present at the meeting and appointed by the chairman of the meeting. All Committee members present at the meeting shall sign the minutes of meeting.
13. The Committee minutes of meetings are valid evidence of decisions taken at the meeting;
14. Meetings may invite the Board of Directors and/or Division Heads/Executives of the Company to request explanations, disclosures, and information related to the meeting agenda.
15. The chairman of the meeting shall present the conclusions and decisions at the end of the meeting.
16. The Committee may also adopt a lawful decision without a meeting, provided that all members of the Committee have been notified in writing and that all members of the Committee give their consent to the proposal submitted in writing and to sign the agreement. The decisions taken in such manner shall have the same power as the legally adopted decisions of the Committee Meetings.

Frequency and Attendance

No	Date	Meeting Agenda	Member Attendance	Remarks
1	January 2, 2020	Discussion on Candidates for the Head of the SKP Division	10	Quorum
2	January 14, 2020	BRI and BRINS management nomination	10	Quorum
3	January 21, 2020	Board of Directors and the Board of Commissioners remuneration	10	Quorum
4	January 28, 2020	BRI Agroniaga management nomination	10	Quorum
5	February 4, 2020	BRI Agro, BRI Remittance and BRI Ventura Investama management nomination	10	Quorum
6	February 17, 2020	BRI management nomination in BRI AGMS 2020	10	Quorum
7	February 18, 2020	BRI management nomination in BRI AGMS 2020	10	Quorum
8	March 3, 2020	BRI Ventura management nomination	10	Quorum
9	March 10, 2020	BRI Board of directors and commissioner's candidate interview	10	Quorum
10	March 10, 2020	BRI human capital and talent management system policy	10	Quorum
11	March 24, 2020	Proposed Changes to PT BRI Multifinance Indonesia Board of Commissioners and Directors	11	Quorum
12	March 31, 2020	PT. BRI Multifinance Indonesia (BRI Finance) nomination discussion	11	Quorum

Nomination and Remuneration Committee

No	Date	Meeting Agenda	Member Attendance	Remarks
13	April 27, 2020	SOEs Board of directors and board of commissioners' allowance 2020	11	Quorum
14	April 28, 2020	BRI talent pool	11	Quorum
15	April 29, 2020	Continuity of BRI talent pool	11	Quorum
16	May 5, 2020	BRI Finance commissioner candidate interview	11	Quorum
17	May 26, 2020	BRI Life Independent Commissioners candidates fit and proper test interview	11	Quorum
18	May 26, 2020	BRI ventura Independent Commissioners candidates fit and proper test interview	11	Quorum
19	June 2, 2020	BRI Ventura independent commissioner candidate discussion	11	Quorum
20	June 29, 2020	BRI Life management nomination	11	Quorum
21	July 28, 2020	EVP Corporate Secretary, Naming and BRI Board of Directors' formation proposal discussion	11	Quorum
22	December 10, 2020	PT BRI Syariah management nomination discussion	11	Quorum
23	December 15, 2020	BRI Insurance compliance director candidate interview	11	Quorum

NRC Meeting Attendance

No	Name	Position	Total NRC Meeting	NRC Attendance	% NRC Attendance
1	Andrinof A. Chaniago	Chairman	8	8	100%
2	R. Widyo Pramono	Chairman	15	15	100%
3	Rofikoh Rokhim	Secretary	15	15	100%
4	Kartika Wirjoatmodjo	Member	15	15	100%
5	Ari Kuncoro	Member	15	15	100%
6	Nicolaus Teguh Budi Harjanto	Member	23	23	100%
7	Hadiyanto	Member	23	23	100%
8	Rabin Indrajad Hattari	Member	15	15	100%
9	Hendrikus Ivo	Member	23	23	100%
10	Zulnihar Usman	Member	15	15	100%
11	Dwi Ria Latifa*	Member	15	15	100%
12	Wahyu Kuncoro	Member	8	8	100%
13	A. Fuad Rahmany	Member	8	8	100%
14	A. Sonny Keraf	Member	8	8	100%
15	Loeke Larasati A.	Member	8	8	100%
16	E.R.A. Taufiq	Member	23	23	100%

Nomination and Remuneration Committee

Meeting Agenda Planning 2021 of the Nomination and Remuneration Committee

No.	Meeting Agenda Planning 2021	Target Timeline
1.	Board of Directors and Board of Commissioners Nomination	1 st week of February 2021
2.	Performance Evaluation of Per Sector Board of Directors	1 st week of March 2021
3.	Subsidiaries' Management Candidate Nomination	Tentative as per BOD Proposals
4.	Board of Directors and Board of Commissioners Remuneration Policy Review	2 nd week of May 2021
5.	Board of Directors and Board of Commissioners Remuneration Structure Review for 2021	1 st week of June 2021
6.	Human Capital Policies Review	1 st week of September 2021
7.	Employee Remuneration Policies Review	1 st week of September 2021

REMUNERATION OF THE NOMINATION AND REMUNERATION COMMITTEE

Remuneration for committee members who are members of the Board of Commissioners is an integral part of the Honorarium given to the Board of Commissioners and there is no special honorarium for each member of the Committee.

Honorarium for Committee members from independent parties (non-commissioners), the amount of honorarium is determined by the Board of Commissioners with a maximum amount of 20% of the President Director's salary and no other income other than the honorarium is given. This is in accordance with the provisions of the Minister of BUMN Regulation Number PER-12.MBU/2012 dated 12 August 2012 concerning the supporting organs of the Board of Commissioners.

PERFORMANCE ASSESSMENT OF THE NOMINATION AND REMUNERATION COMMITTEE

No	Assessment Perspective	Assessment Aspects	Indicators	Target	Output/Target Achievements	Weights	Score
1	Learning & Growth Perspective	Committee Organization	Committee members composition according to the rules	Committee members composition according to POJK, SOE Ministry Regulations and Regulator	Committee members composition according to POJK, SOE Ministry Regulations	5	5
			Committee Charter has been updated according to the rules	Review of NRC Charter in 2020	NRC Charter has been reviewed according to rules	5	5
		Committee Members Competencies	Committee Members Competence	All NRC Members have passed OJK Fit & Proper test and/ or participated in training during 2019	9 NRC Members have passed the OJK Fit and Proper Test and 1 commissioner awaited for OJK fit and proper test	5	5
			Committee members tenure according to rules	Decree of Committee Members are updated based on rules and tenure according to POJK and SOE Ministry Regulations	Stipulation of NRC Chairman and Members, the tenures are according to rules	5	5

Nomination and Remuneration Committee

No	Assessment Perspective	Assessment Aspects	Indicators	Target	Output/Target Achievements	Weights	Score
2	Internal Process Perspective	planning	Ratification of Committee Work Plan is on time	BOC Work Plan & Budget is ratified prior to the validity of its implementation in the Current Year (at the latest on 31 December)	BOC Work Plan & Budget is ratified on 30 December 2019	5	5
		implementation	Committee Meeting is convened according to rules and plans	As per rules, the Committee meeting is convened at least once in four months	23 NRC meetings were convened during 2019	10	10
			Nomination of BRI management	Minimum once a year	1.candidates proposal for President Director and prospective candidates for BRI Board of Directors members were submitted on February 17, 2020. 2. Proposed changes to the Candidates for the Management of PT. BRI (Persero) Tbk. submitted on 18 February 2020.	10	10
			Nomination of subsidiaries management	Tentative as per the proposal of BOD	NRC has carried out the nomination of all management of subsidiaries	10	10
			Review and develop recommendation for remuneration structure of BOD and BOC	Periodically implemented once a year	KNR recommendation on the salary proposal of the Board of Directors and the Board of Commissioners in 2020 and bonus for the 2019 performance on January 21, 2020	10	10
			Review and develop the Remuneration Policy of BOD and BOC	Periodically implemented once a year	The KNR has reviewed the policy for providing Deferred Variable Remuneration	10	10
			Oversight	Periodical Review of Employment Policy and BRI Employee Remuneration	Periodically implemented once a year	Human capital and BRI talent management system development policy	10

Nomination and Remuneration Committee

No	Assessment Perspective	Assessment Aspects	Indicators	Target	Output/Target Achievements	Weights	Score
3	Compliance Perspective	Corporate activities according to GCG	BOD performance evaluation	Periodically implemented once a year	PT BRI Directors evaluation result dated January 23 2020	5	5
			Self assessment of BOC performance	Periodically implemented once a year	Self assessment of BOC performance has been carried out 101,34%	5	5
			Performance assessment of BOC Organs	Periodically implemented once a year	Performance assessment of BOC's Committees and evaluation of Committee Members has been carried out at every end of the year and submitted in BRI Annual Report	5	5
Total						100	100

COMMITTEE OPINIONS ON THE COMPANY'S NOMINATION AND REMUNERATION IMPLEMENTATION

The Remuneration and Nomination Committee considers the selection and/or replacement system and procedures for members of the Board of Commissioners and/or Directors has complied with the applicable rules and fulfilled the GCG principles. For example, in the selection of the Board of Directors candidates, each candidate shall first pass an assessment conducted by an independent party and the Board of Commissioners recommends candidates for the Company's management based on BRI Top talent data from Executives one level below the Board of Directors or the Subsidiaries' Directors which then goes through the fit and proper test process by the Board of Commissioners with the direct interview method.

The Nomination and Remuneration Committee considers the performance measurement for the Board of Commissioners and Directors currently carried out collectively collegially is considered sufficient. In addition, an individual performance evaluation has been developed, particularly for Directors, which can measure the effectiveness of duties implementation of each Director without putting aside that there are

individual performance of Directors who are collegial (influenced/influencing the performance of other Directors or must be done with other Directors).

On selection criteria and procedures for candidates one level below the Board of Directors, the Nomination and Remuneration Committee considers the Board of Directors has implemented prudent, transparent and accountable systems, criteria and procedures.

On remuneration, the Company is considered to have implemented remuneration for the Directors based on the performance achieved, benchmarks to the industry and peers' group and based on a comprehensive evaluation assisted by competent independent parties. Likewise, the determination of remuneration for employees is applied properly, fairly and motivates the employees, while remain taking into account the company's financial capabilities and remuneration provided in the industry.

Nomination and Remuneration Committee

BOARD OF DIRECTORS AND COMMISSIONERS' SUCCESSION POLICY

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 28 July 2015. In general, the Succession Policies of the Board of Commissioners and Directors are as follows:

Succession General Policies of Directors and Commissioners

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.

Nomination Procedures of Directors and Commissioners

The selection procedures of candidates for members of the Board of Commissioners and/or Directors is regulated as follows:

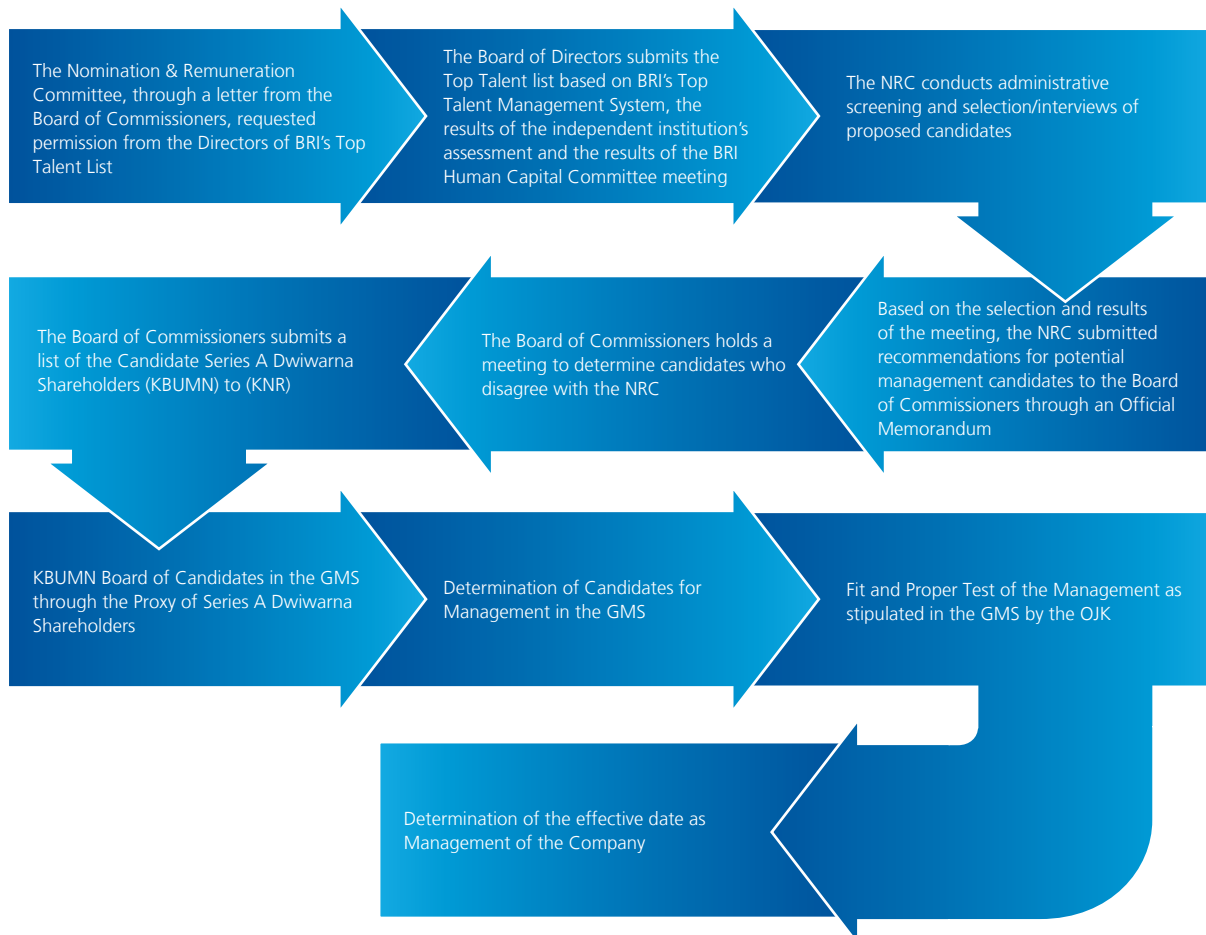
1. The Nomination and Remuneration Committee selected Candidates that meet the specified qualifications. The Committee may request the proposal of Candidates to the Bank's Board of Directors with assessment from Professional Institute under competence indicators in accordance with applicable provisions for prospective candidates of the Executives under the Board of Directors or executives with excellent achievements, and the Board of Directors of a subsidiary or joint venture company.
2. The Prospective Candidates of the Board of Commissioners and/or Board of Directors deemed eligible shall be proposed by NRC to the Board of Commissioners to take the Evaluation process.
3. The NRC conducts an evaluation to obtain comprehensive information on the qualifications and competencies of Candidates, as follows:

Nomination and Remuneration Committee

- a. For prospective members of the Board of Directors who are currently a member of the Board of Directors who will finish his/her tenure but may be reappointed, the evaluation shall be conducted, among others, by requesting an opinion from the President Director;
 - b. The Nomination and Remuneration Committee shall nominate prospective members of the Board of Directors who meet the specified qualifications. The selection process involves professional/ external parties or Professional Search Firm, i.e.: PPM Management Assessment Centre Indonesia (ACI) Telkom, DDI, Bina Potensia, SHL, and LMFE UI. Further, the assessment results are submitted to the Nomination and Remuneration Committee.
 - c. For prospective members of the Board of Directors who are currently an Executive under the Board of Directors or executive with excellent achievements, or from the Board of Directors of a subsidiary/joint venture company, the evaluation is conducted by:
 - i. Interviewing the recommended Prospective Candidates for the Board of Directors; and/or,
 - ii. Requesting Prospective Candidates of the Board of Directors to provide presentations on a particular topic, which describes the ability of Prospective Candidate according to the requirements.
 - d. For Prospective Candidates of the Board of Commissioners, evaluations to explore qualifications and competencies shall be made from the relevant resume.
4. The information on Prospective Candidates of the Board of Commissioners and/or Directors shall be discussed in the Committee meeting to decide the Prospective Candidate that is selected to become a Candidate of the Board of Commissioners and/or Board of Directors.
 5. The results of the Committee's discussion are set forth in the Committee's Memo to the Board of Commissioners. The Memo shall be a recommendation document of the Committee on the nomination of the Candidate for the Board of Commissioners and/or Directors concerned.
 6. The Board of Commissioners decides that the candidates for the Board of Commissioners and/or Directors in the Board of Commissioners' Meeting, simultaneously as the basis for the recommendation of the Board of Commissioners to the Dwiwarna Series A Shareholder to be submitted in the GMS.
 7. The GMS determines the composition and amendment to the members of the BRI's Board of Directors. In the event that the appointed member of the Board of Directors has not been approved by OJK, the appointment has not been effective until the member is approved by OJK. Candidate of the BRI's Board of Directors who has not received OJK approval are prohibited from performing his/her duties as member of the Board of Directors in the Bank's operational activities and/or other activities that have a significant impact on the Bank's financial policies and condition, even though he/she has been approved and appointed by the GMS. The GMS dismisses the Board of Directors appointed at the previous GMS, if the concerned party is not approved by OJK.
 8. BRI submits a request to OJK to conduct the fit and proper test.
 9. 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.

Nomination and Remuneration Committee

NOMINATION PROCEDURES OF DIRECTORS AND COMMISSIONERS



The selecting procedures of candidate member of the Board of Commissioners and/or Directors is regulated as follows::

1. The NRC, 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 stipulated 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:
6.
 - a. For prospective candidates for members of the Board of Directors who are members of

Nomination and Remuneration Committee

- 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 candidates for members of the Board of Directors who meet the stipulated qualifications. This selection process involves a professional/external assessment agency or Professional Search Firm, namely: PPM Management Assessment Center Indonesia (ACI) Telkom, DDI, Bina Potensia, SHL and LMFE UI, then the results of the assessment are submitted to the Nomination and Remuneration Committee.
 - 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, the evaluation is carried out by:
 - i. Conducting interviews/interviews with the recommended candidate for the Board of Directors; and/or,
 - ii. 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.
7. 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.
 8. 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.
 9. The Board of Commissioners decides the candidate members of the Board of Commissioners and/or the Board of Directors in the meeting of the Board of Commissioners which also serves as the basis for the Board of Commissioners' recommendations to the Dwiwarna Series A Shareholders for further submission at the GMS.
 10. 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.
 11. BRI Submits an application to the OJK to carry out a fit and proper test process.
- 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.

RISK MANAGEMENT OVERSIGHT COMMITTEE

The Risk Management Oversight Committee (RMOC) is one of the Committees under the Board of Commissioners which duties and responsibilities are to assist the Board of Commissioners in carrying out evaluations and ensuring the implementation of risk management in the Company.

LEGAL REFERENCES

1. POJK No. 17/POJK.03/2014 dated November 18 2014 on Implementation of Integrated Risk Management for Financial Conglomerates.
2. SEOJK No. 13/SEOJK.03/2017 dated 17 March 2017 on Governance Practices for Commercial Banks.
3. SOE Minister Regulation No. PER-12/MBU/2012 dated 24 August 2012 on the Supporting Organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises.
4. Corporate's article of association and its amendments.

RMOC CHARTER

The Risk Management Oversight Committee (RMOC) has the Charter as outlined in the Decree of the Board of Commissioners No. 12-KOM/11/2018 dated 01 November 2018 that regulates:

5. Duties, authorities, obligations and responsibilities.
6. Division of labor.
7. Time and work ethic
8. Committee Meetings
9. 5.Organizational structure, and implementation of duties related to the The Risk Management Oversight Committee (RMOC).

APPOINTMENT AND TERMINATION

The Risk Management Monitoring Committee is established by and responsible to the Board of Commissioners. The Chairman and Members of the Risk Management Oversight Committee is determined

through the Board of Directors Decree Nokep: 547-DIR/HCBP/08/2020 dated August 12 2020 on the Appointment of BRI Chairman and Members of the Risk Management Oversight Committee.

COMMITTEE STRUCTURE AND MEMBERSHIPS

Committe Structure

1. The RMOC is under the coordination of the Board of Commissioners and structurally responsible to the Board of Commissioners;
2. Members of the RMOC is at least consisted of 3 (three) members. One of them is Independent Commissioner that serves as the Committee Chairman.

Risk Management Oversight Committee

RMOC Structure and Memberships for the period of January 1 2020 – March 18 2020 as follows:

No	Name	Position in the Committee	Period of Position	Remarks/ Expertise
1	Mahmud	Chairman	March 15, 2017- May 15, 2019	Independent commissioner
2	Rofikoh Rokhim	Member	May 28, 2019-present	Independent commissioner
3	Andrinof A. Chaniago	Member	March 15, 2017 - present	President commissioner/ Independent
4	A. Fuad Rahmany	Member	June 2015- present	Independent commissioner
6	Nicolaus T. Budi Harjanto	Member	March 15, 2017 - present	Commissioner
7	Suindiyo	Member	December 1, 2015 - present	Independent Party in Financial Field
8	Sumaryo	Member	May 28, 2019 - present	Independent Party in Financial Field
9	Indrayeti	Member	August 1, 2014- August 10, 2019	Independent Party in Risk Management
10	Tubagus A. Maulana	Member	February 1, 2015 – February 1, 2019	Independent Party in Risk Management

RMOC Structure and Memberships for the period of March 31 2020 – August 11 2020 as follows:

No	Name	Position in the Committee	Period of Position	Note/ expertise
1	Ari Kuncoro	Chairman	March 18-present	Vice President Commissioner/ Independent commissioner
2	Rofikoh Rokhim	Member	May 28, 2019-present	Independet Commissioner
3	Nicolaus T. Budi Harjanto	Member	March 15, 2017-present	Commisioner
4	Dwi Ria Latifa	Member	June 2015-present	Independet Commissioner
6	Suindiyo	Member	December 1, 2015-present	Independent Party in Financial Field
7	Sumaryo	Member	May 28, 2019- present	Independent Party in Financial Field
8	Bintoro Nurcahyo	Member	March 31, 2020-present	Independent Party in Risk Management
9	A. Sigit Sudahno	Member	March 31, 2020- present	Independent Party in Risk Management

RMOC Structure and Memberships for the period of August 12 2020 – December 31 2020 as follows:

No	Name	Position in the Committee	Period of Position	Note/ expertise
1	Ari Kuncoro	Chairman	March 31, 2020- present	Vice President Commissioner/ Independent commissioner
2	Kartika Wijoatmodjo	Member	August 12, 2020-present	President Commissioner
3	Rabin Indrajad Hattari	Member	August 12, 2020- present	Commissioner
4	Nicolaus T. Budi Harjanto	Member	March 15, 2017 - present	Commissioner
5	Rofikoh Rokhim	Member	May 28, 2019 - present	Independent commissioner

Risk Management Oversight Committee

No	Name	Position in the Committee	Period of Position	Note/ expertise
6	Dwi Ria Latifa	Member	March 31, 2020 – present	Independent commissioner
7	Suindiyo	Member	December 1, 2015 - present	Independent Party in Financial Field
8	Sumaryo	Member	May 28, 2019 - present	Independent Party in Financial Field
9	Bintoro Nurcahyo	Member	March 31, 2020 - present	Independent Party in Risk Management
10	A. Sigit Sudahno	Member	March 31, 2020 - present	Independent Party in Risk Management

Committee Memberships

1. The Committee Members at least consist of:
 - a. An Independent Commissioner;
 - b. An Independent Party having expertise in finance; and
 - c. An Independent Party with expertise in risk management.
2. The Independent party that have expertise in finance must meet the criteria:
 - a. Have knowledge in economics, finance and/or banking; and
 - b. Have work experience of at least 5 (five) years in economic, finance and/or banking.
3. The Independent party that has expertise in risk management must meet the criteria:
 - a. Have knowledge in risk management;
 - b. Have at least 2 (two) years working experience in risk management in finance and/or banking.
4. The Independent party shall meet the following requirements:
 - a. Not receiving compensation from the Company and its subsidiaries, or its affiliation, except wages, salaries and other facilities received in connection with the duties performed as members of the Risk Management Monitoring Committee;
5. Former members of the Board of Directors or Executives of the Company or parties related with the Company that may affect their ability to act independently may not become Independent Party as a member of the Committee, prior to six-month period of cooling off. The terms of the waiting period (cooling off) to become an Independent Party shall not apply to former members of the Board of Directors or Executives whose duties only perform supervisory functions for at least 6 (six) months.
6. The appointment of Committee members of the Independent Party shall abide to the following rules:
 - a. Selected by the Board of Commissioners through recruitment and selection mechanisms;
 - b. The longest working period is 2 (two) years and may be renewed for subsequent periods of work with due consideration to the term of the Board of Commissioners and the applicable employment contract rules in the Company, without disabling the termination by the Board of Commissioners prior to the contract term expires.
7. Members of the Board of Directors are prohibited from becoming members of the Committee.

Risk Management Oversight Committee

RISK MANAGEMENT OVERSIGHT COMMITTEE PROFILE

The profile of RMOC members as of 31 December 2020:

Ari Kuncoro RMOC Chairman/Vice President Commissioner/ Independent commissioner	Members of the Board of Commissioners who become the Chairman of the RMOC can be seen in the Board of Commissioners profile section.
Kartika Wirjatmodjo Member of RMOC/President Commissioner	Members of the Board of Commissioners who become the member of the RMOC can be seen in the Board of Commissioners profile section.
Rabin Indrajad Hattari Member of RMOC/Commissioner	Members of the Board of Commissioners who become the member of the RMOC can be seen in the Board of Commissioners profile section.
Nicolaus T. Budi Harjanto Member of RMOC/Commissioner	Members of the Board of Commissioners who become the member of the RMOC can be seen in the Board of Commissioners profile section.
Rofikoh Rokhim Member of RMOC/Independent Commissioner	Members of the Board of Commissioners who become the member of the RMOC can be seen in the Board of Commissioners profile section.
Dwi Ria Latifa Member of RMOC/Independent Commissioner	Members of the Board of Commissioners who become the member of the RMOC can be seen in the Board of Commissioners profile section.
Suindiyo Member of RMOC/Independent Party	Indonesian citizen, 61 years old. Serves as a member of the Company's RMOC since December 2015. Previously, he worked at the Company in various positions including Executive Vice President for Audit, Vice President for Loan Restructuring and Recovery, Vice President for Credit Administration and Vice President for Pusdiklat. In addition, he also served as Commissioner for Non-Bank Financial Institutions. Obtained a Bachelor of Economics from the University of Jember (1985) and a Master of Business Administration Finance from Virginia Polytechnic Institute and State University (1994).
Sumaryo Member of RMOC/Independent Party	Indonesian citizen, 56 years old. Serves as a member of the Company's RMOC since February 2016. Previously, he worked as a lecturer and consultant. Obtained a Bachelor of Agriculture from IPB (1995) and an MBA in Banking and Finance from the University of Birmingham (2000), an MSc in Finance from the University of Strathclyde (2001) and a PhD in Finance from the University of Strathclyde (2007).
Bintoro Nurcahyo Member of RMOC/Independent Party	Indonesian citizen, 57 years old. Serves as a member of the Company's RMOC since January 2020. Previously, he worked at the Company with the last position as Executive Vice President of Enterprise and Risk Management Portfolio Division. Obtained a Bachelor of Economics in Accounting from the UGM (1988) and MBA Banking & Finance from Weatherhead School of Management, Case Western Reserve University USA (1998).
A. Sigit Sudahno Member of RMOC/Independent Party	Indonesian citizen, 57 years old. Serves as a member of the Company's RMOC since January 2020. Previously, he worked at the Company with his last position as Vice President of Enterprise and Risk Management Portfolio Division. Obtained a Bachelor of Economics, majoring in Accounting from UGM (1988) and Master of Management from University of Padjadjaran (2000).

Risk Management Oversight Committee

QUALICATIONS AND EXPERIENCES

Pursuant to the RMOC Charter, the Committee Members shall at least consist of an Independent Commissioner, an Independent Party with finance skills and an Independent Party with risk management skills.

1. The Independent Party with financial skills shall meet the criteria of knowledge in economics, finance and/or banking; and has working experience of at least 5 (five) years in the field of economics, financial and/or banking.
2. The Independent Party with risk management skills shall meet the criteria of knowledge in risk management and has working experience of at least 2 (two) years in the field of risk management of financial and/or banking.

COMMITTEE MEMBERS INDEPENDENCIES

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:

1. Not receiving compensation from the Company and its subsidiaries or affiliates, except wages, salaries and other facilities received in connection with the duties performed as members of the RMOC;
2. No family or financial relationship with the Board of Directors and Board of Commissioners;
3. Not holding multiple 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.

No	Independency criteria	AK	KW	RIH	NTBH	RR	DRL	SS	SM	BNC	AS
1.	Does not have shareholding relationships with members of the Board of Commissioners, Directors and/ or Controlling Shareholders or relations with the Bank, which can affect their ability to act independently.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2.	Does not have financial relationships with members of the Board of Commissioners, Directors and/or Controlling Shareholders or relations with the Bank, which can affect their ability to act independently.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3.	Does not have management relationships with members of the Board of Commissioners, Directors and/ or Controlling Shareholders or relations with the Bank, which can affect their ability to act independently.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4.	Does not have family relationships with members of the Board of Commissioners, Directors and/or Controlling Shareholders or relations with the Bank, which can affect their ability to act independently.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Note: Ari Kuncoro (AA), Kartika Wiirjatmodjo (KW), Rabin Indrajad Hattari (RIH), Nicolaus Teguh Budi Harjanto (NTBH), Dwi Ria Latifa (DRL), Suidiyo (SS), Sumaryo (SM), Bintoro Nurcahyo (BNC), A. Sigit Sudahno (AS).

Risk Management Oversight Committee

DUTIES AND RESPONSIBILITIES

The RMOC assists the Board of Commissioners in carrying out duties and responsibilities to evaluate and ensure the implementation of the Company's risk management continues to meet the adequacy of risk management procedures and methodology, thereby the Company's activities can be controlled within the acceptable risk limits and profitable to the Company.

The following are RMOC duties and responsibilities:

1. Periodically evaluate and analyse the adequacy of risk management policy and provide opinions in the form of advice and/or recommendations to the Board of Commissioners for the adjustment and improvement of the required risk management framework and policy;
2. Evaluate and analyse the Company's risk profile report in quarterly basis and provide advice and/or recommendation to the Board of Commissioners for necessary improvements and enhancement;
3. Monitor and evaluate the adequacy of the identification, measurement, monitoring, control and risk management information system of the Company and provide advice and/or recommendation to the Board of Commissioners to improve the effectiveness and quality of risk management implementation of the Company;
4. Monitor and evaluate the performance of Risk Management Unit and to provide advice and/or recommendation to the Board of Commissioners to improve the effectiveness of duties implementation of the Risk Management Unit. The evaluation of duties of the Risk Management Unit shall be conducted at least once a year;
5. Evaluate and analyse the implementation of the Company's Compliance Function at least by mid-year and provide advice and/or recommendation to the Board of Commissioners to improve the quality of the Company's Compliance Function;
6. Evaluate and analyse the implementation of risk control of the fraud in the Company at least by mid- year and provide advice and/or recommendation to the Board of Commissioners to improve the quality implementation of the Company's Anti-Fraud Strategy;
7. Evaluate and analyse the implementation of the Company's Anti Money Laundering and Counter Terrorism Financing (AML & CTF) Program at least by mid-year and to provide advice and/or recommendation to the Board of Commissioners to improve the quality implementation of the Company's Anti Money Laundering Program;
8. Evaluate and analyse the implementation of risk management in the use of Information Technology and Information Technology Strategic Plan as well as the Company policy related to the use of Information Technology and provide advice and/or recommendation to the Board of Commissioners on the implementation of risk management in the use of Information Technology by the Company;
9. Evaluate and analyse the Bank Rating every semester and provide advice and/or recommendation to the Board of Commissioners in order to maintain the Bank Soundness Rating;
10. Evaluate and analyse the package proposals of the Board of Directors for funding to related parties that must be approved by the Board of Commissioners;
11. Provide opinion and/or recommendation on lending above certain amount which requires consultation with the Board of Commissioners;
12. Carry out other duties and responsibilities directed by the Board of Commissioners.

Risk Management Oversight Committee

Authority of RMOC

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 for the improvement of Compliance Function implementation quality;
6. Provide opinions and recommendations to the Board of Commissioners for the improvement of Anti-Fraud Strategy implementation quality;
7. Provide opinions and recommendations to the Board of Commissioners for the improvement of Anti Money Laundering and Counter Terrorism Financing Programs implementation quality in the company;
8. Provide opinions and recommendations to the Board of Commissioners on risk management practices in the use of Information Technology; and
9. Provide opinions and recommendations to the Board of Commissioners in order to maintain and increase the Bank Soundness Rating.

COMMITTEE EDUCATION AND TRAININGS IN 2020

The RMOC 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.

The trainings participated by RMOC of Commissioners members can be viewed on the list of the Board of Commissioners Trainings 2020.

Risk Management Oversight Committee

RMOC MEETINGS

Meeting Policy

1. The Committee meetings are held at least once a month or may be held at any time as deemed necessary;
2. The Committee Meetings shall be convened at the place of domicile of the Company or other places established by the Committee;
3. The Chairman of the Committee shall make the meeting invitation. The meeting invitation shall be made in writing and delivered or submitted directly to each member of the Committee with adequate receipt, or by registered mail or courier service or by telex, facsimile or e-mail no later than 5 (five) days before the meeting, without taking into account the date of the call and the date of the meeting, or for a shorter period in urgency.
4. The abovementioned invitation is not required for the scheduled meetings based on the decision of the previous meeting.
5. The meeting invitation shall include the meeting agenda, date, time and place of meeting;
6. The meeting may only be held when attended by at least 51% (fifty-one percent) of the total members, including an Independent Commissioner and an Independent Party;
7. The meeting shall be chaired by the Chairman of the Committee and in the event that the Chairman of the Committee is absent or unable to attend, the meeting shall be chaired by one of the Committee members who are from the Independent Commissioner;
8. The meeting may invite the Board of Directors and/or the Head of Division/ Executives of the Company to request explanations, disclosures, and information related to the meeting agenda;
9. The decisions of Committee meetings shall be made based on consensus deliberations. If deliberation is not reached, the decision shall be made by majority vote, provided that each member of the Committee shall only be entitled to grant 1 (one) vote;
10. If the votes agree and who disagree as much, then the chairman of the Committee meeting shall decide;
11. The meeting Chairman shall present the conclusions and decisions at the end of the meeting;
12. The meeting results shall be set forth in minutes of meetings and properly documented;
13. The dissenting opinion that occurs in the Committee meeting shall be clearly stated in the minutes of the meeting and the reasons for the difference of opinion;
14. The minutes of meetings shall be made by a person present at the meeting and appointed by the chair of the meeting. The minutes of the meeting shall be signed by all Committee members present at the meeting;
15. The minutes of meeting shall constitute valid evidence of the decisions taken at the meeting; and
16. The Committee may adopt a legitimate decision without a meeting, provided that at least 51% (fifty one percent) of the total members, including an Independent Commissioner and an Independent Party, give their consent in writing.

Risk Management Oversight Committee

RMOC Meeting Agenda 2020

No	Date of Meeting	Agenda
1	January 21, 2020	Risk Profile Quarter IV 2019
2	February 4, 2020	Loan consultation with five Corporate debtors
3	February 11, 2020	Discussion of Bank's Rating, implementation of compliance function, implementation of AML CTF, and anti fraud strategy on 2nd semester 2019
4	February 11, 2020	Corporate loans consultation
5	April 7, 2020	Review of NPL in the MSME and Consumer Segments, Review of NPL and Loan at Risk in the Corporate Loans Segment
6	May 5, 2020	Trigger level recovery plan monitoring and risk profile of BRI in 1st quarter 2020
7	May 26, 2020	Funding for related Parties to PT Asuransi BRIngin Sejahtera Artamakmur (BRINS)
8	June 2, 2020	Continuity of BRINS discussion
9	June 18, 2020	Disucssion on Funding to Related Parties to PT Danareksa Sekuritas
10	June 30, 2020	Loan consultation with four Corporate debtors
11	July 7, 2020	Corporate loans consultation
12	July 14, 2020	Corporate loans consultation
13	July 21, 2020	Corporate loans consultation
14	July 28, 2020	Risk Profile Quarter II 2020
15	August 11, 2020	Bank Rating for Semester 1 of 2020 Implementation of compliance function, implementation of AML CTF, and anti fraud strategy on 1st semester 2020 Report
16	August 18, 2020	Update on Switch Over As 400
17	September 1, 2020	Update on Loan Restructuring impacted by the Covid-19 and estimates of BRI assets quality in 2020
18	October 20, 2020	Loan consultation with four Corporate debtors
19	November 3, 2020	Risk Profile Quarter III 2020
20	November 3, 2020	Loan consultation with three Corpoaret debtors
21	November 24, 2020	Discussion on the proposed BRI sustainable finance action plan for 2021, BRI Recovery Plan Review
22	December 1, 2020	Update on NPL, budget planning for PF and credit recovery
Attendance		
Total Meeting		
Percentage		

Notes: Mahmud (MH), A. Fuad Rahmany (AFR), Andrinof A. Chaniago (AAC), Ari Kuncoro (AK), Kartiko Wirjoatmodjo (KW), Rabin Indrajad Hattari (RIH), Nicolous Teguh Budi Harjanto (NTB), Rofikoh Rokhim (RR), Dwi Ria Latifa (DRL), Suindiyo (SS), Sumaryo (SM), Bintoro Nurcahyo (BNC), A. Sigit Sudahno (AS), Indrayeti (ID), Tubagus A. Maulana (TAM).

Risk Management Oversight Committee

	MH	AFR	AAC	AK	KW	RIH	NTB	RR	DRL	SS	SM	BNC	AS	ID	TAM
	1	1	1				1	1		1	1			1	1
	1	1	1				1	1		1	1			1	1
	1	1	1				1	1		1	1			1	1
	1	1	1				1	1		1	1			1	1
				1			1	1	1	1	1	1	1		
				1			1	1	1	1	1	1	1		
				1			1	1	1	1	1	1	1		
				1			1	1	1	1	1	1	1		
				1			1	1	1	1	1	1	1		
				1			1	1	1	1	1	1	1		
				1			1	1	1	1	1	1	1		
				1			1	1	1	1	1	1	1		
				1			1	1	1	1	1	1	1		
				1	1	1	1	1	1	1	1	1	1		
				1	1	1	1	1	1	1	1	1	1		
				1	1	1	1	1	1	1	1	1	1		
				1	1	1	1	1	1	1	1	1	1		
	4	4	4	18	7	7	22	22	18	22	22	18	18	4	4
	4	4	4	18	7	7	22	22	18	22	22	18	18	4	4
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Risk Management Oversight Committee

Implementation of RMOC activities in 2020

No.	Material	Realization	Output
1	4 th Quarter 2018 risk profile evaluation	February 7, 2020	Risk profile report 4 th quarter 2020
2	Review of Soundness Level Reports, Compliance Function, Implementation of Anti-Fraud Strategies, and Implementation of the AML-CFT Semester II 2019	March 3, 2020	Evaluation of Bank Soundness Level Reports, Compliance Function Implementation Reports, Anti-Money Laundering and Terrorist Funding Prevention Program Reports (AML & CFT) and Anti Fraud Strategy Implementation Reports 2nd semester of 2019
3	Changes in policies and procedures for implementing the AML and CTF programs	March 30, 2020	Review of Anti-Money Laundering and Counter Terrorist Funding Program Reports (AML & CTF) policy result
4	Policy Evaluation and Implementation of DPLK Governance Guidelines	April 20, 2020	Risk level assessment results and reports on the implementation of risk management for the BRI DPLK in 2019
5	1 st Quarter of 2020 Risk Profile evaluation	May 19, 2020	Explanation of the Trigger Level Recovery Plan and the Risk Profile for the 1st Quarter of 2020.
6	DPLK 2019 and 1 st quarter 2020 performance review	June 22, 2020	Delivery of BRI's DPLK performance in 2019 and the first quarter of 2020
7	2 nd Quarter risk profile of 2020 evaluation	July 28, 2020	2 nd Quarter risk profile of 2020
8	Bank Soundness Level Reports, Compliance Function Implementation Reports, Anti-Money Laundering and Terrorist Funding Prevention Program Reports (AML & CFT) and Anti Fraud Strategy Implementation Reports 1st semester of 2020 Evaluation	August 11, 2020	Bank Soundness Level Reports, Compliance Function Implementation Reports, Anti-Money Laundering and Terrorist Funding Prevention Program Reports (AML & CFT) and Anti Fraud Strategy Implementation Reports 1st semester of 2020
9	2 nd Quarter of 2020 risk profile evaluation	August 11, 2020	2 nd Quarter of 2020 risk profile
10	Board of Directors Loans Consultation to the Board of Commissioners	February 17, 2020 February 18, 2020 July 16, 2020 July 27, 2020 August 3, 2020	Consultation on Corporate and/or SOEs customers
11	Approval of Funding to Related Parties	January 9, 2020 January 30, 2020 May 19, 2020 July 7, 2020	Collective Mortgage services to related parties Funding to Danareksa Funding to PT Asuransi Bringin Sejahtera Artamakmur (BRINS) Funding to BRI Life
12	Review of the Action Plan (Recovery Plan)	November 26, 2020	Discussion on the proposed BRI sustainable finance action plan for 2021, BRI Recovery Plan Review

Risk Management Oversight Committee

No.	Material	Realization	Output
13	Corporate action plan	May 26, 2020	Funding for related Parties to PT Asuransi BRIngin Sejahtera Artamakmur (BRINS).
		June 29, 2020	Request for Approval of the Strategic Partnership Plan for the Development of BRI Life
		July 7, 2020	Funding to related parties to BRILife (Repo)
		August 18, 2020	Additional Capital for BRI Finance Indonesia
		October 13, 2020	Project Amanah Merger of BUMN Sharia Banks
		December 29, 2020	Funding to Related Parties to PT Danareksa Sekuritas
14	Approval of BRI Risk Management and Integrated Risk Management Policies	November 24, 2020	Approval of BRI Risk Management Policies (including integrated risk management)

REMUNERATION OF THE COMMITTEE

The remuneration for committee members who are members of the Board of Commissioners is accumulated with honorarium given to the Board of Commissioners and no special honorarium for each member of the Committee.

Honorarium for Committee members from independent parties (non-commissioners), the amount of honorarium is determined by the Board of Commissioners with a maximum amount of 20% of the President Director's salary and no other income other than the honorarium is given. This is in accordance with the provisions of the Minister of BUMN Regulation No. PER-12.MBU/2012 dated 12 August 2012 concerning the supporting organs of the Board of Commissioners.

PERFORMANCE ASSESSMENT OF RISK MANAGEMENT OVERSIGHT COMMITTEE IN 2020

No	Assessment Perspective	Assessment Aspects	Indicators	Target	Output/Target Achievements	Weights	Score
1	Learning & Growth Perspective	Committee Organization	Committee members composition according to the rules	RMOC members composition according to POJK, SOE Ministry Regulations and Regulator	Chairman and Members of BRI RMOC appointment. The composition of RMOC members is in accordance with the POJK and the provisions of the Ministry of BUMN	5	5
			Committee Charter has been updated according to the rules	Review of RMOC Charter in 2020	Has been reviewed in 2019 and no changes on the RMOC Charter	5	5
		Committee Members Competencies	Committee members has competency according to rules	All RMOC Members have passed OJK Fit & Proper test and/ or participated in training during 2020	There is 1 (one) RMOC Member waiting for the results of the OJK fit & proper test, namely Dwi Ria Latifa and for Independent Parties who have expertise in accordance with RMOC's needs.	5	5
			Committee members tenure according to rules	Decree of Committee Members are updated based on rules and tenure according to POJK and SOE Ministry Regulations	Chairman and Members of the BRI RMOC appointment. The composition of RMOC members is in accordance with POJK and the provisions of the Ministry of BUMN	5	5

Risk Management Oversight Committee

No	Assessment Perspective	Assessment Aspects	Indicators	Target	Output/Target Achievements	Weights	Score
2	Internal Process Perspective	Planning	Ratification of Committee Work Plan is on time	The RMOC Work Plan & Budget 2019 was ratified on 28 December 2019	The RMOC Work Plan & Budget 2020 was ratified on 30 December 2020	5	5
		Implementation	Committee Meeting is convened according to rules and plans	Minimum 4 meetings.	During 2020, 22 RMOC Meetings were held. RMOC also active in participating at the BOC meetings	5	5
			Evaluation on lending above certain numbers that requires consultation with BOC	All lending above certain numbers have been evaluated according to rules	During 2020, RMOC reviewed 12 loans consultations.	5	5
			Evaluation on funding to related parties	All funding to related parties been evaluated according to rules	During 2020, RMOC reviewed 4 funding approval to related parties. The output can be found on RMOC Work Plan & Budget 2020 realization.	5	5
			Evaluation of corporate action (among others: capital injection for subsidiaries, acquisition of other companies, divestment of subsidiary, and BRI other strategic plans)	The corporate action plans that requires the BOC approval has evaluated according to rules	During 2019, RMOC reviewed 3 approval of corporate action plans. The output can be found on RMOC Work Plan & Budget 2020 realization.	10	10

Risk Management Oversight Committee

No	Assessment Perspective	Assessment Aspects	Indicators	Target	Output/Target Achievements	Weights	Score
		Oversight	Review of the adequacy of risk management general policy and Recovery Plan	Once in a year	During 2020, RMOC reviewed the risk management general policy and Recovery Plan. The output can be found on RMOC Work Plan & Budget 2020 realization.	5	5
			Review of risk control implementation periodically	Once in a year	RMOC's review on the loan general policy and loan portfolio/ guidelines is still applies	5	5
			Review of risk control implementation periodically	Every semester	During 2020, RMOC reviewed the risk control implementation periodically. The output can be found on RMOC Work Plan & Budget 2020 realization.	5	5
			Review on Anti Money Laundering and Counter Terrorism Financing Program (AML & CTF)	Every semester	During 2020, RMOC reviewed the Anti Money Laundering and Counter Terrorism Financing Program (AML & CTF). The output can be found on RMOC Work Plan & Budget 2020 realization.	5	5
			Evaluation and analysis of risk control on fraud	Every semester	During 2020, RMOC reviewed the evaluation and analysis of risk control on fraud. The output can be found on RMOC Work Plan & Budget 2020 realization.	5	5
			Monitor and evaluate the adequacy of risk identification, measurement, monitoring, controlling and risk management information system, improving risk management effectiveness and quality	once in a year	During 2020, RMOC conducted the evaluation of risk identification, measurement, monitoring, controlling and risk management information system, improving risk management effectiveness and quality. The output can be found on RMOC Work Plan & Budget 2020 realization.	5	5

Risk Management Oversight Committee

No	Assessment Perspective	Assessment Aspects	Indicators	Target	Output/Target Achievements	Weights	Score
3	Compliance Perspective	Oversight implementation of risk management	Risk profile evaluation	Quarterly	During 2020, RMOC conducted the evaluation of risk profile quarterly. The output can be found on RMOC Work Plan & Budget 2020 realization.	10	10
			Evaluation of the Bank Rating and Compliance function periodically according to rules	Every semester	During 2020, RMOC conducted the evaluation of the Bank Rating and Compliance function periodically according to rules. The output can be found on RMOC Work Plan & Budget 2020 realization.	5	5
			Evaluation of Good Pension Fund Governance.	Every semester	During 2020, RMOC conducted the evaluation of the implementation of Good Pension Fund Governance periodically according to rules. The output can be found on RMOC Work Plan & Budget 2020 realization.	5	5
Total						100	100

RMOC OPINIONS ON RISK MANAGEMENT OVERSIGHT

The Risk Management Oversight Committee ensures that BRI has in place the risk management system that provides protection against the risks encountered by BRI. Based on the results of active supervision throughout 2020 through meetings, work visits, consultations and reviews, the committee stated that the risk management has been carried out properly as reflected by the risks taken in accordance with the established risk appetite (low to moderate) until the third quarter of 2020, the Bank rating received a composite rating of 2 (Sound) in June 2020 and the Compliance Function and GCG that has been properly performed. Nevertheless, risk management shall be continually improved by taking into account the shareholders' interests in coherent with business development in the digital era which becomes one of the basic for management decisions.

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 REFERENCES

1. POJK No. 33/POJK.4/2014 dated 8 December 2014 on the Board of Directors and Board of Commissioners Issuers or Public Companies.
2. SOE Minister Regulation No. PER-12/MBU/2012 dated 24 August 2012 on the Board of Commissioners' Supporting Organs/Supervisory Board of State-Owned Enterprises.
3. POJK No.18/POJK.03/2014 on the Integrated Governance Practices for Financial Conglomerate.

IGC CHARTER

The Integrated Governance Committee has guidelines and work rules that govern:

1. Duties and responsibilities of the Committee
2. Authority of the Committee
3. Obligations of the Committee
4. Division of work and working time of the Committee
5. Committee work ethics
6. Committee Meetings
7. Committee organizational structure

APPOINTMENT AND TERMINATION

The Integrated Governance Committee reports to the Board of Commissioners. The Integrated Governance Committee is appointed and dismissed by the Board of Commissioners. The appointment of the Integrated Governance Committee is contained in the Decree of the Board of Commissioners of BRI NOKEP: 06-KOM/07/2020 dated 30 July 2020 concerning the Membership Composition of the Integrated Governance Committee (IGC) of PT Bank Rakyat Indonesia (Persero) Tbk.

Integrated Governance Committee

COMMITTEE STRUCTURES AND MEMBERSHIPS

Committee Structures

1. The Committee is under the coordination of main entity Board of Commissioners and structurally responsible to the Main Entity Board of Commissioners;
2. The Committee is led by Independent Commissioner that serves as Chairman in one of BRI committees.
3. In its daily activities, the Committee is assisted by Staffs and/or Secretary to the Committee, assigned from internal and or external of the Bank.

Committee Memberships

1. Members of the Committee shall at least consist of one Commissioner of each member of the financial conglomerate of BRI, an independent party and member of the Sharia Supervisory Board. 2
2. Members of the Committee shall at least consist of:
 - a. An Independent Commissioner of BRI as both chairman and member;
 - b. Independent Commissioner of each member of the Financial Conglomerate of BRI as a member;
 - c. An Independent Party with expertise in accordance with the needs of the Integrated Governance Committee;
 - d. Member of the Sharia Supervisory Board of BRISyariah as a member.
3. Each member of the Committee shall be independent in terms of:
 - a. Not receiving compensation from the Company and its subsidiaries, or affiliates, except wages, salaries and other facilities received in connection with the tasks performed as members of the Integrated Governance Committee;
 - b. Has no family or business relationship with the Directors and Commissioners;
 - c. Has no duplicate position in the Company and other affiliated Banks; and
 - d. Have no duties, responsibilities, and authorities that create a conflict of interest.
4. The appointment and replacement of members of the Committee shall be stipulated in the BOC Meeting, in particular to Committee members from Independent Party, the following rules shall apply:
 - a. Selected and stipulated by the Board of Commissioners through recruitment and selection mechanism;
 - b. The tenure shall be stipulated in the BOC Meeting for the contract period and the applicable contract workers' rules in the Company, with the possibility of dismissal by the Board of Commissioners prior to the term expires.
5. Members of the Board of Directors are prohibited from becoming members of the Committee; and
6. Members of the Committee shall be appointed by the Board of Directors based on the decision of the BOC meeting.

The Integrated Governance Committee Structures in January 1 2020 – June 15 2020 is as follows:

No	Name	Position	Profession	Periode of position
1.	Rofikoh Rokhim	Chairman	Independent Commissioner	May 21, 2019- June 15, 2020
2.	Andrinof A. Chaniago*)	Member	BRI President Commissioner/ Independent	July 19, 2017-March 18, 2020
3	Hendrikus Ivo	Member	BRI Independent Commissioner	August 10, 2019 – June 15, 2020
4.	Hadiyanto	Member	BRI Commissioner	September 21, 2018 – June 15, 2020
5.	Eko Suwardi	Member	BRISyariah Independent Commissioner	May 19, 2015 – June 15, 2020
6.	M. Gunawan Yasni	Member	BRISyariah Sharia Supervisory Board	May 19, 2015 - June 15, 2020
7.	Mulabasa Hutabarat	Member	PT Asuransi Jiwa Bringin Jiwa Sejahtera Independent commissioner	September 2017- June 15, 2020
8	Boyke Budiono	Member	PT BRI Multifinance Indonesia Independent Commissioner	March 27, 2017-June 15, 2020
9	Suindiyo	Member	Independent Party	August 10, 2019 - June 15, 2020

*) Effective until 18 March 2020

Integrated Governance Committee

Structures in January 1 2020 – June 15 2020 is as follows:

No	Name	Position	Profession	Periode of position
1	Ari Kuncoro	Chairman	Vice President Commissioner/ BRI Independent Commissioner	June 15, 2020 – July 30, 2020
2	Hadiyanto	Member	BRI Commissioner	September 21, 2018 – July 30, 2020
3	Rofikoh Rokhim	Member	BRI Independent Commissioner	May 21, 2019 – July 30, 2020
4	Zulnihar Usman	Member	BRI Independent Commissioner	June 15, 2020 – July 30, 2020
5	Dwi Ria Latifa	Member	BRI Independent Commissioner	June 15, 2020 – July 30, 2020
6	Suindiyo	Member	Independent Party	August 10, 2019 – July 30, 2020
7	Sumantri Suwarno	Member	BRI Multi Finance Independent Commissioner	June 15, 2020 – July 30, 2020
8	Imam Sundoro	Member	Bringin Sejahtera Artamakmur Independent Commissioner	June 15, 2020 – July 30, 2020
9	Syukhandari	Member	Bringin Sejahtera Artamakmur Sharia Supervisory Board	June 15, 2020 – July 30, 2020
10	Hadi Susanto	Member	BRI Ventura Investama President Commissioner	June 15, 2020 – July 30, 2020
11	Sumihar Manulang	Member	Danareksa Sekuritas Independent Commissioner	June 15, 2020 – July 30, 2020
12	Eko Suwardi	Member	BRI Syariah Independent Commissioner	May 21, 2019 – July 30, 2020
13	M. Gunawan Yasni	Member	BRI Syariah Sharia Supervisory Board	May 19, 2015 – July 30, 2020
14	Eko Wahyu Andriastono	Member	BRI Life Independent Commissioner	June 15, 2020 – July 30, 2020
15	Anna Maria Tjiadarma	Member	BRI Agroniaga Independent Commissioner	June 15, 2020 – July 30, 2020

Structures in July 30 2020 – December 31 2020 is as follows:

No	Name	Position	Profession	Periode of position
1	Ari Kuncoro	Chairman	Vice President Commissioner/ BRI Independent Commissioner	June 15, 2020 – December 31, 2020
2	Kartiko Wirjoatmodjo	Member	BRI President Commissioner	July 30, 2020 – December 31, 2020
3	Nicolaus Teguh Budi Harjanto	Member	BRI Commissioner	July 30, 2020 – December 31, 2020
4	Rofikoh Rokhim	Member	BRI Independent Commissioner	May 21, 2019 – December 31, 2020
5	Hendrikus Ivo	Member	BRI Independent Commissioner	May 21, 2019 – December 31, 2020
6	Zulnihar Usman	Member	BRI Independent Commissioner	June 15, 2020 – December 31, 2020
7	Dwi Ria Latifa	Member	BRI Independent Commissioner	June 15, 2020 – December 31, 2020
8	Suindiyo	Member	Independent Party	August 10, 2019 – December 31, 2020
9	Bintoro Nurcahyo	Member	Independent Party	July 30, 2020 – December 31, 2020
10	Sumantri Suwarno	Member	BRI Multi Finance Independent Commissioner	June 15, 2020 – December 31, 2020
11	Imam Sundoro	Member	Bringin Sejahtera Artamakmur Independent Commissioner	June 15, 2020 – December 31, 2020

Integrated Governance Committee

No	Name	Position	Profession	Periode of position
12	Syukhandari	Anggota	Bringin Sejahtera Artamakmur Sharia Supervisory Board	June 15, 2020 – December 31, 2020
13	Hadi Susanto	Anggota	BRI Ventura Investama President Commissioner	June 15, 2020 – December 31, 2020
14	Sumihar Manulang	Anggota	Danareksa Sekuritas Independent Commissioner	June 15, 2020 – December 31, 2020
15	Eko Suwardi	Anggota	BRI Syariah Independent Commissioner	May 21, 2019 – December 31, 2020
16	M. Gunawan Yasni	Anggota	BRI Syariah Sharia Supervisory Board	May 19, 2019 – December 31, 2020
17	Eko Wahyu Andriastono	Anggota	BRILife Independent Commissioner	June 15, 2020 – December 31, 2020
18	Anna Maria Tjiadarma	Anggota	BRI Agroniaga Independent Commissioner	June 15, 2020 – December 31, 2020

PROFILE OF COMMITTEE

The Profile of IGC as at December 31, 2020 is as follows:

Ari Kuncoro Chairman of IGC/Vice President Commissioner/BRI Independent Commissioner	Profile can be seen on the Board of Commissioners Profile section.
Kartika Wirjoatmodjo Member of IGC/BRI President Commissioner	Profile can be seen on the Board of Commissioners Profile section.
Nicolaus Teguh Budi Harjanto Member of IGC/BRI Commissioner	Profile can be seen on the Board of Commissioners Profile section.
Rofikoh Rokhim Member of IGC/BRI Independent Commissioner	Profile can be seen on the Board of Commissioners Profile section.
Hendrikus Ivo Member of IGC/BRI Commissioner	Profile can be seen on the Board of Commissioners Profile section.
Zulnihar Usman Member of IGC/BRI Independent Commissioner	Profile can be seen on the Board of Commissioners Profile section.
Dwi Ria Latifa Member of IGC/BRI Independent Commissioner	Profile can be seen on the Board of Commissioners Profile section.
Suindiyo Member of IGC/Independent Party	Indonesian citizen, 61 years old. Serves as a member of the Company's IGC since December 2015. Previously, he worked at the Company in various positions including Executive Vice President for Audit, Vice President for Loan Restructuring and Recovery, Vice President for Credit Administration and Vice President for Pusdiklat. In addition, he also served as Commissioner for Non-Bank Financial Institutions. Obtained a Bachelor of Economics from University of Jember (1985) and a Master of Business Administration Finance from Virginia Polytechnic Institute and State University (1994).

Integrated Governance Committee

Bintoro Nurcahyo Member of IGC/Independent Party	Indonesian citizen, 57 years old. Serves as a member of the Company's IGC since January 2020. Previously, he worked at the Company with his last position as Executive Vice President of Enterprise and Risk Management Portfolio Division. Obtained a Bachelor of Economics, majoring in Accounting from UGM (1988) and an MBA in Banking & Finance from The Weatherhead School of Management, Case Western Reserve University USA (1998)
Sumantri Suwarno Member of IGC/BRI Multi Finance Independent Commissioner	Indonesian Citizen, 44 years old Bachelor of Economics, University of Indonesia (2002). Last position as Commissioner of PT Sirius Surya Sentosa and Commissioner of PT IPC TPK.
Imam Sundoro Member of IGC/Bringin Sejahtera Artamakmur Independent Commissioner	Indonesian Citizen, 58 years old Bachelor of Economics, UPN Veteran (1989). Last position as BRI Inspector Yogyakarta (2018), Inspector BRI Jayapura (2017) and Deputy Head of Regional BRI Jakarta 3 (2016).
Syukhandari Member of IGC/Bringin Sejahtera Artamakmur Sharia Supervisory Board	Indonesian Citizen
Hadi Susanto Member of IGC/BRI Ventura President Commissioner	Indonesian Citizen, 61 years old Bachelor of Law, Gajah Mada University (1983), and Master of International Business Temple University (1993). Last position as Compliance Director of BRI Multifinance Indonesia, Inspector of BRI Jakarta 2, Head of BRI Legal Division, and Inspector of BRI Padang.
Sumihar Manulang Member of IGC/Danareksa Sekuritas Independent Commissioner	Indonesian Citizen, 58 years old Bachelor of Accounting from Padjajaran University (1987) and Master of Financial Management at Atmajaya Catholic University (2000). Last position as Head of BRI Compliance Division (2018), Head of Internal Audit for Medan Regional Office (2017), Head of Internal Audit for Manado Regional Office (2016), and Head of Internal Audit for Jayapura Regional Office (2015).
Eko Suwardi Member of IGC/BRI Syariah Independent Commissioner	Indonesian Citizen, 62 years old Obtained Bachelor of Accounting at Gajah Mada University Indonesia (1987), Master of Science in Accountancy at California State University, Fresno, USA (1994), Doctor of Philosophy in Business (Accounting) at Queensland University of Technology Australia (2005). Currently serves as Independent Commissioner of BRI Syariah (October 2017 - present), Chairman of ISEI Yogyakarta branch (2017 - present), Chairman of the Indonesian Taxes Lecturer Forum (2015 - present), Chairman of ASEN University Network: Business and Economics (2017 - present). Previously served as Dean of the Faculty of Economics and Business, Gajah Mada University (2016-2021), Deputy Dean for Planning and Information Systems, FEB Gajah Mada University (2012 - 2016), Deputy Dean for Finance, Assets and Human Resources, FEB Gajah Mada University (2008 - 2012), Head of Internal Audit at Gajah Mada University (2005 - 2008).

Integrated Governance Committee

<p>M. Gunawan Yasni Member of IGC/BRISyariah Sharia Supervisory Board Periode: June 2015-present</p>	<p>Indonesian Citizen. Born in Jakarta 17 September 1969. Obtained a Bachelor of Economics in Accounting, University of Indonesia (1993) and Master of Financial Management, Prasetya Mulya (1995).</p> <p>During his career, he served as Manager of PT Pacific 2000 Investindo (Securities Financial Services), Deputy Head of Product Development of PT Bahana Artha Ventura (Venture Capital) Jakarta (2000), Member of the Sharia Supervisory Board (DPS) of PT Asuransi SIMAS Syariah (2004-2005), Member of the Sharia Supervisory Board (DPS) PT Guarantee Kredit Indonesia (2006), Advisor-Deutsche Bank Sharia Custodian & Investment Banking (2009), Member of the BRI Sharia Supervisory Board (2008-present) and is active as a consultant and senior lecturer in Islamic economics and finance for several financial institutions, as well as for educational institutions (Postgraduate).</p> <p>His certifications include a Certified Islamic Financial Analyst from the Post-Graduate in Middle East & Islamic Studies at the University of Indonesia, a Fellow at the Islamic Insurance Society (FIIS) and a holder of Advanced Level Certification (Level IV) for Banking Risk Management and has a Bapepam license as an Investment Manager, Underwriter & Broker-Dealers.</p>
<p>Eko Wahyu Andriastono Member of IGC/BRI Life Independent Commissioner</p>	<p>Indonesian Citizen, 62 years old Bachelor of Agronomy, University of Jember (1984) and Master of Financial Management, University of Padjajaran (2000). Last position as President Director of PT BRINS (2014), Head of Regional BRI Jakarta 3 (2012), Head of Regional BRI Yogyakarta (2010), Head of Regional BRI Banjarmasin (2009), Head of Regional BRI Manado (2008) and Inspector of BRI Palembang (2007).</p>
<p>Anna Maria Tjiadarma Member of IGC/BRI Agroniaga Independent Commissioner</p>	<p>Indonesian Citizen, 59 years old Bachelor of Law at the University of Indonesia, Master of Management from Gadjah Mada University and Master of International Business Ceram School of Management at Sophia Antipolis. Last position as Head of BRI Investment Services Division.</p>

QUALIFICATIONS AND EXPERIENCES

1. Independent parties that meet the requirements of integrity, competence, financial reputation, and experience
2. Independent parties with knowledge of the Bank and Subsidiaries, among others, understanding of the main business activities and the main risks of Financial Services Institutions in the Financial Conglomerate.
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 BRI's Financial Conglomerate as a member;
6. Member of the Sharia Supervisory Board of BRISyariah as a member.

COMMITTEE INDEPENDENCIES

To ensure the independence of duties and the delivery of views, advice, and recommendations to the Board of Commissioners, all members of IGC shall have no affiliations with the Board of Directors, Board of Commissioners, or BRI's controlling shareholder, and are not shareholders, Commissioners, Directors, or employees of affiliates or in business relations with BRI.

Integrated Governance Committee

Independence requirements of IGC’s members are:

1. Does not receive compensation from the Bank and its subsidiaries, or affiliates, except wages, salaries, and other facilities in connection with the duties performed as members of the Integrated Governance Committee;
2. Does not have familial or business relationship with the Board of Directors and Board of Commissioners;
3. Does not serve concurrent position in the Bank and other Bank’s affiliates; and
4. Does not have duties, responsibilities, and authorities that may create a conflict of interest.

No	Independency Criteria	AK	KW	NTB	RR	HI	ZU	DRL	SU	BN	SS	IS	SY	HS	SM	ES	MGY	EWA	AMT
1.	Does not receive compensation from the Bank and its subsidiaries, or affiliates, except wages, salaries, and other facilities in connection with the duties performed as members of the Integrated Governance Committee	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2.	Does not have familial or business relationship with the Board of Directors and Board of Commissioners	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3.	Does not serve concurrent position in the Bank and other Bank’s affiliates	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4.	Does not have duties, responsibilities, and authorities that may create a conflict of interest	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Notes: Ari Kuncoro (AK), Kartika Wirjoatmodjo (KW), Nicolaus Teguh Budi Harjanto (NTB), Rofikoh Rokhim (RR), Hendrikus Ivo (HI), ZulniharUsman (ZU), Dwi Ria Latifa (DRL), Suindiyo (SU), Bintoro Nurcahyo (BN), Sumantri Suwarno (SS), Imam Sundoro (IS), Syukhandari (SY), Hadi Susanto (HS), Sumihar Manulang (SM), Eko Suwardi (ES), M. Gunawan Yasni (MGY), Eko Wahyu Andriastono (EWA), dan Anna Maria Tjiadarma AMT

Integrated Governance Committee

DUTIES AND RESPONSIBILITIES

1. Evaluate the implementation of integrated governance through an adequacy assessment of internal controls, compliance functions, and integrated risk management implementation;
2. Provide recommendation to the Main Entity's Board of Commissioners to refine the Integrated Governance Guidelines if deemed necessary;
3. Provide strategic input to BRI's Board of Commissioners to be submitted to the BRI's Board of Directors related to the implementation of Integrated Governance.
4. Deliver the evaluation result of the Self Assessment Report each semester to the BRI's Board of Directors.
5. Deliver the evaluation result of Integrated Governance Annual Report to the BRI's Board of Directors.

AUTHORITY

1. Full access to the records, employees, funds, assets, and other resources comprehensively, freely, and unlimited related to the performance of duties;
2. Obtain advice or suggestions from professionals outside the Bank relating to the duties; and
3. Provide opinions and recommendations to the Board of Commissioners for the improvement of integrated internal control;
4. Provide opinions and recommendations to the Board of Commissioners for the implementation of integrated compliance function; and
5. Provide opinions and recommendations to the Board of Commissioners for the implementation of integrated risk management.

COMMITTEE EDUCATION AND TRAININGS IN 2020

BRI IGC members have competencies in their respective fields with a minimum of five years experience. The professional background of IGC members is quite diverse, includes experience in strategic management, risk management, banking, finance and accounting thereby to ensure the quality of recommendations and suggestions for improvement to the Board of Commissioners.

The training participated by members of IGC during 2020 can be found in the List of The Board of Commissioners Training 2020.

Integrated Governance Committee

KPI AND ACHIEVEMENTS IN 2020

The Integrated Governance Committee (IGC) performance indicator or criteria is measured from the achievement of work programs/work plans and budgets that have been prepared at the beginning of each year and the attendance of IGC members in each meeting. The IGC's work program is structured to support Key Success Factors of the Board of Commissioners' duties in the supervisory function, and to provide input/suggestions on integrated risk management, integrated compliance function, and integrated audit in the main entity and subsidiaries.

Generally, all KPI of the Integrated Governance Committee have been achieved by the implementation of all IGC Work Plan and Budget 2019, in accordance with the set target and attendance level of IGC members, which fulfilled the requirement. Thus, all IGC meeting can be executed with quorum in every decision.

COMMITTEE MEETINGS

Meeting Policy

The IGC Meeting policy is as follows:

1. The Committee meeting may be held at any time as deemed necessary on the initiative of one or more members of the Committee by mentioning the agenda to be discussed. Committee meetings are held at least 1 (one) time per semester;
2. The Committee meeting shall be convened at the place of domicile of the Company or other places established by the Committee;
3. Scheduled Committee Meeting shall be made by a written invitation signed by the chairman and a member of the Board of Commissioners Committee of the Main Entity, whereas meetings made on the basis of urgent or unscheduled matters may be invited verbally or by video conference;
4. The Committee meeting shall include the agenda of the meeting, date, time and place of meeting;
5. Each Committee meeting is chaired by the Chairman of the Committee and in the event that the Chairman of the Committee is absent or unable to attend, the meeting is chaired by a member of the Committee which is from the Board of Commissioners of the Main Entity;
6. The decisions of Committee meeting shall be made on the basis of consensus with deliberations. In the event of dissenting opinion, it must be clearly stated in the minutes of meeting and the reasons for the difference of opinion;
7. The results of Committee meeting shall be set forth in minutes of meetings and properly documented;
8. The Committee minutes of meetings shall be made by a person present at the meeting and appointed by the chairman of the meeting. The meeting minutes shall be signed by all Committee members present at the meeting;
9. The Committee's meeting minutes shall constitute valid evidence of the decisions taken at the meeting.

Integrated Governance Committee

IGC Meeting Agenda in 2020

No	Date of Meeting	Agenda
1	January 28, 2020	Update proses konversi Kanwil BRI Aceh menjadi BRI Syariah dalam rangka implementasi kebijakan Qonun Aceh
2	February 25, 2020	Integrated Risk Profile 2nd Semester of 2019
3	April 14, 2020	Evaluation of the performance of BRI's subsidiaries in the first quarter of 2020 and the impact of covid 19 on the business of BRI's subsidiary companies
4	April 21, 2020	Evaluation of the subsidiaries' performance and Covid 19 effect on the BRI subsidiaries performance, updating of the liquidity position and liquidity strategy as well as progress on credit restructuring of BRI and its subsidiaries, discussion of the performance of Dapen and YKP BRI
5	April 28, 2020	Agenda 1. Subsidiaries performance review and Covid 19 impact on BRI subsidiaries' performance (BRIF, BRINS, BRI Ventures). Agenda 2. Update on the liquidity position and strategy as well as the progress of credit restructuring
6	August 25, 2020	Subsidiary Financial Performance Review, Integrated Compliance Function Semester I of 2020, Integrated Internal Control Semester I of 2020
7	Spetember 15, 2020	BRI Integrated risk profile
8	December 15, 2020	Performance and BRINS Corporate Development Plan

Attendance

Total Meeting

Percentage of attendance

Noted : Andrinof A Chaiago (AAC), Ari Kuncoro (AK), Kartika Wirjoatmodjo (KW), Nicolaus Teguh Budi Harjanto (NTB), Rofikoh Rokhim (RR), Hendrikus Ivo (HI), ZulnahrUsman (ZU), Dwi Ria Latifa (DRL), Suindiyo (SU), Bintoro Nurcahyo (BN), Sumantri Suwarno (SS), Imam Sundoro (IS), Syukhandari (SY), Hadi Susanto (HS), Sumihar Manulang (SM), Eko Suwardi (ES), M. Gunawan Yasni (MGY), Eko Wahyu Andriastono (EWA), dan Anna Maria Tjiadarma (AMT)

Integrated Governance Committee

	AAC	AK	KW	NTB	RR	HI	ZU	DRL	SU	BN	SS	IS	SY	HS	SM	ES	MGY	EWA	AMT
	1				1	1			1							1	1		
	1				1	1			1							1	1		
					1	1			1							1	1		
					1	1			1							1	1		
					1	1			1							1	1		
		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
		1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0
	2	3	3	3	8	8	3	3	8	3	3	2	2	2	2	7	7	2	2
	2	2	3	3	8	8	3	3	8	3	3	2	2	2	2	8	8	3	3
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	67%	67%	67%	67%	88%	88%	67%	67%

Integrated Governance Committee

Activities of Integrated Governance Committee in 2020

No	Duties & Responsibilities	Realization	Output
1.	Changes and stipulation of IGC members of BRI Financial Conglomerate	Review on IGC members proposal from LJK carried out twice in 2020	Changes of IGC Members through BOC Decree Nokep: 06-KOM/BRI/06/2020 dated 15 June 2020 Nokep: 06-KOM/BRI/07/2020 dated 30 July 2020
2.	Subsidiaries' performance review	April 14, 2020	Subsidiaries performance (BRI Life, Danareksa Sekuritas) and the impact of Covid 19 on the performance of BRI subsidiaries
		April 21, 2020	Subsidiaries' performance (BRI Finance, Bri Insurace, BRI Ventura) and Covid 19 impact on BRI subsidiaries' performance
		April 28, 2020	Subsidiaries' performance (BRI Finance, Bri Insurace, BRI Ventura) and Covid 19 impact on BRI subsidiaries' performance
		August 25, 2020	BRI Subsidiary Financial Performance Evaluation, Integrated Compliance Function Semester I of 2020, Integrated Internal Control Semester I of 2020
		December 15, 2020	Performance and BRINS Corporate Development Plan
3	Evaluation and recommendation on IGC charter	October 21, 2020	Revision of the BRI financial conglomerate integrated governance guideline policy draft review result
4	Assessment of the Adequacy of Integrated Internal Control and Integrated Compliance Function, conducted by semester by providing recommendations to the BOC for improvements	Assessment of the Adequacy of Integrated Internal Control and Integrated Compliance Function, conducted by semester by providing recommendations to the BOC for improvements Evaluation of internal control function with every LJK on internal audit (IAU organization, auditing, audit results and audit follow up) was carried out for: <ul style="list-style-type: none"> Semester II/2019 Semester I/2020 	IGC Meeting on February 20, 2020 IGC Meeting on August 18, 2020
5	Mid Year Report of Integrated Governance Implementation	March 23, 2020	Semester I 2020 integrated audit report review and implementation of the integrated compliance function in semester I 2020
		October 27, 2020	Semester I of 2020 integrated risk profile report review and subsidiary companies performances in the second quarter of 2020

Integrated Governance Committee

No	Duties & Responsibilities	Realization	Output
6	Implementation of Integrated Governance by semester and provide recommendations to the BOC for improvements Semester II/2019 and Semester I/2020	March 23, 2020	2 nd semester of 2019 integrated risk profile review result
		October 27, 2020	1 st semester of 2020 integrated risk profile report review and subsidiaries' performance in 2nd quarter of 2020
7	Integrated Governance Implementation Annual Report	Integrated Governance Implementation Annual Report 2019 has been submitted to OJK	Review on BRI financial conglomerate integrated governance report on June 16, 2020
8	Self assessment on Integrated Governance Implementation	February 13, 2020	Integrated Governance self-assessment on 2 nd Semester of 2019 with Composite Rating 2 (Good)
		August 25, 2020	Integrated Governance self-assessment on 1 st Semester of 2020 with Composite Rating 2 (Good)

REMUNERATION OF THE COMMITTEE

The remuneration for committee members who are members of the Board of Commissioners is accumulated with honorarium given to the Board of Commissioners and no special honorarium for each member of the Committee.

Integrated Governance Committee

PERFORMANCE ASSESSMENT OF INTEGRATED GOVERNANCE COMMITTEE IN 2020

No	Assessment Perspective	Assessment Aspect	Indicators	Target	Output/Target Achievement	Weight	Score
1	Learning & Growth Perspective	Committee Organization	Committee members composition according to the rules	Committee members composition according to POJK, SOE Ministry Regulations and Regulator	BRI Board of Commissioners Decree Nokep: 06-KOM / 07/2020 dated July 30, 2020 regarding the membership composition of the BRI Integrated Governance Committee.	5	5
			Committee Charter has been updated according to the rules	Review of IGC Charter in 2019	IGC Charter Nokep Dekom No: 14-KOM / 11/2018 Regarding the Guidelines for the IGC Rules of Procedure has been reviewed and is still valid	5	5
		Members Competence	Committee members has competency according to rules	IGC members have passed the OJK Fit & Proper test and / or attended education during 2019	IGC members from the Board of Commissioners and Independent Parties have expertise in accordance with the needs of the IGC.	5	5
			Committee members tenure according to rules	Decree of Committee member is updated according to rules and the tenure is according to POJK and KBUMN	BRI Board of Commissioners Decree Nokep: 06-KOM / 07/2020 dated 30 July 2020 regarding the membership composition of the BRI Integrated Governance Committee, the terms of office of the chairman and members of the IGC according to the provisions.	5	5
		Duties implementation	Other duties carried out according to BOC directives	Duties were carried out according to rules	All duties were carried out well according to rules	5	5
2	Internal Process Perspective	Planning	Ratification of Committee Work Plan is on time	The IGC Work Plan & Budget 2020 was ratified on 2019	The IGC Work Plan & Budget 2020 was ratified on December 30 2019	5	5
		Implementation	Committee Meeting is convened according to rules and plans	at least twice	During 2020, 4 IGC Meeting were convened.	10	10
			Integrated Governance Annual Report	once	During 2019 the IGC conducted a review of the Annual Report on the implementation of Integrated Governance on March 10, 2020	5	5
			Evaluation of corporate action plan (among others: capital injection for subsidiaries, acquisition of other companies, divestment of subsidiary, and BRI other strategic plans)	Review is submitted at least 14 work days since the receipt of letter	During 2020 the IGC reviewed the evaluation of the corporate action plan 6 times.	10	10

Integrated Governance Committee

No	Assessment Perspective	Assessment Aspect	Indicators	Target	Output/Target Achievement	Weight	Score
		Oversight	Review of the assessment of adequacy of integrated internal control and integrated compliance function	Every semester	During 2020, IGC has reviewed the Annual Report of the assessment of adequacy of integrated internal control and integrated compliance function according to prevailing rules. The output can be found on IGC Work Plan & Budget 2020 realization.	10	10
			Review of integrated risk management general policy	once	The review of BRI risk management general policy has been done on November 24 2020	5	5
			Evaluation on integrated governance practices	Every semester	During 2020, IGC has evaluated the integrated governance practices according to prevailing rules. The output can be found on IGC Work Plan & Budget 2020 realization	5	5
			Evaluation on relations of shareholding and/ or controlling with other LJK to ensure the Company Financial Conglomerate	At least once in a year	During 2020, IGC has evaluated the relations of shareholding and/ or controlling with other LJK to ensure the Company Financial Conglomerate according to rules	5	5
			Evaluation on relations of shareholding and/ or controlling with other LJK to ensure the Company Financial Conglomerate	Every semester	During 2020, IGC has evaluated the integrated risk management practices according to prevailing rules.	10	10
3	Compliance Perspective	Oversight function on risk management	Periodical evaluation of integrated risk profile according to rules	Every semester	During 2020, IGC has evaluated the integrated risk profile according to rules.	5	5
			Self Assessment of Integrated Governance Conglomerate according to rules	Every semester	During 2020, IGC has conducted Self Assessment of Integrated Governance Conglomerate according to rules on 2 nd semester of 2019 and 1 st semester of 2020 ranked 2 (good)	5	5
Total						100	100

Integrated Governance Committee

INTEGRATED GOVERNANCE COMMITTEE OPINIONS ON INTEGRATED GOVERNANCE PRACTICES

The Integrated Governance Committee assists the Board of Commissioners in supervising the implementation of Integrated Governance in the BRI Financial Conglomeration in order to comply with the prevailing laws and regulations. The Integrated Governance Committee has reviewed the Integrated Governance Guidelines. The Integrated Governance Committee assessment indicates that the implementation of Integrated Governance has generally been carried out properly. This is reflected in the results of the self-assessment which was ranked 2 (good) in semester II/2019 and semester I/2020. The Committee assessment concludes that there are several weaknesses in the structural aspects and the process of adjusting internal procedures related to the implementation of risk management in BRI and BRI Financial Institution Services is still ongoing. In addition, the management of human resources in the Main Entity and Financial Institution Services members of the financial conglomerate needs attention hence the operational risks can be reduced. As such, going forward the Committee will continuously ensure the improvement of weaknesses and strengthen the necessary structures and processes to deliver an improved Integrated Governance (outcome).

BOARD OF DIRECTORS COMMITTEES

The Company's Board of Directors establishes the committee to assist with the implementation of duties and responsibilities in the bank management.

As at 31 December 2020, BRI has 9 committees under the Board of Directors as follows:

1. Asset and Liability Committee (ALCO)
2. Risk Management Committee (RMC)
3. Credit Committee
4. Capital and Investment Committee
5. Credit Policy Committee
6. Information Technology Steering Committee & Data Governance Committee
7. Procurement of Goods & Services Committee
8. HR Policy Committee
9. Product Committee

ASSET AND LIABILITY COMMITTEE

The Asset and Liability Committee (ALCO) is a Committee at the Head Office responsible to develop and establish the assets and liabilities policies and Fund Transfer Price (FTP) rates stipulation.

Membership Structures

ALCO Membership as at 31 December 2020:

Membership Structures	Position	Voting Rights
President Director	Chairman	√
Vice President Director	Substitute Chairman (and Permanent Member)	√
Division Head of Assets & Liabilities Management	Secretary (and Permanent Member)	√
Director of Finance	Permanent Member	√
Director of Micro Business	Permanent Member	√
Director of Small, Retail & Medium Business	Permanent Member	√
Director of Institutional & SOE Relations	Permanent Member	√
Director of Consumer	Permanent Member	√
Director of Network & Services	Permanent Member	√
Director of Digital, Information Technology & Operations	Permanent Member	√
Director of Risk Management	Permanent Member	√
Director of Human Capital	Permanent Member	√
Director of Compliance	Permanent Member	-
SEVP Treasury & Global Services	Permanent Member	√
SEVP Corporate Banking	Permanent Member	√
SEVP Fixed Assets Management and Procurement	Permanent Member	√

Board of Directors Committees

Membership Structures	Position	Voting Rights
SEVP Change Management & Transformation Office	Permanent Member	√
SEVP Internal Audit Unit	Permanent Member	-
EVP Corporate Banking 1 Division	Permanent Member	√
EVP Corporate Banking 2 Division	Permanent Member	√
EVP SOE Business 1 Division	Permanent Member	√
EVP SOE Business 2 Division	Permanent Member	√
EVP Syndication and Financial Services Division	Permanent Member	√
EVP Institutional Business Division	Permanent Member	√
EVP Transaction Banking Division	Permanent Member	√
EVP Social Entrepreneurship & Incubation Division	Permanent Member	√
EVP Wealth Management Division	Permanent Member	√
EVP Consumer Lending Sales & Development Division	Permanent Member	√
EVP Card & Digital Lending Division	Permanent Member	√
EVP Mass Funding Division	Permanent Member	√
EVP Retail Payment Division	Permanent Member	√
EVP Treasury Business Division	Permanent Member	√
EVP Investment Services Division	Permanent Member	√
EVP Internasional Business Division	Permanent Member	√
EVP Micro Sales Management Division	Permanent Member	√
EVP Small Sales Management Division	Permanent Member	√
EVP Small & Medium Business Development Division	Permanent Member	√
EVP Medium Business 1 Division	Permanent Member	√
EVP Medium Business 2 Division	Permanent Member	√
EVP Micro, SME, Consumer Credit Risk & Policy Division	Permanent Member	√
EVP Market, Portfolio & Enterprise Risk Management Division	Permanent Member	√
EVP Wholesale Credit Risk Analyst Division	Permanent Member	√
EVP Credit Restructuring & Recovery Division	Permanent Member	√
EVP Corporate Development & Strategi Division	Permanent Member	√
EVP Financial & Management Accounting Division	Permanent Member	√
EVP Change Management Division	Permanent Member	√
EVP Project Management Office	Permanent Member	√
Head of Regional Office Jakarta 1	Permanent Member	√
Head of Regional Office Jakarta 2	Permanent Member	√
Head of Regional Office Jakarta 3	Permanent Member	√
Head of Special Branch	Permanent Member	√

Board of Directors Committees

Duties and Responsibilities

1. The Asset and Liability Committee (ALCO) has the following duties and responsibilities:
 - a. Evaluate the Company's performance and to determine the strategy and policy of optimum asset and liability management by considering the potential risk, optimum yield generation, and cost efficiency.
 - b. Determine the interest rates on deposit, lending rate, Prime Lending Rate (PLR), Fund Transfer Price (FTP), and other pricing that directly impact Net Interest Margin (NIM) achievement.
 - c. Determine the Decision Makers authority in deciding interest rate on deposits, loans and/or other bank products.
 - d. Defining the Net Open Position (NOP) policy.
 - e. Monitoring that the asset and liability management in the company is carried out in accordance with ALCO Meeting's decisions.
2. The Assets & Liabilities Management Function, Assets & Liabilities Management Desk as ALCO Supporting has the following duties and responsibilities:
 - a. Analyse and provide recommendations on optimum assets and liability management strategy as a basis for determining the strategy by the Asset and Liability Committee (ALCO) by referring to the Company's performance targets.
 - b. Formulate and develop the scenarios for interest rates on deposits, loans and other bank products.
 - c. With other relevant Units, conduct analysis and develop alternative recommendations in pricing in accordance with the developments of market interest rates and macroeconomic conditions.
 - d. With other relevant Units, develop funding strategy based on the Bank work plan and budget, market conditions and/or other references.
 - e. Analyse and monitoring of net open position (NOP).
 - f. Analyse and provide data according to ALCO requirements.
 - g. Coordinate the ALCO Meetings according to rules and set forth work plans.
 - h. Distribute and administer the ALCO Meeting resolutions as well as monitoring the follow up from relevant Units.
3. The ALCO Meeting shall be attended by at least 2/3 (two thirds) of ALCO Members.
4. ALCO Secretary coordinates and is responsible on the convention of ALCO Meetings.
5. In the event that the ALCO Secretary who is an ALCO Member is unable to attend, then his/her position is carried out by AVP Assets & Liabilities Management.
6. In the event that the Unit Head who is an ALCO Member is unable to attend, then he/she can appoint a representative at the level of or at least the Head of AVP.
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.

Limited ALCO Meetings

1. The Asset and Liability Committee (ALCO) incidentally can hold a Limited ALCO Meeting to discuss the assets and liability management on BRI's strategies and policies in the event of specific issues that requires immediate decision by ALCO Meeting.
2. Chairman of ALCO or Substitute Chairman of ALCO and Secretary of ALCO has the authority to determine the ALCO Members requested to attend the ALCO Limited Meeting in a separate Invitation Letter.
3. The ALCO Limited Meeting shall be attended by all ALCO Members as stipulated.

Committee Charter

1. Convene the ALCO Meeting at least once in a month.
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. The ALCO Meeting shall be attended by at least 2/3 (two thirds) of ALCO Members.
4. ALCO Secretary coordinates and is responsible on the convention of ALCO Meetings.
5. In the event that the ALCO Secretary who is an ALCO Member is unable to attend, then his/her position is carried out by AVP Assets & Liabilities Management.

Board of Directors Committees

Committee Meetings

ALCO has convened 12 Meetings in 2020 with the following details:

No	Date	Agenda
1.	20.01.2020	
2.	21.02.2020	
3.	20.03.2020	
4.	16.04.2020	
5.	15.05.2020	
6.	18.06.2020	Economic Briefing of Assets & Liabilities
7.	16.07.2020	Performance of BRI Shares Development Based on ALCO Meeting Decision
8.	13.08.2020	
9.	16.09.2020	
10.	14.10.2020	
11.	12.11.2020	
12.	12.12.2020	

Decision Making

The ALCO Meeting shall take the decision by deliberation and consensus. In the event of full disagreement, the ALCO Meeting's decision is considered valid with the approval of 50% (fifty percent) of the ALCO Members who have voting rights and 1 (one) other ALCO Member, including member of the Board of Directors whose one of them is ALCO Chairman or Substitute Chairman.

RISK MANAGEMENT COMMITTEE (RMC)

The Risk Management Committee (RMC) is responsible to develop the Risk Management Policy and its amendments including the implementation of risk management policy and strategy.

Committee Membership

1. Risk Management Committee (RMC)

Membership Structures	Position	Voting Rights
Director of Risk Management	Chairman	√
Director of Finance	Substitute Chairman/ Permanent Member	√
Director of Human Capital	Permanent Member	√
All Directors or SEVP of Proposing Sectoral	Non Permanent Member	√
Director of Compliance	Permanent Member	-
Division Head of Enterprise Risk Management & Portfolio	Secretary	-
Head of Relevant Units	Non Permanent Member	-

Board of Directors Committees

2. Integrated Risk Management

Membership Structures	Position	Voting Rights
Director of Risk Management	Chairman	√
Director of Finance	Substitute Chairman/ Permanent Member	√
Director of Risk Management	Permanent Member	√
Director of Human Capital	Permanent Member	√
All Directors or SEVP of Proposing Sectoral	Non Permanent Member	√
Director of Compliance	Permanent Member	√
President Director of BRI Syariah	Permanent Member	√
President Director of BRI Agro	Permanent Member	√
President Director of BRI Life	Permanent Member	√
President Director of BRI Finance	Permanent Member	√
President Director of BRI Ventura	Permanent Member	√
President Director of Danareksa Sekuritas	Permanent Member	√
Director of Compliance BRI Syariah	Permanent Member	√
Director of Compliance BRI Agro	Permanent Member	√
Director of Compliance BRI Life	Permanent Member	√
Director of Compliance BRI Finance	Permanent Member	√
Director of Compliance BRI Ventura	Permanent Member	√
Director of Compliance Danareksa Sekuritas	Permanent Member	√
EVP Market, Portfolio & Enterprise Risk Management Division	Secretary	-
Head of Relevant Units	Non Permanent Member	-

Duties and Responsibilities

The Risk Management Committee has the following duties and responsibilities:

1. The Risk Management Committee (RMC) has the following duties and responsibilities:
 - a. Provide recommendations to the President Director on the formulation of Risk Management Policy and its changes including the risk management policies, risk management strategies and contingency plans if external conditions do not normally occur.
 - b. Provide recommendations to the President Director on methodology for risk measurements and its changes.
 - c. Provide recommendations on the limits and changes.
 - d. Submit the risk profile report and the risk monitoring results and if required the recommendations for any changes.
2. The Integrated Risk Management Committee (RMC) has the following duties and responsibilities:
 - a. Provide recommendations to BRI Board of Directors on the formulation of Integrated Risk Management Policies and its changes.
 - b. Provide recommendations on improvements to BRI Board of Directors and Directors of Subsidiaries based on the evaluation of Integrated Risk Management implementation.
 - c. Submit the Integrated Risk Profile report, Integrated Governance report, Integrated Audit report, Subsidiary Company's Individual Risk Profile report and the risk monitoring

Board of Directors Committees

results to BRI Board of Directors.

- d. Submit the integrated capital analysis and capital participation plans to members of the BRI Financial Conglomerate.
- e. Submit the integrated and/or individual stress testing simulations and contingency plans to anticipate abnormal conditions to BRI Board of Directors.

Committee Charter

The RMC and Integrated RMC has the following organization charter:

1. The RMC Meeting shall be convened periodically at least once per quarter, the Integrated RMC Meeting shall be convened periodically at least every six months.
2. In the event of important issues and in urgency, the RMC and Integrated RMC Meetings can be held whenever necessary, among others:
 - a. Significant changes in the BRI Risk Profile due to changes in business conditions, macroeconomic factors, violations of internal risk limits or other factors.
 - b. Regulatory changes that require fast and immediate responses or actions from the organization.
 - c. Force Major conditions occur due to natural factors, human factors, external disturbances and other disruptive factors.
 - d. Factors that can cause the Board of Directors to decide to hold the RMC and Integrated RMC Meetings.
3. The RMC and Integrated RMC discuss, review and approve the proposals and recommendations submitted in the meeting in accordance with applicable regulations. The suggestions and recommendations include risk management policies, strategies and procedures.
4. The RMC and Integrated RMC meetings are led by the Director of Risk Management. In the event that the Director of Risk Management is unable to attend, the meeting shall be chaired by the Substitute Chairman in the order as stipulated.
5. The RMC and Integrated RMC meetings can be held if at least 2/3 (two-thirds) of Committee Members are attended and attended by Committee Chairman.
6. The Board of Directors can annul the results of decisions at RMC and Integrated RMC through the Board of Directors Meeting.
7. The Secretary of RMC and Integrated RMC is responsible to coordinate the RMC and Integrated RMC Meetings.
8. The presence of President Director and or Vice President Director to add Permanent Member with voting rights.

Board of Directors Committees

Committee Meetings

The RMC has convened 4 Meetings during 2020 with the following details:

No	Activities	Date	Agenda
1	RMC I 2020	March 18, 2020	<ul style="list-style-type: none"> • Update on the corona virus impact • Stress Test for credit risk related to the impact and spread of the corona virus • Stress Test for corporate debtors related to the impact and spread of the corona virus • Bank wide stress tests related to the impact and spread of the corona virus • Loan portfolio guidelines related to the impact of the corona virus • Follow-up progress of RMC IV 2019 related to credit risk • Capital analysis • BRI monitoring of trigger recovery plans • Highlights of the BRI risk profile for Q4 2019 • Highlight evaluation of micro business strategy • Stress test of market & liquidity risks related to the impact of the corona virus • February 2020 credit quality dashboard • Recommended RMC I 2020 decision
2	RMC II 2020	June 11, 2020	<ul style="list-style-type: none"> • The New Normal Era • BRI's risk profile • Bank wide analysis (capitalization, monitoring trigger recovery plans for BRI, stress tests, loan portfolio guidelines) • Risk Issue (credit restructuring, discontinue LIBOR, impact of covid for BRI employees) • RMC II 2020 recommendations & decisions
3	RMC III 2020	August 13, 2020	<ul style="list-style-type: none"> • Recession mitigation • The new ERM concept • BRI's risk profile • Highlight the latest RAS & TKB provisions • Bank wide analysis (capital analysis, loan portfolio guideline, stress test, highlight performance and risk on marketable securities portfolios)
4	RMC IV 2020	November 4, 2020	<ul style="list-style-type: none"> • BRI's Risk Profile • Market yield management based on forecasts of market yield • Market & liquidity stress test • Capital analysis • Recovery plan • Stress Test bank wide • Progress of the new ERM concept • Maturity assessment project for risk management implementation

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No	Activities	Date	Agenda
5	INTEGRATED RMC	May 6, 2020	<ul style="list-style-type: none"> Review & follow up on the integrated risk profile of SM II 2019 Integrated risk profile for Q1 2020 BRI risk profile for Q1 2020 Conglomeration analysis (liquidity, capital, integrated capital stress test, financial performance, Subsidiary benchmark, Subsidiary Captive market, Subsidiary Key Risk) Discussion of the risk profile & risk issue of the Subsidiary Integrated RMC I 2020 recommendations and decisions

Decision Making

The Committee Meeting shall take the decision by deliberation and consensus. In the event of disagreement, the Committee Meeting's decision is considered valid with the approval of 50% (fifty percent) of the Committee Members who have voting rights and 1 (one) another Committee Member, including the Committee Chairman.

CREDIT COMMITTEE

The Credit Committee is an operational committee assisting the Board of Directors to evaluate and/or resolve credit applications for certain amount and/or types of credits as determined by the Board of Directors.

Committee Structures

- The Credit Committee at the Board of Directors levels, which are:
 - Credit Committee of BRI.
 - Credit Committee of the Board of Directors 1
 - Credit Committee of the Board of Directors 2
- Credit Committee at the Division levels
- Credit Committee of Regional Commercial Business (RCB)
- Credit Committee at the Regional Offices/Special Branch Offices
- Credit Committee of Overseas Units

Responsibilities

- Provide credit approval or rejection with due observance on the limits of authority set forth by the Board of Directors.
- Coordinate with the Asset & Liabilities Committee (ALCO) in the aspect of funding for loans of certain ceilings as set out by ALCO.
- Deliverance of duty in providing credit decision based on professionalism expertise with honesty, objectivity, accurate and prudent.
- Shall not accept any request and or influence from concerned parties for the approval of credit under formality or not complying sound credit principles.
- To sign the Loan Decision form as a proof of credit decision and as a form of responsibility of the Credit Committee.

Board of Directors Committees

Conflict of Interest

In providing credit decision, the Credit Committee shall decide with honest, objective and prudent assessment and free of conflict of interest to the Committee and its individual member. This mechanism is regulated as follows:

1. In the event that the decision-makers of BRI Credit Committee have the conflict of interest, then the credit decision shall be carried out by all Board of Directors and SEVP with decision making authority, member of BRI Credit Committee that has the conflict of interest are exempted. The decision-making is unanimously conducted from all the Decision Makers.
2. In the event that the conflict of interest is occurring on Credit Committee members other than BRI Credit Committee, then the credit decision shall be authorized to the decision makers of one level higher.
3. In the event that the conflict of interest is occurring on individual credit decision makers, then the credit decision shall be authorized to the decision makers of one level higher.
4. In the event that the conflict of interest is occurring then the credit decision shall be carried out as stated in point 2 and 3 above, which further shall be submitted through Credit Analysis Memorandum.

Committee Charter

1. Credit Committee Meeting may only be held if the quorum meets at least 50% + 1 of all members of the Credit Committee.
2. Credit Committee members who are unable to attend the Committee Meeting due to unavailability (but no later than five working days) shall not be taken into account in the quorum of Credit Committee meetings.
3. The Credit Committee implementation shall be held in the Credit Committee meeting forum with the relevant Credit Administration Units as the Secretary of the Committee.

Committee Meetings

The Credit Committee has convened 43 meetings during 2020.

CAPITAL AND INVESTMENT COMMITTEE

The Capital and Investment Committee is responsible in particular to the corporate actions and management of subsidiaries.

Committee Structures

In implementing its duties, the Capital & Investment Committee is supported by the Committee Supporting Team.

Membership Structures	Position	Voting Rights
Director of Finance	Chairman	√
Director of Risk Management	Substitute Chairman (and Permanent Member)	√
EVP Subsidiary Management Division	Secretary (and Permanent Member)	-
Relevant Directors or SEVPs	Non Permanent Member	√
Directors or SEVPs of Subsidiaries Supervisors	Non Permanent Member	√
Director of Compliance	Permanent Member	-

Board of Directors Committees

Responsibilities

1. Review the analysis of corporate action proposed by the Committee Supporting Team.
2. Determine and recommend the corporate actions as stated in the Clause 2 paragraph (1) for the approval of President Director/Vice President Director through the Board of Directors Meetings or circulars.
3. Review the analysis of business plan, corporate work plan and budget of Subsidiaries, including key performance indicators and Subsidiaries dividend plans.
4. Review the performance of Subsidiaries and determine the performance improvement measures with the Board of Directors of Subsidiaries.
5. Evaluate and recommend the Subsidiaries' corporate actions (Initial Public Offering, rights issue, acquisitions, merger, capital addition and divestment plans) for further approval by the President Director/Vice President Director through the Board of Directors Meetings or circulars.
6. Decision making in the event of a deadlock of a synergistic initiative of Subsidiaries with BRI which is strategic in nature.

Committee Charter

1. The Committee Supporting Team prepares the study and analysis in accordance with their respective scope.
2. The study results shall be presented in the Committee meeting by the Committee members and/or members of Supporting Team and/or representatives of Subsidiaries in accordance with each scope.
3. The Committee shall convene at least one meeting quarterly to discuss proposals, reviews and analysis from the Committee Supporting Team.
4. The Meeting is quorum when attended by at least 50% of all Committee members and attended by the Committee Chairman.
5. The Committee meeting is led by the Chairman. If the Chairman is unable to attend, then the Committee meeting shall be chaired by the alternate Director as stipulated.
6. The Committee Chairman leads the Capital & Investment Committee Meeting and has the voting rights.
7. The Committee Secretary is responsible to coordinate the Capital & Investment Committee meeting.
8. The attendance of the President Director and/or Vice President Director aims to add Permanent Member with voting rights.

Committee Meetings

Committee's Program and Implementation in 2020		Quorum
January 16, 2020	Dividend Payout Ratio for financial year 2019 Proposal	Quorum
March 11, 2020	Discussion on BMPK, BRIS' pipeline, BRI Agro and BRIF	Quorum
March 23, 2020	Equity investment to PT BAV and PT DIM	Quorum
April 22, 2020	Subsidiaries' 1st quarter 2020 financial performance review	Quorum
June 3, 2020	BRI Agro and BRI Finance Work and Budget Plan Revision and bank business plan review	Quorum
June 19, 2020	BRI Ventures Work and Budget Plan Revision and bank business plan review	Quorum
June 25, 2020	BRI Syariah bank business plan revision review	Quorum
July 22, 2020	Subsidiaries' June financial performance review	Quorum

Board of Directors Committees

Committee's Program and Implementation in 2020		Quorum
August 12, 2020	Project Cyperus capital committee	Quorum
September 2, 2020	Subsidiaries' transformation discussion (Quantum Project)	Quorum
October 7, 2020	Spin off plan of BRIN Syariah, BRIL Syariah and bRISMA and BRINS segmentation	Quorum
October 13, 2020	BRI subsidiaries management in terms work and budget plan	Quorum
October 21, 2020	BRI subsidiaries management in terms work and budget plan	Quorum
October 22, 2020	Subsidiaries' 3rd quarter 2020 financial performance review	Quorum
November 9, 2020	1. BRI Finance work and budget plan discussion 2. BRI Agro Quantum Project discussion	Quorum
November 18, 2020	1. BRI Multifinance Indonesia work and budget plan discussion 2. BRI Agro Quantum Project discussion	Quorum

Decision Making

The Committee Meeting decision is taken by deliberation and consensus. In the event of disagreement, the Committee Meeting decision is considered valid with the approval of 50% (fifty percent) of the Committee Members who have voting rights and 1 (one) Committee Member including the Committee Chairman.

CREDIT POLICY COMMITTEE

The Credit Policy Committee is a committee at the Head Office that assists the Board of Directors in formulating and provides recommendations for improvements to BRI credit policies.

Committee Structures

The Credit Policy Committee composition is as follows:

Membership structure	Position
President Director	Chairman
EVP Micro, SME, Consumer Credit Risk & Policy	Secretary (also a member)
Vice President Director	Member
Director of Micro Business	Member
Director of Small, Retail, & Medium Business	Member
Director of Institutional & SOE Relations	Member
Director of Consumer	Member
Director of Network & Services	Member

Board of Directors Committees

Membership structure	Position
Director of Risk Management	Member
Director of Finance	Member
SEVP Corporate Business	Member
SEVP Treasury & Global Services	Member
EVP Wholesale Credit Risk Analyst	Member
EVP Credit Restructuring & Recovery	Member
EVP Micro Business Development	Member
EVP Micro Sales Management	Member
EVP Social Entrepreneurship & Incubation	Member
EVP Small & Medium Business Development	Member
EVP Small Sales Management	Member
EVP Medium Business	Member
EVP Consumer Lending Sales & Development	Member
EVP Corporate Banking 1	Member
EVP Corporate Banking 2	Member
EVP SOE Business 1	Member
EVP SOE Business 2	Member
EVP Syndication & Financial Services	Member
EVP Treasury Business	Member
EVP International Business	Member
EVP Investment Services	Member
EVP Credit Operation	Member
EVP Corporate Development & Strategy	Member
EVP Policy & Procedure	Member

Responsibilities

1. Providing input to the Board of Directors in preparing the Bank Credit Policy, in particular the formulation of prudent principles in credit as stipulated in the Bank Credit Policy Formulation Guidelines of Bank Indonesia.
2. Overseeing consequent and consistent implementation of the Bank Credit Policy as well as formulate the alternative and application solutions in the event of obstacles.
3. Conduct periodical review on the Bank Credit Policy.
4. Evaluating the following:
 - a. Validity of authority to decide on credit or financing.
 - b. Validity of credit or financing disbursement process, development and quality to the Bank's Related Parties and Large exposure.
 - c. Proper implementation of Legal Lending Limits.
 - d. Compliance with the laws and other regulations in credit disbursement or lending
 - e. Settlement of non performing loans in accordance with the Bank Credit Policy.

Board of Directors Committees

- f. Adequacy of the allowance for possible losses due to credit impairment losses and write-off reserves.
- g. Certain major debtors and credit in credit lists In Special Attention.
- 5. Review the effectiveness of credit internal control system.
- 6. Submit a written report periodically and provide input to the Board of Directors with a copy to the Commissioners on:
 - a. The supervision results of implementation and application of the Bank Credit Policy.
 - b. Supervision result of anything related to Article 3 paragraph 1 d.
- 7. Monitor and evaluate the development and quality of the credit or financing portfolio as a whole.

Committee Charter

1. Changes or revision to the Bank Credit Policy must be first discussed in the meeting. The Credit Policy Committee shall conduct a final discussion meeting on the draft amendment or revision of the Bank Credit Policy prior to proceeding to obtain the decision of the Board of Directors.
2. The Credit Policy Committee Meeting is held to propose the preparation, amendment, and revision of the Bank credit policy and related to important and urgent issues that require a fast and immediate response from the Company.
3. In the event of urgent problem to be discussed in the Credit Policy Committee, the relevant work unit may propose to the Secretary of the Credit Policy Committee to hold a Credit Policy Committee Meeting.
4. The Credit Policy Committee Meeting is led by President Director as the Committee Chairman. In the event that the Chairman is absent, the meeting is chaired by the Substitute Chairman according to the stipulations.
5. The Credit Policy Committee meeting is valid if attended by at least 2/3 of the Committee members consisting of at least 3 (three) Directors.
6. If the EVP who is a member of the Credit Policy Committee is unable to attend, the Substitute may be appointed.
7. Any changes to the contents of BRI's Bank Credit Policy which are not material in nature, it shall be carried out in a circular manner to all the Directors and subsequently presented in writing to all members of the Credit Policy Committee.

Committee Meetings

The Committee meetings was held 1 (one) time in 2020, on 16 November 2020 online with the PDWK Policy Change agenda and attended by more than 2/3 of the Committee members (quorum).

Decision Making

The decisions of the Committee Meetings are made 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 present plus 1 (one) Committee Member including the President Director, Director of Business Affairs related to EVP, Credit Operation.

Board of Directors Committees

INFORMATION TECHNOLOGY STEERING COMMITTEE AND DATA GOVERNANCE COMMITTEE**INFORMATION TECHNOLOGY STEERING COMMITTEE**

The Information Technology Steering Committee is the Committee at the Head Office responsible to provide direction and recommendations to the Board of Directors on planning, governance, development and operations of Information Technology.

Information Technology Steering Committee Structure

Membership Structure	Position	Voting Right
Director of Digital, Information Technology & Operations	Chairman	√
Director of Human Capital	Substitute Chairman (and Permanent Member)	√
Division Deputy Head of IT Strategy & Governance	Secretary (and Permanent Member)	-
Director of Network & Services	Permanent Member	√
Director of Risk Management	Permanent Member	√
SEVP Fixed Assets Management and Procurement	Permanent Member	√
EVP, IT Strategy & Governance	Permanent Member	√
EVP, Application Management & Operation	Permanent Member	√
EVP, IT Infrastructure & Operation	Permanent Member	√
EVP, Digital Banking Development	Permanent Member	√
EVP, Enterprise Data Management	Permanent Member	√
EVP, Distribution Network	Permanent Member	√
EVP, Information Security	Permanent Member	√
Director of Finance	Non permanent member	√
Proposer Director or SEVP	Non permanent member	√
Director of Compliance	Permanent Member	-

Responsibilities

The Information Technology Steering Committee has the following responsibilities:

1. Provide recommendations of IT long term strategy plan that in line with the Bank Corporate Plan and Business Plan as stated in the IT Strategic Plan of BRI.
2. Formulate core IT policies, standards, and procedures.
3. Ensuring the alignment of the IT strategy plan with other IT projects as approved for implementation.

Board of Directors Committees

4. Monitoring and evaluation of IT project development so as to be in line with the set forth Project Charter.
5. Evaluating the IT conformity with the management information system required for Bank operations and business.
6. Monitor the effectiveness of risk management in IT investments so as to optimally contribute to the business goals achievement of BRI.
7. Monitor the performance of IT systems and provide recommendations for improvement efforts.
8. Provide recommendations on IT problems that cannot be solved by the Work Units and IT providers in an effective, efficient and timely manner.
9. Provide recommendations on the adequacy of IT resource allocation.

Committee Charter

1. The Information Technology Steering Committee shall convene the meeting at least twice a year.
2. The Information Technology Steering Committee Meeting shall be at least attended by:
 - a. Chairman
 - b. Secretary
3. 2/3 (two thirds) of the Committee Members that are invited and related to the Committee meeting agenda.
4. In the event that the Committee Chairman is absent, then the Information Technology Steering Committee Meeting is chaired by the Substitute Chairman of the Committee.
5. The Committee Chairman leads the Information Technology Steering Committee Meeting and has voting rights.
6. The coordination of the Information Technology Steering Committee Meeting is the responsibility of the Committee Secretary with duties and responsibilities among others:
 - a. Prepare and invite the meetings.
 - b. Arrange and present the meetings.
 - c. Arrange and distribute Minutes of Meeting to Members of the Information Technology Steering Committee.
 - d. Monitor the decisions of the Steering Committee that are followed up by the relevant Work Units.
7. Attendance of the President Director and/or Vice President Director is adding Permanent Members with voting rights.

Committee Meetings

The Information Technology Steering Committee has convened 8 (eight) meetings during 2020 with the following details:

No	Date	Agenda	Application	Quorum
1	February 25, 2020	Reporting on the readiness of host Brinets AS/400 switch over and switch back	Host Brinets AS/400	Quorum
2	March 9, 2020	Reporting on the readiness of host Brinets AS/400 switch over and switch back Discussion on the decision mechanism for the use of the stand-in PSW during the implementation of the AS/400 SO	Host Brinets AS/400	Quorum
3	March 17, 2020	Reports on the readiness of host Brinets AS/400 switch over and switch back Reports on risk review and mitigation Discussion of the decision on the recommended schedule for the activity of the switch over host brinets AS/400 related to the prevention of the Covid-19	Host Brinets AS/400	Quorum

Board of Directors Committees

No	Date	Agenda	Application	Quorum
4	April 2, 2020	Deployment approval on the development of critical severity-1 application, as: Brinets Express Proswitching Host Brinets AS/400	Brinets Express Proswitching Host Brinets AS/400	Quorum
5	June 17, 2020	Reporting on Brinets Tactical Enhancement (BTE) release 1 and release 2 deployment project readiness Discussion on the decision on the Brinets Tactical Enhancement (BTE) release 1 and release 2 deployment project	Host Brinets AS/399	Quorum
6	July 8, 2020	Reporting on the readiness of host Brinets AS/400 switch over and switch back Reporting on risk review and mitigation	Host Brinets AS/400	Quorum
7	September 17, 2020	Reporting of Brinets Tactical Enhancement (BTE) release 2.5 deployment project readiness Risk review and mitigation reporting Discussion on Brinets Tactical Enhancement (BTE) release 2.5 deployment project decision	Host Brinets AS/401	Quorum
8	December 8, 2020	BRImo V2 rollout readiness report (release of whitelist user) Discussion on the decision of the BRImo V2 rollout activity (release of whitelist users)	BRImo V2	Quorum

Decision Making

The decisions of Committee meetings are taken by deliberation and consensus. In the event that no agreement is reached, then the decision of the Committee meeting is considered valid if it is approved by 50% (fifty percent) of the number of Committee Members who have voting rights and 1 (one) member of the Committee including the Committee Chairman.

DATA GOVERNANCE COMMITTEE

The Data Governance Committee is a forum that provides direction regarding data governance, and provides decisions related to leading issues on data that cannot be resolved at the Data Owners and Data Stewards level as well as at the Data Management Office level.

Board of Directors Committees

Data Governance Committee Structure

Membership structure	Position	Voting rights
Director of Digital, Information Technology & Operations	Chairman	√
Director of Human Capital	Substitute Chairman (also a Permanent Member)	√
VP Enterprise Data Management	Secretary (also a Permanent Member)	-
Director of Network and services	Permanent Member	√
Director of Financial	Permanent Member	√
Director of Consumer	Permanent Member	√
EVP Enterprise Data Management	Permanent Member	√
Relate Director/ SEVP	Non Permanent Member	√
Compliance Director	Permanent Member	-

Responsibilities

The Data Governance Committee has the following responsibilities:

1. Ensuring the fulfillment of the data needs of all BRI stakeholders.
2. Ensuring data protection as a strategic asset of the Company.
3. Directing the implementation of data policies & standards to enforce a framework for good data governance processes, and data quality in an enterprise.
4. Ensuring the protection of the privacy and confidentiality of customer and company data.
5. Ensuring that there is no illegal data access, data manipulation and inappropriate use of data and information.
6. Ensuring data can be used effectively and bring value to the Company.
7. Directing and deciding the solution of the escalated problems to the Committee.

Committee Charter

1. The Data Governance Committee holds regular meetings at least 2 (two) times a year.
2. The Data Governance Committee meeting shall at least be attended by:
 - a. Committee Chairman
 - b. Committee Secretary
3. 2/3 (two thirds) of the invited Committee Members and related to the agenda for the Committee meeting discussion.
4. In the event that the Committee Chairman is absent, the Data Governance Committee meeting is chaired by the Substitute Chairman of the Committee.
5. The Chairman of the Committee leads the Data Governance Committee meetings and has voting rights.
6. The responsibility of coordinating the implementation of the Data Governance Committee meeting is under the Committee Secretary with duties and responsibilities include:
 - a. Meeting preparation and invitation.
 - b. Compiling and presenting meeting materials.
 - c. Compiling and distributing Minutes of Meeting to Members of the Data Governance Committee
 - d. Monitoring the decisions of the Data Governance Committee which are followed up at the relevant Work Units.
7. Attendance of the President Director and/or Vice President Director is adding Permanent Members with voting rights.

Board of Directors Committees

Committee Meetings

During 2020 the Data Governance Committee has not held any Committee Meeting.

Decision Making

The decisions of Committee meetings are made 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.

HUMAN CAPITAL COMMITTEE

Human Capital Committee is a Committee at the Head Office that has the authority to determine strategic and operational policies in the field of Human Capital.

HUMAN CAPITAL COMMITTEE ON HUMAN CAPITAL POLICY

Committee Structure

Membership structure	Position	Voting Rights
President Director	Chairman	√
Vice President Director	Substitute chairman (and Permanent Member)	√
Human Capital EVP in the field of policy	Secretary (and permanent member)	√
Director of Human Capital	Permanent Member	√
Related Director or SEVP	Non Permanent member	√

Responsibilities

1. Set priorities for the development strategy, policy direction and improvement of the quality of BRI's human capital by referring to the Bank's Business Plan (RBB) and BRI's Corporate Plan.
2. Establish strategic policies in the field of human capital.

Committee Meeting

No	Date	Agenda	Quorum
1	April 23, 2020	Review on Employee Discipline	Quorum
2	June 24, 2020	Review on Employee Discipline	Quorum
3	August 31, 2020	Review on BRI Career Journey Policy	Quorum

Board of Directors Committees

HUMAN CAPITAL COMMITTEE ON HUMAN CAPITAL PLANNING

Committee Structure

Membership structure	Position	Voting Rights
President Director	Chairman	√
Vice President Director	Substitute chairman (and Permanent Member)	√
Executive Vice President Human Capital Business Partner	Secretary (and Permanent Member)	√
Director of Human Capital	Permanent Member	√
Director of Finance	Permanent Member	√
Director of Network and Service	Permanent Member	√
EVP Network Division	Permanent Member	√

Responsibilities

Determine the planning for the number of Position Formations and strategies for fulfilling the Position Formations.

Committee Meetings

No	Date	Agenda	Quorum
1	July 21, 2020	BRI Strategic Workforce Planning Project Kick-off	Quorum

HUMAN CAPITAL COMMITTEE ON TALENT AND ETHICS AFFAIRS

Committee Structures

Talent Area 1 (for Executive Vice President level officials)

Membership structure	Position	Voting Rights
President Director	Chairman	√
Vice President Director	Substitute Chairman (and Permanent Member)	√
Executive Vice President Human Capital Business Partner	Secretary (and Permanent Member)	√
All Directors and SEVP	Permanent Member	√

Talent Area 2 (for Vice Presidents and Class 1 Branch Managers)

Membership structure	Position	Voting Rights
Vice President Director	Chairman	√
Director of Human Capital	Substitute Chairman (and Permanent Member)	√
Executive Vice President Human Capital Business Partner	Secretary (and Permanent Member)	√
All Directors and SEVP	Permanent Member	√

Board of Directors Committees

Talent Area 3 (for Assistant Vice Presidents and Senior Managers outside Class 1 Branch Managers)

Membership structure	Position	Voting Rights
Director Human Capital	Chairman	√
Executive Vice President Human Capital Business Partner	Secretary (and Permanent Member)	√
Director or SEVP according to related Field/Mentor, adjusting to the Committee agenda	Permanent Member	√

Ethics

Membership structure	Position	Voting Rights
President Director	Chairman	√
Vice President Director	Substitute Chairman	
Executive Vice President Human Capital in charge of industrial relations	Secretary (and Permanent Member)	√
Director of Human Capital	Permanent Member	√
Director of Compliance	Permanent Member	√
Director/SEVP according to related Field/Mentor	Permanent Member	-

Committee Meetings

Talent 1

No	Date	Agenda	Quorum
1	September 29, 2020	Level BOD 1 Employee Mutation	Quorum
2	August 10, 2020	Level BOD 1 Employee Mutation	Quorum
3	August 3, 2020	Level BOD 1 Employee Mutation	Quorum
4	July 24, 2020	Level BOD 1 Employee Mutation	Quorum
5	June 23, 2020	Level BOD 1 Brilian Society Member Stipulation	Quorum

Talent 2

No	Tanggal	Agenda	Quorum
1	October 30, 2020	Level BOD 2 Employee Mutation	Quorum
2	October 20, 2020	Level BOD 2 Employee Mutation	Quorum
3	October 19, 2020	Level BOD 2 Brilian Society Member Appointment	Quorum
4	September 24, 2020	Level BOD 2 Employee Mutation	Quorum
5	September 15, 2020	Level BOD 2 Employee Mutation	Quorum
6	September 7, 2020	Level BOD 2 Employee Mutation	Quorum

Board of Directors Committees

Talent 3

No	Date	Agenda	Quorum
1	November 2, 2020	Level BOD 3 Employee Mutation	Quorum
2	October 14, 2020	Level BOD 3 Employee Mutation	Quorum
3	September 17, 2020	Level BOD 3 Employee Mutation	Quorum
4	August 14, 2020	Level BOD 3 Employee Mutation	Quorum
5	August 6, 2020	Level BOD 3 Employee Mutation	Quorum

Ethics

No	Date	Agenda	Quorum
1	September 15, 2020	Employee Discipline Violation	Quorum
2	May 28, 2020	Employee Discipline Violation	Quorum
3	May 28, 2020	Employee Discipline Violation	Quorum

HUMAN CAPITAL COMMITTEE FOR PERFORMANCE MANAGEMENT AND SKO DETERMINATION

Committee Structures

Performance Management

Membership Structure	Position	Voting Rights
President Director	Chairman	√
Vice President Director	Substitute Chairman	
Human Capital EVP in performance	Secretary (and Permanent Member)	-
Director of human capital	Permanent Member	√
Director of Finance	Permanent Member	√
Director or SEVP according to related Field/Mentor	Permanent Member	√

SKO Determination

Membership Structure	Position	Voting Rights
Director of Human Capital	Chairman	√
Director of Finance	Permanent Member	√
EVP Human Capital in charge of Performance Management EVP Human Capital	Secretary (and Permanent Member)	-
EVP Corporate Development & Strategy Division	Permanent Member	√

Responsibilities

1. Determine employee performance appraisals for the Executive Vice President and Vice President levels
2. Establish SKO Standards for the Executive Vice President and Vice President levels for Committee Meetings

Board of Directors Committees

Committee Meetings

Performance management

No	Date	Agenda	Quorum
1	February 5, 2020	Determination of Performance Predicate that takes into account the Challenges	Quorum
2	February 13, 2020	The determination of the EVP and VP Performance predicates that takes into account the Leader Orientation	Quorum

SKO Determination

No	Date	Agenda	Quorum
1	April 21, 2020	Determination of SKO EVP and VP Phase 1	Quorum
2	April 30, 2020	Determination of SKO EVP and VP Phase 2	Quorum
3	May 15, 2020	Determination of SKO EVP and VP Phase 3	Quorum
4	June 16, 2020	Determination of SKO EVP and VP Phase 4	Quorum
5	July 10, 2020	Determination of SKO EVP and VP Phase 5	Quorum

HUMAN CAPITAL JOB EVALUATION COMMITTEE

Committee Structures

Membership structure	Position	Voting rights
Director of Human Capital	Chairman	√
Director of Finance	Substitute Chairman (and Permanent Member)	√
VP/AVP Human Capital Planning & Organization Development, Human Capital Strategy & Policy	Secretary (and Permanent Member)	-
Director of risk management	Permanent Member	√
EVP, Human Capital Strategy & Policy	Permanent Member	√
EVP, Corporate Development & Strategy Membership status of the Job Evaluation Committee is ex-officio.	Permanent Member	√

Responsibilities

1. Reviewing Position Group
2. Recommend the Position Group
3. Determining the Position Group

Board of Directors Committees

Committee Meetings

No	Date	Agenda	Quorum
1	January 20, 2020	Determination of Job Grade	Circular quorum (Director of Finance, Director of Human Capital, Director of Risk Management)
2	January 15, 2020	Determination of Job Grade	Circular Quorum (Director of Finance, Director of Human Capital, Director of Risk Management, Corporate Development & Strategy Head Division, Human Capital Strategy & Policy Division Head)
3	February 10, 2020	Determination of Job Grade	

PRODUCT COMMITTEE

The Product Committee is a committee in head office and has the responsibility to provide decision on the proposed development of new products and services, the development and decision on existing products and services, decision on bundling products and services on the authority of the Director or SEVP of Product Owners, and providing recommendations to the Board of Directors on product and services development strategies.

Committee Structures

Membership Structure	Position	Voting Rights
President Director	Chairman	√
Vice President Director	Substitute Chairman 1 (and Permanent Member)	√
Director of Finance	Substitute Chairman 2 (and Permanent Member)	√
EVP Corporate Development & Strategy	Secretary (and Permanent Member)	-
Director of Digital Information Technology & Operations	Permanent Member	√
Director of Network and Services	Permanent Member	√
Director of Risk Management	Permanent Member	√
Director/SEVP/Product Owner Directorate	Non Permanent Member	√
Director of Compliance	Permanent Member	-

Responsibilities

1. Providing decisions on proposals for new product/service development or product/service development that are already performing, on the authority of the Director/SEVP of Product Owners.
2. Providing a decision on the termination of products/services that are already performing, on the authority of the Director/SEVP of Product Owners.
3. Providing decisions on bundling products and/or services, above the authority of the Director/SEVP of the Product Owners.
4. Providing input and recommendations to the Board of Directors on product and/or service development strategies.

Board of Directors Committees

Committee Charter

1. Product committee meetings are held periodically at least 1 (one) time every 6 (six) months.
2. Meetings other than regular meetings may be held with the following criteria:
 - a. There has been a significant change in business conditions
 - b. There was an organizational change that required the Company response
 - c. Other factors.
3. Product committee meetings are chaired by the President Director as Chairman of the Committee. If the President Director is unable to attend, the position of Chairman of the Committee may be replaced by Substitute Chairman 1.
4. In the event that the Chairman of the Committee and the Committee Substitute Chairman 1 are unable to attend, the product committee meeting is chaired by the Committee Substitute Chairman 2.
5. The presence of members with voting rights in the product committee meeting cannot be represented, if members with voting rights are unable to attend, they can be replaced by the Director or Substitute SEVP in accordance with the provisions.
6. Product committee meetings can be held if attended by the Chairman of the Committee and attended by at least 3 (three) members with voting rights, one of which is the Director.
7. If the President Director/Vice President Director does not attend the committee meeting, the recommendation of the committee meeting will be reported by the Committee Substitute Chairman to the Board of Directors meeting to obtain a decision from the Board of Directors.
8. Coordination of organizing product committee meetings is the responsibility of the committee secretary.

Committee Meetings

No	Date	Agenda	Quorum
1	Wednesday, 4 March 2020	Management of Corporate Funds at Operating Units and Service Transfer Prices Management of the Trade Finance Function Management of the Foreign Exchange Function Giro Management	Quorum
2	Wednesday, 8 April 2020	Update on PAB Quarter I of 2020 Product Ownership Review Exposure to the Strawberry Platform - BRI Electronic Transaction Solutions	Quorum
3	Thursday, July 30 2020	Briguna Business Strategy Updates Proposed Briguna Special Interest Rate Quota until December 2020 Proposed Product and/or Activity Ownership Recommendations 2020 Proposed Review of Britama Interest Rates	Quorum
4	Thursday, 10 September 2020	Review of KMK Tangguh and SME Credit Proposed Change in KKB Management	Quorum

Decision making

The Committee meetings' decisions are made by deliberation and consensus. In the event that there is no agreement, the decision of the committee meeting is deemed valid with the agreement of 50% of the number of committee members who have voting rights plus 1 committee member including the Committee Chair.

Board of Directors Committees

GOODS AND SERVICES PROCUREMENT COMMITTEE

The Goods and Services Procurement Committee is a Committee at the Head Office with the duties and authority to conduct evaluation and provide decision on procurement request and results with certain values.

Committee Structures

Procurement Committee 1

Membership Structures	Position	Voting Rights
Vice President Director	Chairman	√
Director of Network & Services	Substitute Chairman (and Permanent Member)	√
EVP Procurement & Logistic Operation	Secretary	
All BRI Directors excluding Director of Compliance	Permanent Member	√
Director of Compliance	Permanent Member	-
Related SEVP	Non Permanent Member	√

Procurement Committee 2

Membership Structures	Position	Voting Rights
Vice President Director	Chairman	√
Director of Network and Services	Substitute Chairman (and Permanent Member)	√
EVP Procurement & Logistic Operation	Secretary	
Director of Finance	Permanent Member	√
Director of Risk Management	Permanent Member	-
Micro Business Director/Director of Small, Retail & Medium Business/Network and Services Director/Director of Digital, Information Technology & Operations	Non Permanent Member	√
Related Director/SEVP	Permanent Member	√

Procurement Committee 3

Membership Structures	Position	Voting Rights
Director of Risk Management	Permanent Member	√
SEVP AT Management and Procurement	Permanent Member	√
Related Director/SEVP	Non Permanent Member	√
Director of Finance/Director of Micro Business/Director of Small, Retail, Medium Business/Network and Services Director, Digital Director, Information Technology & Operations	Non Permanent Member	√

Procurement Committee 4

Membership Structures	Position	Voting Rights
SEVP AT Management and Procurement	Permanent Member	√
Related Director & SEVP	Non permanent Member	√

Board of Directors Committees

Responsibilities

1. Implementing procurement decisions in a professional, honest, responsible, objective, accountable and thorough manner.
2. Avoiding conflicts of interest in granting procurement approvals.
3. Evaluating, providing input on the proposed procurement.
4. Providing a decision to approve or reject the procurement in accordance with the limits of its authority if it is held at a Committee meeting.
5. Providing procurement decisions, through:
 - a. Minutes of the Board of Directors Meeting, or
 - b. Minutes of Procurement Committee Meeting, or
 - c. Circular official memo.

Committee Charter

1. The decisions of the Procurement Committee are taken in a Procurement Committee meeting. The Procurement Committee meetings are held at the Head Office or other places with the relevant Procurement Unit facilitators.
2. The decision of the Procurement Committee is taken unanimously and is considered approved if all Committee Members with voting rights present or representing them agree.
3. In the event that the Procurement Committee Member is absent, the duties and authorities of the Procurement Committee Member are replaced by the Director or Substitute SEVP in accordance with the Decree of the Substitute Director. The Director or Substitute SEVP can act in the Committee as two capacities, namely as a Substitute Executive and in his capacity as a Member of the Goods and Services Procurement Committee.
4. In the event that the Procurement Committee meeting cannot be held, the Procurement Committee can make decisions through a Circular Service Memorandum with the approval of the Committee Chairman and other Committee Members.
5. In the event that the procurement of goods and services has been decided by the Board of Directors through a meeting of the Board of Directors, then the decision referred to is equated with the decision of the Committee for the Procurement of Goods and Services as evidenced by the Minutes of the Meeting of the Board of Directors.
6. The duties and responsibilities of the facilitator for Committee meetings are carried out by the Procurement Committee Secretary, among others:
 - a. Coordinating the preparation of Committee meeting materials.
 - b. Prepare the meeting agenda, schedule and meeting place.
 - c. Carrying out the correspondence function, reproducing documents, and the Committee's document archiving function.
 - d. Making Minutes of Meetings and Minutes of Goods and Services Procurement Committee.
 - e. Distribute Committee decisions to be followed up by related Work Units.

Committee Meetings

No.	Procurement Committee	Procurement Value	Total Procurement
1	Procurement Committee I	1,991,616,146,001	3
2	Procurement Committee II	238,677,110,000	3
3	Procurement Committee III	1,681,104,435,915	27
4	Procurement Committee IV	1,059,357,771,268	76
Total		4,970,755,463,184	109

Position: 13 November 2020

PROCEDURES FOR THE APPOINTMENT/ DISCONTINUATION OF THE CORPORATE SECRETARY, INTERNAL AUDIT UNIT, AND RISK MANAGEMENT UNIT

Procedures for the Appointment of Corporate Secretary

1. Pool of Candidate for Corporate Secretary through the Talent Committee (Human Capital Committee).
2. Proposal of Candidates for Corporate Secretary by the Board of Directors
3. Discussion on Candidates for Head of the Corporate Secretariat Division (Corporate Secretary)
4. Discussion on the proposed EVP Corporate Secretary Division of PT Bank Rakyat Indonesia (Persero) Tbk
5. Approval by the Board of Commissioners

Procedures for the Appointment of Head of Internal Audit Unit (SEVP of Internal Audit Unit)

1. Pool of Candidate for Head of Internal Audit Unit (SEVP Internal Audit Unit) through the Talent Committee (Human Capital Committee).
2. Suggestion of Candidates for Head of Internal Audit by the Board of Directors
3. Discussion on Candidates for Head of Internal Audit Unit (SEVP for Internal Audit Unit).
4. Discussion on the proposed SEVP for the Internal Audit Unit of PT Bank Rakyat Indonesia (Persero) Tbk
5. Recommendations by the Audit Committee to the Board of Commissioners.
6. Approval by the Board of Commissioners

Procedures for the Appointment of Risk Management Unit

1. Pool of Candidate for Head of Risk Management Unit through the Talent Committee (Human Capital Committee)
2. Discussion on the Talent Proposal for Head of Risk Management Unit by the Board of Directors
3. Board of Directors approval of the Head of Risk Management Unit

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.

As of 31 December 2020, Aestika Oryza Gunarto serves as BRI Corporate Secretary.

Corporate Secretary Profile



AESTIKA ORYZA GUNARTO

Corporate Secretary

Indonesian Citizen, currently domiciled in Jakarta. 53 years old.

Serves as BRI Corporate Secretary since 2 September 2020 pursuant to the Board of Directors Decree Nokep: 140.e-DIR/KHC/07/2019 22 July 2020 and the Approval Letter of the Board of Commissioners No. SR.20-KOM/07/2020 dated 2 July 2020 on the Approval of the Replacement of Division Head of Corporate Secretariat. The new appointment of BRI Corporate Secretary has been reported to OJK and published in BRI website and Indonesia Stock Exchange.

Educational background

Bachelor Degree in Corporate Economics, Atma Jaya University, Yogyakarta
Master Degree in Marketing Management, Padjadjaran University, Bandung

Professional Background

- Branch Manager, Jakarta Jatinegara Branch Office, Jakarta Jatinegara, Regional Office Jakarta 1 (01-06-2014 to 30-11-2015)
- Acting Head of Bureau of Board of Directors, Bureau of Board of Directors of Head Office, Head Office (01-12-2015 to 30-11-2016)
- Deputy Head of Division, Secretariat and Protocol Head Office, Head Office (01-12-2016 to 31-12-2017)
- Deputy Head of Division, Secretariat and Protocol Head Office, Head Office (01-01-2018 to 30-04-2019)

Corporate Secretary

- Deputy Head of Regional for Business, Makassar Regional Office, Makassar Regional Office (01-05-2019 to 31-10-2019)
- Deputy Head of Regional for Business, Business Sector of Semarang Regional Office, Semarang Regional Office (01-11-2019 to 31-05-2020)
- Deputy Head of Regional for Business, Small Business Sector of Semarang Regional Office, Semarang Regional Office (01-06-2020 to 08-05-2020)
- Acting Executive Vice President, Corporate Secretary Division Head Office, Head Office (06-08-2020 to 05-11-2020)
- Executive Vice President, Corporate Secretary Division Head Office, Head Office (06-11-2020 to Present)

Trainings

01-16-2020 to 01-16-2020: Excellence Performance Leadership, Semarang

24-06-2020 to 26-06-2020: BRILiaN Shine "Agile Leadership For The New Normal", e-Learning

07-03-2020 to 06-10-2020: CWM Certification Exam (Level 1-7), e-Learning

03-07-2020 to 19-09-2020: Preparation for CWM Certification Exam (Level 1-7), e-Learning

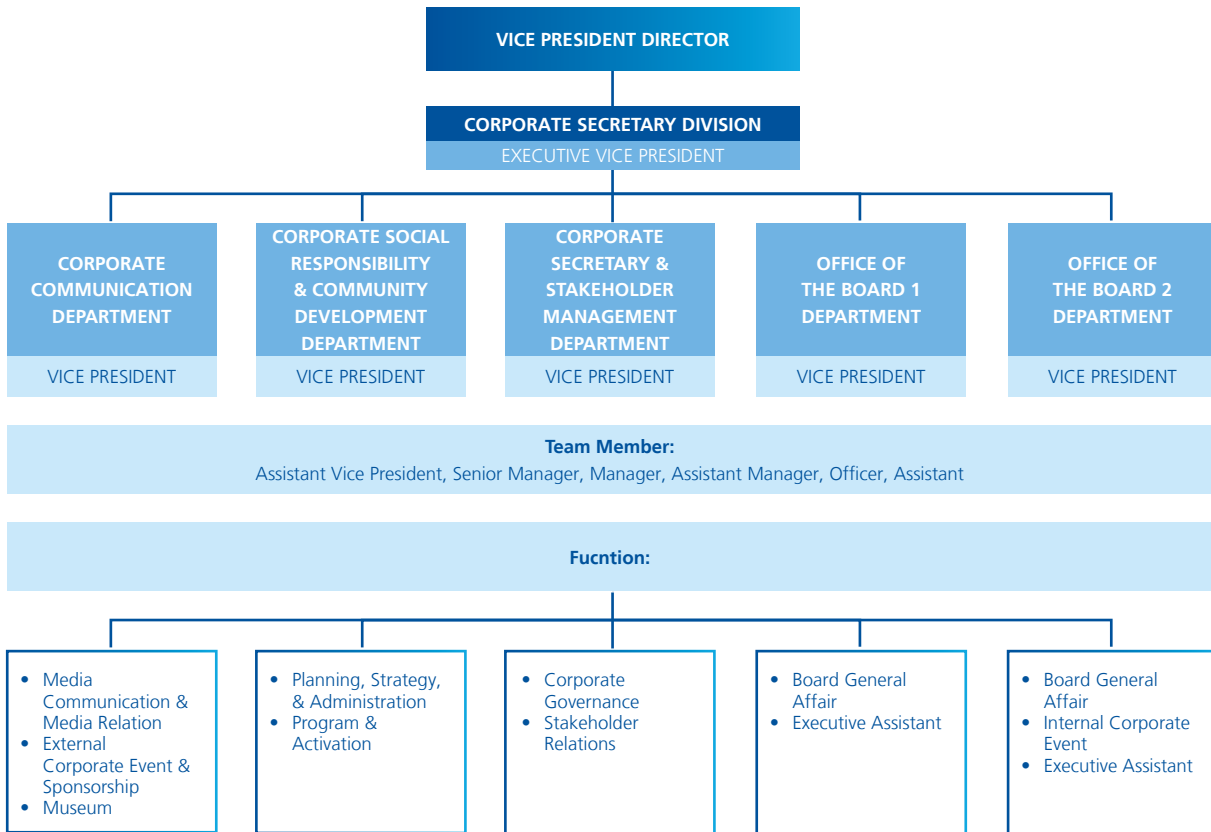
LEGAL REFERENCES

The establishment of Corporate Secretary refers to the following rules and prevailing laws:

1. POJK No. 35/POJK.04/2014 on the Corporate Secretary of Issuers or Public Companies.
2. SOE Minister Regulation No.: PER-01/MBU/2011 in lieu of PER-09/MBU/2012, Section Nine on the Corporate Secretary.

Corporate Secretary

ORGANIZATION STRUCTURE OF CORPORATE SECRETARY DIVISION



The Corporate Secretary leads the Corporate Secretary Division 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 President Director.

The Corporate Secretary Division organization is in charge of:

1. Corporate Communication Department which manages the following functions:
 - a. Corporate Communication & Media Relations;
 - b. External Corporate Events & Sponsorship;
 - c. Company Museum.
2. Corporate Social Responsibility & Community Development Department which manages the following functions:
 - a. Planning, Strategy & Administration;
 - b. Program & Activation.
3. Corporate Secretary & Stakeholders Department which manages the following functions:
 - a. Corporate Governance;
 - b. Stakeholder Relations.
4. Office of the Board 1 Department which manages the functions:
 - a. General Affairs Board (Board of Commissioners);
 - b. Executive Assistant.
5. Office of the Board 2 Department which manages the functions:
 - a. General Affair Board (Board of Directors and SEVP);
 - b. Internal Corporate Event;
 - c. Executive Assistant.

Corporate Secretary

QUALIFICATIONS

The Corporate Secretary shall attain the following qualifications:

1. Capable of taking legal actions;
2. Have knowledge and understanding in the fields of law, finance and GCG;
3. Understand the Company's business activities;
4. Able to communicate well;
5. Domiciled in Indonesia;
6. Have competence in accordance with the Competency Dictionary and the Requirements for Knowledge and Skills for the Company Position.

The requirements as mentioned above shall be fulfilled by the Corporate Secretary during his tenure.

DUTIES AND RESPONSIBILITIES

The Corporate Secretary duties and responsibilities, among others are:

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. Managing brand image and brand positioning with work units that manage marketing communication.
3. Fostering good relations with print and electronic media, boards/agencies/ institutions, and other external parties.
4. Managing the function of providing communication materials related to the Company.

Corporate Secretary

5. Managing the function of drafting and analyzing the answer/response/script concept, including in providing responses/ press conferences on the Company issues published in the mass media in coordination with related work units.
6. Managing the Company's website and social media with a work unit in charge of service functions and a work unit in charge of marketing communication functions.
7. Managing the BRI Purwokerto Museum.
6. Managing the implementation and evaluation of protocols and the secretaries of the Board of Commissioners, Board of Directors and SEVP.

Meetings

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.

CSR and Community Development

1. Managing the mapping of the community beneficiary targets for the CSR & Community Development program.
2. Managing the CSR & Community Development program activity implementation.

Secretariat and Stakeholders Management

1. Managing compliance related to regulatory, capital market and other regulations.
2. Managing the secretarial activities, administration and documentation of the Company.
3. Stakeholders' management.
4. Managing the administration and documentation of the Board of Directors.

Protocol and Internal Services for the Board of Commissioners, Board of Directors and SEVP

1. Managing activities to support the functions and activities of the Board of Commissioners, Board of Directors and SEVP.
2. Managing the communication function between the Board of Commissioners, the Board of Directors and SEVP with the Company's internal and external parties.
3. Managing the function of granting rights and facilities for the Board of Commissioners, Board of Directors and SEVP.
4. Managing the function of compiling and analyzing material for speeches, papers, hearings, presentations, interviews and other supporting materials for the Board of Commissioners, Board of Directors and SEVP.
5. Managing the agenda management functions of the Board of Commissioners, Board of Directors and SEVP.

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 anytime 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.

Corporate Secretary

6. Coordinating with related division on the formulation and scenario in the GMS agenda.
7. Ensuring the GMS announcement and invitation have been implemented according to the Articles of Association and other rules.

Deepening 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 goals of the Company;
 - The Company strategic plan;
 - The Company's financial performance;
 - Segmentation of the Company's business, products and services;
 - Bank risk management, risk profile, risk assessment and monitoring;
 - Organizational structure of the Company;
 - 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.
 - Roles and relations with the authorities in the government in the monetary sector, as well as other competent authorities.
 - Relevant laws and regulations.
 - Other external information that relevant to the Board of Commissioners and Board of 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:
 - Charter of the Board of Commissioners and the Board of Directors.
 - The Company Articles of Association and its amendments.
 - The latest Annual Report.
 - Management contracts and update of the Company plans.
 - Organizational structure of the Company.
 - Other documents, as requested by 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 work units.
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.

Corporate Secretary

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 $\geq 5\%$ 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 $\geq 0.5\%$ (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 work units 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.

Others

1. Managing 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 employees, enhancing competence and encouraging performance, hence the Human Capital management performs according to the applicable policies in the Corporate Secretary Division.
4. Providing documents/data/information related to audit implementation and realization of audit follow-up at the Corporate Secretary Division.
5. Developing reports at the Division/Department levels in accordance with applicable regulations and the needs of other work units or related agencies.
6. Managing logistics and secretariat at the Division/ Department levels, including the costs related to logistics and secretariat in accordance with applicable regulations.
7. Managing the development of the platform/ application system in coordination with related divisions.
8. Improving policies/regulations related to the output (work results) of the Corporate Secretary Division and other work units (including among others: Service Level Agreement/SLA, Operational Procedure Book/BPO, etc.).
9. Coordinating and cooperating at the Division/ Department levels, as well as fostering good relations with other work units, boards or agencies or institutions or third parties, including among others the procurement and implementation of Cooperation Agreements (PKS) related to the duties of the Corporate Secretary Division.

Corporate Secretary

RESTRICTIONS

1. The Corporate Secretary and the employees of the Corporate Secretary Division that carrying out the functions of the corporate secretary are prohibited from taking personal gain, either directly or indirectly, which is detrimental to the Company.
2. The Corporate Secretary and the employees of the Corporate Secretary Division that carrying out the functions of the corporate secretary are obliged to maintain the confidentiality of documents, data and information, except in order to fulfill obligations in accordance with statutory regulations or otherwise stipulated in statutory regulations.

CORPORATE SECRETARY VACANCY

1. In the event of vacancy of the Corporate Secretary, the Board of Directors shall be obliged to appoint a replacement within 60 (sixty) calendar days of the vacancy of the Corporate Secretary with due observance to the prevailing regulations.
2. During the vacancy of the Corporate Secretary, the position of Corporate Secretary is concurrently held by a member of the Board of Directors or an individual appointed as temporary Corporate Secretary regardless to the requirements/ qualifications of the Corporate Secretary as stipulated in this Corporate Secretary Charter.

REPORTINGS AND DISCLOSURES

1. The Corporate Secretary/Board of Directors that concurrently the Corporate Secretary/Employee appointed as the acting Corporate Secretary submits a report to the Financial Services Authority regarding the appointment and dismissal of the Corporate Secretary.
2. The Corporate Secretary/Board of Directors that concurrently the Corporate Secretary/Employee appointed as the Corporate Secretary shall post on the Company Website regarding the appointment and dismissal of the Corporate Secretary as referred to in point 1 and in the event of a vacancy of the Corporate Secretary.
3. Reporting and disclosure as referred to in point 2 point above shall be accompanied by supporting information.
4. Reporting to the Financial Services Authority and posting of information on the Website as referred to in the point 2 above, accompanied by supporting information and carried out within 2 (two) working days following the appointment and dismissal takes place.
5. The Corporate Secretary reports periodically at least 1 (one) time in 1 (one) year regarding the implementation of corporate secretary functions to the Board of Directors and copies it to the Board of Commissioners.
6. The Corporate Secretary discloses a brief description of the corporate secretary functions implementation and information on participation in education and/ or training in the Company's Annual Report.

Corporate Secretary

CORPORATE SECRETARY DIVISION DUTIES IMPLEMENTATION REPORT 2020

Relations with the Mass Media

Corporate communication is carried out by involving various media as strategic partners, including print, electronic and online media. Communication is carried out through the issuance of press releases which during 2020 have reached a total of 361 press releases by the company.

In addition, the Corporate Secretary also acts as a spoke person to answer questions from journalists, assists the BRI Board of Directors in interviews with the media, holds press conferences to improve the company's image, and conducts monitoring and clarification of negative news or issues that may impact on BRI reputation.

Activities with Mass Media in 2020

1. Iftar with media reporters held virtually in March 2020.
2. BRI held Media Visit regularly throughout 2020. During this period, there were 6 media visits to the national media office together with BRI management.
3. To build good relations, various informal activities are carried out by inviting media crews such as lunch or hanging out with the editor of the national media economy.
4. BRI also held an Editor-in-Chief Gathering which was held virtually in June 2020. This was done to strengthen the relationship between BRI Management and Editor-in-Chief.
5. As a member of the Association of State-Owned Banks (HIMBARA), BRI also initiated the Editor-in-Chief Gathering with HIMBARA to strengthen ties with the national media. This event was held in December 2020.

Report Submission Transparency

Report Types	Period	Total	Address To
Annual Report	Annual	1	OJK and Indonesia Stock Exchange
Consolidated Financial Statements of the Company and Subsidiaries	Quarter	4	OJK, BI Finance Ministry, SOE Ministry
Shareholding Composition Report	Monthly	12	OJK and Indonesia Stock Exchange
Foreign Currency Payable Report	Monthly	12	OJK
IPO Proceeds Allocation Realization Report	Monthly	12	OJK and Indonesia Stock Exchange
Securities Holders Registration Report	Monthly	12	OJK and Indonesia Stock Exchange
Information Transparency Report	Incidental	7	OJK and Indonesia Stock Exchange

GMS Implementation

The implementation of the GMS by the Corporate Secretary is reported in the sub-chapter of the annual General Meeting of Shareholders (GMS). During 2020, the GMS was held 1 time, namely the AGMS on February 18, 2020.

Information Disclosures

During 2020, the Corporate Secretary has conducted Information Disclosure Reports, other Routine Reports and/or data requests by regulators as follows:

Corporate Secretary

BRI Corporate Secretary Report 2020

No.	Letter Number	Date	Subject
1	R.01-DIR/SKP/01/2020	2/01/2020	BRI 2020 Annual GMS Plan
2	R.02-DIR/SKP/01/2020	2/01/2020	BRI 2020 Annual GMS Plan
3	R.03-DIR/SKP/01/2020	2/01/2020	Submission of BRI 2020 Annual GMS Plan
4	B.04-SKP/KSK/01/2020	2/01/2020	Confirmation of Delays in Submission and Announcement of Information Disclosure or Material Facts on the BRI Vice President Commissioner's Term of Office Termination.
5	B.05-SKP/KSK/01/2020	3/01/2020	Disclosure of Information
6	B.07-SKP/KSK/01/2020	9/01/2020	BRI Share Ownership Structure Report based on Business Group for December 2019
7	B.08-SKP/KSK/01/2020	9/01/2020	December 2019 Monthly Securities Holder Registration Report
8	B.09-SKP/KSK/01/2020	9/01/2020	Debt/Liabilities in Foreign Currency Data of BRI for December 2019
9	B.11-SKP/KSK/01/2020	10/01/2020	Proof of Advertisement Report on Announcement of the 2020 Annual General Meeting of Shareholders
10	B.14-SKP/KSK/01/2020	22/01/2020	Information Related to Compliance with POJK 8/POJK.04/2015
11	B.15-SKP/KSK/01/2020	23/01/2020	Confirmation Responses to Media Coverage
12	B.16-SKP/KSK/01/2020	27/01/2020	Confirmation of Attendance of Clarification Invitation for Members of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk Appointed Based on the BRI EGMS on 02 September 2019
13	B.17-SKP/KSK/01/2020	27/01/2020	Submission of the Annual Report of PT Bank Rakyat Indonesia (Persero) Tbk for the 2019 Fiscal Year
14	B.18-SKP/KSK/01/2020	27/01/2020	Evidence Report Advertisement of PT Bank Rakyat Indonesia (Persero) Tbk Consolidated Financial Statements dated January 31, 2019
15	B.19-SKP/KSK/01/2020	27/01/2020	Report on Proof of Advertisement of Invitation for the 2020 BRI Bank AGMS

Corporate Secretary

No.	Letter Number	Date	Subject
16	B.21-SKP/KSK/02/2020	3/02/2020	Report on the Appointment of the Corporate Secretary of PT Bank Rakyat Indonesia (Persero) Tbk
17	B.22-SKP/KSK/02/2020	4/02/2020	Confirmation Responses to Media Coverage
18	B.23-SKP/KSK/02/2020	5/02/2020	PT Bank Rakyat Indonesia (Persero) Tbk Annual Report 2019
19	B.24-SKP/KSK/02/2020	7/02/2020	Monthly Report on Securities Holder Registration for January 2020
20	B.25-SKP/KSK/02/2020	7/02/2020	BRI Share Ownership Structure Report based on Business Group for January 2020
21	B.26-SKP/KSK/02/2020	7/02/2020	Debt/Liability Data in Foreign Currencies of BRI for January 2020
22	B.27-SKP/KSK/02/2020	7/02/2020	Fulfillment of BRI's 2019 External Debt Position Data
23	R.103-DIR/SKP/02/2020	13/02/2020	Submission of Proposed Decisions for the Implementation of the 2020 BRI AGMS
24	R.107-DIR/SKP/02/2020	13/02/2020	Effective Appointment of Loeke Larasati Agoestina as Member of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk
25	R.01-SKP/KSK/02/2020	13/02/2020	Determination of the Effective Date for BRI Commissioners, Loeke Larasati Agoestina
26	R.123-DIR/SKP/02/2020	20/02/2020	Reporting on Changes in the Members of the Board of Commissioners and Directors of PT Bank Rakyat Indonesia (Persero) Tbk
27	B.31-SKP/KSK/02/2020	20/02/2020	Annual GMS and Implementation of Cash Dividend Payment of PT Bank Rakyat Indonesia (Persero) Tbk minutes summary publication
28	B.32-SKP/KSK/02/2020	24/02/2020	Confirmation in BRI Director of Compliance's Absence in Commission VI DPR RI Hearing Meeting
29	B.34-SKP/KSK/02/2020	28/02/2020	Dividend Report Per Share and Transfer of Treasury Stock for the Needs of the Employee Share Allocation Program
30	B.38-SKP/KSK/03/2020	6/03/2020	Responses to Requests for Explanation on the Implications of the Effectiveness of PSAK 71, 72, and 73 of 2020 on the Company's Financial Statements
31	B.41-SKP/KSK/03/2020	10/03/2020	BRI Share Ownership Structure Report based on Business Group for February 2020
32	B.42-SKP/KSK/03/2020	10/03/2020	Debt/Liability Data in Foreign Currencies of BRI for February 2020
33	B.43-SKP/KSK/03/2020	10/03/2020	February 2020 Monthly Securities Holder Registration Report

Corporate Secretary

No.	Letter Number	Date	Subject
34	B.427-DIR/SKP/03/2020	13/03/2020	Information Disclosure of Shares Buy Back Information
35	B.73-SKP/CSM/05/2020	8/05/2020	BRI Share Ownership Structure Report based on Business Groups in April 2020
36	B.74-SKP/CSM/05/2020	8/05/2020	Debt/Liability Data in Foreign Currencies of BRI for April 2020
37	B.75-SKP/CSM/05/2020	8/05/2020	Monthly Securities Holder Registration Report April 2020
38	R.76-SKP/CSM/05/2020	14/05/2020	Analyst Meeting invitation to Ministry of SOEs
39	B.82-SKP/CSM/06/2020	9/06/2020	BRI Share Ownership Structure Report based on Business Group in May 2020
40	B.83-SKP/CSM/06/2020	9/06/2020	Monthly Report on Securities Holder Registration for May 2020
41	B.84-SKP/CSM/06/2020	9/06/2020	Debt/Liability Data in Foreign Currencies of BRI for May 2020
42	B.91-SKP/CSM/06/2020	19/06/2020	Disclosure of Information
43	B.92-SKP/CSM/06/2020	23/06/2020	Fulfillment of Transaction Frequency Data & Proposal for Additional Provisions on Threshold for SOEs Banking
44	R.10-SKP/CSM/07/2020	2/07/2020	Cover Letter
45	B.95-SKP/CSM/07/2020	10/07/2020	Monthly Report on Securities Holder Registration for June 2020
46	B.96-SKP/CSM/07/2020	10/07/2020	BRI Share Ownership Structure Report based on Business Group for June 2020
47	B.97-SKP/CSM/07/2020	10/07/2020	Debt/Liability Data in Foreign Currencies of BRI for June 2020
48	B.100-SKP/CSM/07/2020	17/07/2020	Notification of Changes in the Number of Shares of the Members of the Board of Directors and the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk
49	B.111-SKP/CSM/08/2020	6/08/2020	Report on the Appointment of the Acting Corporate Secretary of PT Bank Rakyat Indonesia (Persero) Tbk
50	B.113-SKP/CSM/08/2020	8/08/2020	Debt/Liability Data in Foreign Currencies of BRI for July 2020
51	B.114-SKP/CSM/08/2020	8/08/2020	Monthly Report on Securities Holder Registration for July 2020
52	B.115-SKP/CSM/08/2020	8/08/2020	BRI Share Ownership Structure Report based on Business Group in July 2020
53	B.116-SKP/CSM/08/2020	11/08/2020	Invitation to the Analyst Meeting for the Publication of BRI's Financial Performance Q2 of 2020
54	B.117-SKP/CSM/08/2020	11/08/2020	Responses to requests for BRI Telecommunication Services Data
55	R.467-DIR/SKP/08/2020	13/08/2020	Fulfillment of the Requirements Mr. R. Widyo Pramono as Management of PT Bank Rakyat Indonesia (Persero) Tbk

Corporate Secretary

No.	Letter Number	Date	Subject
56	B.119-SKP/CSM/08/2020	18/08/2020	Notification of the 2020 Public Expose Plans of PT Bank Rakyat Indonesia (Persero) Tbk
57	B.120-SKP/CSM/08/2020	18/08/2020	Report on the Appointment of the Corporate Secretary of PT Bank Rakyat Indonesia (Persero) Tbk
58	B.121-SKP/CSM/09/2020	4/09/2020	Notification of Changes in the Number of Shares of the Members of the Board of Directors of PT Bank Rakyat Indonesia (Persero) Tbk
59	B.122-SKP/CSM/09/2020	8/09/2020	BRI Share Ownership Structure Report based on Business Groups in August 2020
60	B.123-SKP/CSM/09/2020	8/09/2020	Monthly Securities Holder Registration Report August 2020
61	B.124-SKP/CSM/09/2020	8/09/2020	Debt/Liability Data in Foreign Currencies of BRI for August 2020
62	R.552-DIR/SKP/09/2020	30/09/2020	Substitute Director of Compliance Director of PT Bank Rakyat Indonesia (Persero) Tbk
63	R.553-DIR/SKP/09/2020	30/09/2020	Plan of Implementation of the Extraordinary General Meeting of Shareholders (EGMS) of PT Bank Rakyat Indonesia (Persero) Tbk
64	B.131-SKP/CSM/10/2020	6/10/2020	BRI Share Ownership Structure Report based on Business Group for September 2020
65	B.132-SKP/CSM/10/2020	6/10/2020	Monthly Report on Securities Holder Registration for September 2020
66	B.133-SKP/CSM/10/2020	6/10/2020	Debt/Liability Data in Foreign Currencies of BRI for September 2020
67	B.134-SKP/CSM/10/2020	13/10/2020	Disclosure of Information
68	B.135-SKP/CSM/ CGC/10/2020	27/10/2020	Notification of Audit of the Financial Statements of the 3rd Quarter of 2020 of PT Bank Rakyat Indonesia (Persero) Tbk
69	B.136-SKP/CSM/10/2020	6/11/2020	Monthly Securities Holder Registration Report October 2020
70	B.137-SKP/CSM/10/2020	6/11/2020	Debt/Liability Data in Foreign Currencies of BRI for October 2020
71	B.138-SKP/CSM/10/2020	6/11/2020	BRI Share Ownership Structure Report based on Business Group for October 2020
72	B.139-SKP/CSM/10/2020	10/11/2020	Analyst Meeting Invitation on Financial Statement Publication 3rd quarter 2020
73	B.143-SKP/CSM/10/2020	13/11/2020	Temporary Dismissal of the Compliance Director of PT Bank Rakyat Indonesia (Persero) Tbk
74	B.140-SKP/CSM/ CGC/11/2020	11/11/2020	Submission of Evidence of Publication of the Consolidated Financial Statements of PT Bank Rakyat Indonesia (Persero) Tbk on September 30, 2020
75	B.141-SKP/CSM/ CGC/11/2020	11/11/2020	Disclosure of Information
76	B.142-SKP/CSM/ CGC/11/2020	13/11/2020	Responses to Requests for Coverage in the Mass Media

Corporate Secretary

No.	Letter Number	Date	Subject
77	B.1854-DIR/SKP/ CSM/11/2020	20/11/2020	Power of Attorney for the Appointment of Authorized Executive of PT Bank Rakyat Indonesia (Persero) Tbk
78	R.659-DIR/SKP/ CSM/12/2020	1/12/2020	Announcement of the 2021 BRI EGMS Plan
79	B.147-SKP/CSM/12/2020	7/12/2020	Monthly Securities Holder Registration Report November 2020
80	B.148-SKP/CSM/12/2020	7/12/2020	Debt/Liability Data in Foreign Currencies of BRI for November 2020
81	B.149-SKP/CSM/12/2020	7/12/2020	BRI Share Ownership Structure Report based on Business Group in November 2020
82	B.152-SKP/CSM/12/2020	15/12/2020	Report on Evidence of Advertising for the Announcement of the 2021 BRI EGMS

In addition to disclosure of information, the Corporate Secretary also confirms and responds/answers to news in the mass media related to action plans or news concerning corporate actions that are confusing or that require certainty.

BRI Press Releases 2020

During 2020, BRI Corporate Secretary has published Press Release totaling 361 news consisting of online and conventional news.

BRI Press Release 2020

No	Date	Title
1	1/01/2020	BRI Builds Command Post and Distributes Aid for Flood Victims in Jakarta
2	2/01/2020	BRI Operations Continue to Perform Normally After the Jakarta Flood
3	3/01/2020	BRI Provides Free Medical Treatment for Flood Victims in Jakarta
4	2/01/2020	BRI Community Distributes Ready-to-Eat Food Aid for Flood Disaster Victims
5	3/01/2020	Care for Floods, BRI Gives Free Medical Treatment to 500 Families in Tambun-Bekasi
6	4/01/2020	Handling the Impact of Post-Floods, BRI Distributes Aid to Tangerang
7	5/01/2020	BRI Ready to Distribute KUR at Rp 120.2 Trillion with 6% Interest Rate
8	7/01/2020	BRI Distributes KUR for More than 50% Production Sector
9	10/01/2020	290 Thousand BRI KUR Customers Enjoys Upgrading Throughout 2019
10	15/01/2020	BRI Bank Supports Environmental Sustainability Through "BRI Points Tree of Tolerance"
11	14/01/2021	Bank Agents Are Increasingly Attracted, 56 People Become BRILink Agents Every Day
12	15/01/2020	Encouraging entrepreneurial millennials, BRI is working on BRILink Xpress
13	21/02/2020	Real Steps for BRI to Encourage Tax Revenues
14	16/01/2020	BRI Provides Integrated Financial Services for KORPRI Members (unblasted)
15	16/01/2020	BRI Wins 2 International Triple A Country Awards
16	18/01/2020	BRI Participates in the 2020 Immigration Festival
17	21/01/2020	BRI Accelerates the Implementation of PIN Usage for Credit Card Transactions

Corporate Secretary

No	Date	Title
18	22/01/2020	BRI DPLK Funds Management Grows 21%
19	23/01/2020	Relying on the Digitalization of Micro Businesses, BRI Booked a Profit of Rp 34.41 Trillion
20	26/01/2020	Rp673 trillion transaction, Here Are The Astonishing Data of BRILink Agents
21	29/01/2020	BRI Group Economic Forum 2020 Indonesia Economic Resilience to Weather Global Economic Slowdown
22	29/01/2020	Minister of Finance Sri Mulyani Appreciated BRI to Focus on Developing MSMEs
23	30/01/2020	Sunarso : BRI Creates Value, Not Just Chasing Profits
24	3/02/2020	BRI Appoints Amam Sukriyanto as Corporate Secretary
25	4/02/2020	BRI and BRI Syariah Accelerate Qanun Implementation
26	6/02/2020	Not only profits, BRILink Agents Play A Direct Role In Overcoming Poverty
27	10/02/2020	Encouraging MSMEs to Go Digital, BRI Collaborates with Google
28	8/02/2020	Within 5 years, BRI managed to distribute KUR at Rp 15.4 trillion
29	10/02/2020	This BRILink Agent Proves That Urban Communities Need Bank Agents
30	11/02/2020	Bank BRI Collaborates with the Indonesian Ministry of Health, Cultivate Healthy Living Community Movement (GERMAS)
31	11/02/2020	Because of BRILink Agents, People Rarely Go to the Bank Branches
32	13/02/2020	BRILink Agents encourage BRI Efficiencies
33	14/02/2020	BRI Opens the First Integrated Coworking Space in Indonesia
34	12/02/2020	Through Sustainability Bonds, Bank BRI Creates Hundreds of Thousands of New Entrepreneurs
35	16/02/2020	Accelerating Financial Literacy, BRI Aims 500,000 BRILink Agents
36	19/02/2020	BRISPOT, BRI's Move to Digitize Micro Loan Disbursement
37	18/02/2020	BRI Distributes Dividends of Rp 20.6 Trillion
38	21/02/2020	BRI Invites Sarinah MSMEs Mentoring Partner to Go Global
39	19/01/2020	BRI and KKP Continue to Encourage Financial Literacy for Fishermen
40	24/02/2020	BRI Equips Marketers with the Cash Pick Up Feature
41	20/02/2020	BRI's Smart Agent E-Tax, Breakthroughs in Transparency and Optimization of Local Taxes
42	27/02/2020	Vacation to Europe, Visit the BRI Europe Travel Fair!
43	26/02/2020	Thousands of Sneakerheads Crowded the CERIA Sneaker Hype Fest
44	25/02/2020	Flood Disaster Response, BRI Establishes a Command Post and Ensures Services Continue to Operate
45	27/02/2020	Wow! Micro Loan Application without Going to The Bank
46	1/03/2020	Fast Loan Process, BRI Customer Businesses to Grow Fast
47	28/02/2020	Collaborating with Pegadaian and PNM, BRI Encourages MSMEs to Up Grades
48	3/03/2020	BRI's Systematic Efforts to Implement Safety Procedures for Workers
49	4/03/2020	First in Indonesia, Pay for International SIM Only through BRI
50	5/03/2020	Winning the Industry Leader Predicate, BRI Proves itself Again as an Excellent SOE
51	5/03/2020	Watched 4.3 Million Times, BRI Launches Web Series Pakai Hati Season 2

Corporate Secretary

No	Date	Title
52	8/03/2020	To Boost People's Economy, BRI Promotes Social Forestry in Bali
53	10/03/2020	Synergy of BRI and Lazada Express Provide Easiness for Couriers to Have a Bank Account
54	10/03/2020	In this Company, Employees Express Their Hobbies Freely
55	11/03/2020	This is BRI's Unique Way to Invite People to Avoid COVID-19
56	12/03/2020	DevOpsDay Jakarta 2020, BRI's Effort to Find the Best Talents in the IT Sector
57	13/03/2020	Here's How to Encourage 30 Thousand MSME Players to Go Online
58	15/03/2020	Residents at the Foot of Mount Tangkuban Perahu Now No Longer Have Difficulty Accessing Banking Services
59	17/03/2020	Selling meatballs, from a Capital of Rp 4 Million, now Nardi is Making a Turnover of Rp 700 Million per Month
60	16/03/2020	Rp 3 Trillion Shares Buyback, This is BRI's Strategy
61	18/03/2020	Implementing Social Distancing, BRI Instructs Its Employees to Work From Home
62	22/03/2020	(Unblasted) Efforts to Protect Its Employees from Corona, This Bank Provides Shuttle Service
63	19/03/2020	Save Without Going to a Bank, Traders in the Market Take Advantage of BRISPOT
64	18/03/2020	Study From Home, BRI Provides Smart Solutions through the Junio Smart Application
65	20/03/2020	Reduce Interaction, It's Time to Take advantage of the Ease of Shopping from Home
66	21/03/2020	BRI's Role in Supporting Civil Servant KemenPANRB Remain Productive Working at Home
67	22/03/2020	Forming a Crisis Command Center, this is BRI's Business Mitigation Step
68	22/03/2020	Ensure Normal Operations, BRI Adjusts Branch Office Service Hours
69	23/03/2020	BRI Provides Extra Facilities for the Community, this is how
70	24/03/2020	BRI Distributes Aid Against Corona Pandemic
71	26/03/2020	BRI E-Channel and E-Banking Transactions Soar Due to Corona
72	23/03/2020	BRI Provides Supporting Facilities for Corona Hospital, Wisma Atlet Kemayoran
73	24/03/2020	Facing Corona, BRI Prepares Perfect Potions for MSMEs
74	26/03/2020	Jokowi Instructs Banks to Give Postponement of Installments for MSME, This is BRI's Response
75	27/03/2020	Protecting Employees and Customers, BRI Temporary Transfer of Operations of Several Offices in Areas Affected by the Spread of Covid-19
76	30/03/2020	BRI's Strategy for MSMEs Outside Java to have Flood of Orders
77	27/03/2020	BRI Distributes 5 Billion Basic Food Aid Directly Through BRILink Agents
78	2/04/2020	#dirumahaja, BRI Free GoPay Top Up Fee
79	31/03/2020	Physical Distancing Solutions, Retirement Fund Can Be Taken Near Home
80	31/03/2020	Physical Distancing Support from Banking, BRI Maximizes Transaction Limit
81	2/04/2020	These are the Terms and Conditions for BRI Customers Who Can Get Loan Relief
82	3/04/2020	BRI Participates in Empowering Indonesian Farmers through TaniGroup
83	3/04/2020	Not Only Relaxation, BRI Has Many Programs to Help MSMEs Affected by Covid-19

Corporate Secretary

No	Date	Title
84	7/04/2020	BRI Provides Relaxation to 134 Thousand MSMEs Affected by the Covid-19 with Loans Up to Rp 14.9 Trillion
85	6/04/2020	Collect 1.5 Billion, BRILian Helping to Fight the Covid-19
86	8/04/2020	Physical Distancing, BRI Facilitates LPG Transactions through Brimola
87	7/04/2020	Collaborating with BRI, the Traffic Police Prevent the Covid 19 by Using Drones
88	8/04/2020	BRISPOT Encourages BRI Micro Loan to Grow Selectively Amid the Covid Pandemic
89	9/04/2020	BRI Smart Billing Helps Business Players to Be More Practical
90	13/04/2020	BRI President Director Explains the Relaxation Scheme for MSMEs Affected by the Covid-19
91	12/04/2020	Following the Employment Dismissal due to Covid-19, Wayan Opens the egg delivery business, Eggo!
92	27/04/2020	Seeing Opportunities, This Doll Maker Is Now Producing Masks
93	19/04/2020	Changing Profession to Become a Mask Crafter, This Is Herwadi's Figure Who Survived the Covid-19 Outbreak
94	16/04/2020	Blessings in the Middle of the Corona Pandemic, Online Sales of Jamu Vio Link Increased Significantly
95	14/04/2020	Receiving Loan Relaxation, This Cake Seller in Jakarta Feels Helpful
96	15/04/2020	KUR BRI Continues to Disburse Amid the Covid-19 Pandemic
97	15/04/2020	Collaborating with BRI, the National Police Launches a Safety Program
98	17/04/2020	BRI's Strategy to Accelerate MSME Loan Relief
99	18/04/2020	BRI Bank Online Classes Accompany Social Forestry Coffee Farmers to Upgrade Class
100	20/04/2020	One Million Free Masks for Market Traders in the Middle of the Corona Pandemic
101	21/04/2020	BRI's Ways to Maintain Liquidity in the Middle of a Pandemic
102	22/04/2020	The Sharing of Money Changer Entrepreneurs in Bali Affected by the Covid-19
103	27/04/2020	Collaborating with Indonesia In Your Hand, BRI Exports MSME Products to Australia
104	21/04/2020	Kartini From Malang, Roos Nurningsih's Story That Inspired Millennials Through Jamu
105	24/04/2020	"BRILLIANT Fight Covid-19" Raised Rp 7.2 Billion, BRI Distributes Assistance
106	29/04/2020	BRILLIANT Entrepreneurial Application, BRI Facilitates MSMEs for Business Development
107	25/04/2020	BRI Announces Adjustment of Operational Hours During Ramadan
108	26/04/2020	BRI Invites Young BRILiaN Individuals to Innovate at the 2020 Millennial Innovation Summit
109	30/04/2020	The Struggles of Lince Rawi, the Inspirational Women BRILink Agent in Muara Wahau
110	28/04/2020	BRI's Unique Way to Invite Its Employees to Donate to Overcome the Covid-19
111	28/04/2020	Increasingly Productive, BRI Provides Virtual Coaching for MSMEs throughout Indonesia
112	28/04/2020	125 thousand KUR Debtors Have Received Restructuring from BRI
113	4/05/2020	Tempe Seller Join in Enjoying MSME Loan Relaxation
114	5/05/2020	Transactions on BRI Mobile Banking (BRImo) Become Community Favorites in the Middle of the Covid-19 Pandemic
115	4/05/2020	BRI Ensures Efficiency of Banking Operational Services Towards Eid

Corporate Secretary

No	Date	Title
116	30/04/2020	Ministry of Social RI Appoints BRI, Distributes Cash Social Assistance of Rp 316 Billion for 528 Thousand KPM
117	4/05/2020	1.1 Million Micro Business Communities Affected by the Covid-19 Get Loan Relaxation from BRI
118	6/05/2020	BRILink Agent Transactions Grow Rapidly Amid the Pandemic
119	8/05/2020	Tok! BRI Lower Credit Card Interest, Here's the Explanation
120	18/04/2020	BRI BRILink Agent, Lizawati, from the Backbone of the Family to being the Distributor of BRI Peduli CSR assistance
121	11/05/2020	EO Entrepreneurs Obtain Loan Relaxation and Still Give THR For Their Employees
122	19/05/2020	Tips for Safe Transactions with BRI in the Middle of the Covid-19 Pandemic
123	12/05/2020	BRI Has Many Programs to Make Customers More Familiar with Digital Transactions
124	13/05/2020	Not Only Transactions, BRI Digital Loans Also Grow Significantly Amid the Pandemic
125	11/05/2020	Caring for Covid-19, Bank BRI Distributes Basic Food Aid for 250 Orphanages in Indonesia
126	18/05/2020	Turnover Drops 70% due to Corona, Clothes Traders in Bali is Helped with Loan Relaxation
127	14/05/2020	Stable Performance Amid the Pandemic, BRI Focuses on Reviving MSMEs
128	13/05/2020	BRI Reaches USD 1 Billion Foreign Loan Commitments Amidst the Global Economic Uncertainty
129	15/05/2020	Maintaining the Sustainability of MSMEs and Informal Sector Employees, BRI and Gojek and Grab launch a low interest loan facility for Gojek & Grab partners
130	15/05/2020	Increasing Participant Interest, Kemenkop and BRI Give Online Classes for Business Communities
131	15/05/2020	Supporting the Proud Movement of Made in Indonesia, BRI Collaborates with the Online Platform to Distribute KUR Digital
132	15/05/2020	"BRILiaN Fight Covid" Raised Funds of Rp 22.16 Billion, BRI Distributes Assistance to Affected Communities
133	18/05/2020	172 BRI Bank Offices Continue to Open with Limited Operations During the led Holiday Period
134	17/08/2020	BRI Anticipates "The New Normal" By Implementing the Covid-19 Handling Protocol
135	26/05/2020	Facing the New Normal, BRI Helps Empower Market Traders in Malang City with Technology
136	19/05/2020	Making Worship Easier from Home, BRI Provides Online Zakat Payment Service
137	20/05/2020	BRI Invites Traditional Markets to Sell Online
138	26/05/2020	From Digital Loans to Virtual Assistant Services, BRI Eases Community Adaptation to Face The New Normal
139	27/05/2020	Come on, Take a Peek at our Surrounding! The New Normal at BRI
140	28/05/2020	Adapting The New Normal Scenario, BRI Prepares to Evaluate the Number & Role of Offices
141	29/05/2020	Low Interest Loans Help Reduce the Financial Burden of Online Motorcycle Taxi Drivers in the Midst of a Pandemic
142	2/06/2020	Appreciation of Low Interest Loans, Online Ojek Drivers Hope The Program Will Continue To Be Expanded
143	28/05/2020	The Story of a Market Manager who Successfully Turned Dinoyo Market into an Online Market
144	27/05/2020	With an estimated value of Rp 52.4 Trillion, BRI is the Most Valuable Bank Brand in Indonesia
145	4/06/2020	BRI Bank Market Website, Supporting Sales of Traditional Market Traders in Makassar

Corporate Secretary

No	Date	Title
146	3/06/2020	Gradually Recovering, 85% of BRI Offices Have Operated With "The New Normal" Protocol
147	5/06/2020	Appointed to be a Custodian Bank, BRI is Ready to Succeed in the Tapera Program
148	5/06/2020	BRI's Strategy in Facing The New Normal Transformation
149	8/06/2020	Facing the New Normal Era, BRI Provides Training on Standardization of PPE Products
150	15/06/2020	The BRI Market Website Provides New Job Vacancies for Motorcycle Taxi Drivers
151	9/06/2020	Distribution of KUR On Track, BRI is Optimistic to Reach the Target
152	10/06/2020	KIOS WARGA, Taspen Synergy and BRI Improve the Welfare of ASN
153	11/06/2020	International SME Week, The Role of SME Digitalization in Facing the New Normal
154	12/06/2020	BRI's Real Efforts to Support Food Security in the Era of The New Normal
155	12/06/2020	Increasingly Transparent, SOEs Corporate Governance is Recognized Internationally
156	17/06/2020	Remember! Shopping with a Credit Card Must Use a 6 digit PIN
157	16/06/2020	9 SOEs Companies to Build Digital Ecosystems for MSMEs
158	17/06/2020	BRI is Ready to Provide Technical Assistance to Bank Bukopin
159	19/06/2020	Indonesia is Still the Preferred Investment Destination, BRI successfully invites International Partners for BRI Life
160	20/06/2020	Popular Safari, BRI Supports Farmers and Breeders in Malang through BRI Peduli (unblasted)
161	18/06/2020	Digital Transactions Grow Significantly, BRI Continues to Be Trusted by the Public
162	19/06/2020	BRI Holds a Bulk Loan Agreement for the Economically Housing Program KPR Sejahtera FLPP
163	21/06/2020	BRI Supports "The New Normal" in the Tourism and Creative Economy Sector
164	20/06/2020	To Support Food Security, BRI is Here Among Orange Farmers in Malang
165	21/06/2020	Again! Strengthening Food Security in Kediri, BRI Supports Dairy Farmers with KUR and BRI CSR Peduli
166	24/06/2020	CERIA Wins 2020 Customer Journey Reimagination Award
167	23/06/2020	The Government and BRI Encourage Traders to Take Digital Transactions
168	27/06/2020	Wearing Masks, BRI Bank Supports Traditional Market Economic Activities
169	25/06/2020	Help MSMEs, Apply for KUR BRI Online
170	26/06/2020	Reviving MSMEs, Reviving Indonesia's Economy
171	25/06/2020	Funds Placement from the Government Makes BRI More Focused on Reviving MSMEs
172	26/06/2020	Bank BRI Technical Assistance Team Has Been Actively Working to Help Bank Bukopin
173	1/07/2020	KUR Interest Subsidy Applied, BRI Distributes to 214 Thousand Customers
174	30/06/2020	BRI Micro Marketers Help the Restructuring for KUR Traders in Purwokerto Market
175	10/11/2019	Encouraging MSMEs to Up Grades, BRI Holds Training in 100 Cities
176	6/07/2020	The Story of BRI Micro Marketers Who Selectively Distributed KUR in the Middle of a Pandemic
177	1/07/2020	BRI and the National Police Provide Free SIM Services at the 74th Anniversary of Bhayangkara
178	2/07/2020	Collaborating with Google Cloud, BRI Getting More Sophisticated in Empowering MSMEs
179	4/07/2020	BRI Disbursed Insurance to Serma Rama Wahyudi's Family who died in Congo

Corporate Secretary

No	Date	Title
180	1/07/2020	BRI and the Ministry of Finance Continue to Accelerate the Absorption of Additional Interest Subsidies for MSMEs
181	6/07/2020	Kemenkop UKM and BRI Encourage the Reviving of Micro, Small and Medium Enterprises through the Distribution of KUR Interest Subsidies
182	8/07/2020	Bank BRI Synergizes with Askrindo and Jamkrindo About UMKM Credit Guarantee
183	8/07/2020	Closer to the Customer, BRI Launches the "BRI Open an Account" Digital Saving Platform
184	9/07/2020	Cooking Equipment Seller from Cililitan Gets KUR Interest Subsidy Assistance Eases the Burden
185	9/07/2020	BRI Online KUR Helps Convection Business
186	10/07/2020	Transformation in the Middle of a Pandemic, the President Director of BRI is Named the Most Visionary CEO
187	10/07/2020	Highest ORI017 Sales, BRI states that Indonesian People are already Investment Literate
188	13/07/2020	BRI Affirms its Commitment to Revive MSMEs
189	14/07/2020	Within Three Weeks, BRI Managed to Disburse 77% of PEN Funds Placement from the Government
190	13/07/2020	Becoming an Inspiration in the Work Environment, BRI Gives Davestara Insurance for Two KRL Officers
191	22/07/2020	Get KUR Online BRI, The Turnover of Business Communities Is More Stable to Raise Double Digits
192	15/07/2020	Absorbed 100% in July, BRI Gets an Additional 2,000 FLPP Units in 2020
193	17/08/2020	This is the Progress of the Qanun of BRI Sharia Financial Institutions in Aceh
194	21/07/2020	BRI Synergizes with the Indonesian Ministry of Tourism and Creative Economy to Support Tourism Marketing and the Creative Economy
195	15/07/2020	BRI's Real Steps to Support Acceleration of Economic Recovery through the Awakening of MSMEs
196	16/07/2020	2 Million BRI UMKM Customers Are Prepared to Receive the Interest Subsidy Stimulus This Month
197	4/06/2020	Create Future Leaders, BRI Gives BRILian Scholarship Program
198	20/07/2020	BRI Builds Command Post and Distributes Aid for Masamba Flood Victims
199	19/07/2020	BRI Helps 5 Billion For Accommodation for Health Officers in Handling Covid-19
200	10/08/2020	Reaching the Target, BRI PEN Fund Disbursement Passed Rp 30 Trillion
201	10/08/2020	With Additional Capital, MSMEs in Lampung Recover Business and Open New Businesses
202	25/07/2020	No Need to be Bothered, Boat Tickets Can be Bought through BRILink agents
203	23/07/2020	Accelerating the Digitalization of MSMEs, BRI Synergizes Three Ecosystems
204	24/07/2020	Keeping the Promise to the Government, BRI Disburses a Two-fold PEN Fund Placement in One Month
205	29/07/2020	Nusantara Fashion Festival 2020
206	4/08/2020	Keep Growing Amid Pandemic BRILink Agent Serves More Than 52 Thousand Villages
207	5/08/2020	Take Advantage of the BRI Bangkit Kupedes, these Micro Entrepreneurs can Survive and Expand Businesses
208	29/07/2020	Implementing Good Corporate Governance BRI Receives 3 Awards at the 2020 GRC & Performance Excellence Award
209	30/07/2020	BRI Takes Role in Accelerating the National Economic Recovery

Corporate Secretary

No	Date	Title
210	6/08/2020	When MSMEs Start to Progress
211	7/08/2020	Slower Loan Restructuring, BRI Starts Business Expansion
212	6/08/2020	Care to Overcome Pandemic, BRI Has Disbursed 106.9 Billion Assistance
213	11/08/2020	The Story of Bayu, BRI Mantri Accompanying Traders in Malang Dinoyo Market is Digital 'Literate'
214	12/08/2020	BRI's Wealth Management Business Rides Amid the Pandemic
215	14/08/2020	BRI Invites MSMEs to Upgrade through the BRILIANPRENEUR UMKM Export 2020 Event
216	17/08/2020	Celebration of 75th Anniversary of Indonesian Independence, Momentum for Reaching Advanced Indonesia and the Spirit of Sharing in the Middle of a Pandemic
217	13/07/2020	Pandemic Strengthens BRI's Commitment to Empower MSMEs
218	26/06/2020	From Digital Loans to Virtual Assistant Services, BRI Provides Ease of Service to the Public
219	17/08/2020	Targeting the Ultra Micro (UMi) Segment, BRI Optimizes BRIBrain
220	17/08/2020	Accelerating Financial Inclusion, 434 Thousand BRILink Agents Serving the Country
221	18/08/2020	BRI Appoints Aestika Oryza Gunarto as Corporate Secretary
222	19/08/2020	Focusing on Saving MSMEs, BRI's Business Continues to Grow
223	31/08/2020	Encouraging Business Productivity, BRI Holds Virtual Family Food Security Training
224	24/08/2020	Has 3 Strengths (Data, System & Outreach), BRI Successfully Distributes Productive Banpres Program for Micro Enterprises, Kemenkop UKM Phase I
225	24/08/2020	This Pecel Trader Receives a Productive Presidential Assistance from President Jokowi
226	19/08/2020	Becoming the Biggest Distributor, This is BRI's Strategy to Succeed the Presidential Assistance for Micro Business Program
227	25/08/2020	Forbes again Honors BRI as the Largest Public Company in Indonesia for 6 Consecutive Years
228	25/08/2020	BRI Receives The Best Retail Banking Prestigious Award from Asian Banker
229	27/08/2020	BRI Group Ready to Become Customer Strategic Partner in Financial Management in the Middle of a Pandemic
230	27/08/2020	BRI's Contribution in the National Economic Recovery
231	27/08/2020	BRI Successfully Maintains Sustainable Business Growth Amid Efforts to Save MSMEs
232	1/09/2020	BRI Customers Get Ready to Get Surprise From BRI, Through FSTVL's BritAma Program
233	31/08/2020	Batik Traders Get Productive Presidential Assistance
234	30/08/2020	BRI Successfully Succeeded the Presidential Assistance for Productive Micro Businesses in Yogyakarta
235	1/09/2020	Reasons Why You Should Buy BBRI Shares
236	2/09/2020	Building a Digital Ecosystem, BRI Confirms its Focus Position in the MSME Segment
237	4/09/2020	The Transformation Makes Retail Investors of BRI Shares Ramped Sixfold in Two Years
238	3/09/2020	BRI BRAIN Promotes Sunarso to be the Best Innovative CEO
239	4/09/2020	Through Digital Transformation, BRI Makes the Spirit of HPN 2020 to Provide Solutions for Ease of Transactions during the Pandemic Period
240	6/09/2020	BRIpeduli for River Conservation, Real Steps for Environmental Conservation and Community Empowerment

Corporate Secretary

No	Date	Title
241	7/09/2020	Prepare an attractive installment program, BRI provides convenience to JKN - KIS participants
242	10/09/2020	The Pesta Rakyat Simpedes 2020 is Held Virtually for the First Time
243	8/09/2020	4 Things that Millennials and Gen-Z Crave at Work
244	17/08/2020	More than 450 thousand BRILink Agents Serve Customers to Remote Areas of the Country
245	9/09/2020	Millennial Investors Begin to Dominate Purchases of SR013, BRI Gets Rp 371 Billion
246	14/09/2020	BRI Completes Conservation of Semarang River to Become Clean and Sustainable
247	14/09/2020	Supporting the Proud National Movement of Made in Indonesia, the 2020 Nusantara Fashion Festival was Successfully Held and Watched by 2,208,266 Audiences
248	17/09/2020	In Fast Adaptation to the Pandemic, BRI Launches 6 Fintech Products
249	17/09/2020	Unstoppable by Pandemic, BRI Prepares MSMEs to Go Global through BRIncubator
250	20/09/2020	"Cleaning the Kemuning River" Becomes a Local Tourism Icon in the City of Banjarmasin
251	23/09/2020	BRI Provides the Best Service for the Ministry of Defense of the Republic of Indonesia
252	23/09/2020	Creating Superior Human Resources and Global Competitiveness, Bank BRI presents BRILSP
253	24/09/2020	Strengthening Cooperation with Unicorn Startup, BRI Accelerates Digital KUR Disbursement
254	24/09/2020	BRI Red Plate Bank with the Highest Sales Record SR013
255	30/09/2020	Keeping the River Keeping Life, BRI Returns the River to Support Life
256	5/10/2020	Supporting the Improvement of Indonesian Human Resources, BRI Accelerates the Distribution of PIP Funds
257	7/10/2020	BRI Receives Two Prestigious Awards from Asiamoney
258	28/09/2020	Getting ready! Young MSMEs Will Go Global Through the BRILiaN Young Entrepreneurs Program
259	9/10/2020	BRI Supports the Expansion of Productive Presidential Assistance Disbursement for Micro Businesses in Central Kalimantan
260	12/10/2020	"Waste Becomes Money", BRI Restores River Functions and Encourages Community Economy
261	12/10/2020	Collaboration between BRI, Perbanas and Bank Buku IV to Combat Cyber Crimes in the Banking Industry
262	14/10/2020	BRI Disburses KUR of Rp 90.1 Trillion Until the Third Quarter of 2020
263	13/10/2020	BRI Welcomes BRISyariah's Status as a Surviving Entity in the Merger of BUMN-Owned Sharia Banks
264	16/10/2020	Having Micro DNA, BRI Accelerates Super Micro KUR Distribution
265	15/10/2020	To Promote the National Economic Recovery, BRI Intensifies Public Financial Transactions through BRILink Agents
266	19/10/2020	BRI has the Potential to Lower Loan Interest Rates Again
267	18/10/2020	Cleaning up the Tukad Empelan River, BRI Educates the Community to Protect the River and Surrounding Nature
268	20/10/2020	BRI Makes it Easy for People to Receive BPUM Assistance from the Government
269	13/10/2020	BRI Expands the Sharia Banking Market Via BRIS to Become a Surviving Entity
270	21/10/2020	OJK Extends Loan Restructuring, This Is BRI's Response
271	22/10/2020	Collaborating with Google Cloud, BRI Service Acceleration & Financial Inclusion

Corporate Secretary

No	Date	Title
273	19/10/2020	The Spirit of Youth to Start an Entrepreneur's Business Reaches Billions in Turnover in the Fashion Business
274	23/10/2020	Encouraging Micro Economy, BRI Empowers MSMEs to Prepare BRILiaN Villages
275	25/10/2020	Cleaning the Kalisari River Encourages Environmental Sustainability and Community Economic Empowerment
276	27/10/2020	Graduation BR Incubator Go Global Produces MSMEs Ready to Compete in the International Market
277	27/10/2020	Make it easy for the Community during Long Weekend, BRI Provides Limited Services and Weekend Banking
278	28/10/2020	BRILiaN Young Entrepreneurs, Magic Metal Becomes Cuan
279	29/10/2020	Market Schools and MSMEs, BRI's New Way to Improve Financial Literacy of MSMEs
280	31/10/2020	Having BRIBrain Technology, BRI Presents Service Simplification
281	1/11/2020	Accelerating Digital Transformation, BRI Allocates Capex of Up to 4% of Total Revenue
282	15/10/2020	Free from Garbage and Floods, the Bendung River is a Pilot for the People of Palembang City
283	2/11/2020	BRI's Human Capital Transformation Strategy to Become Home to The Best Talent
284	4/11/2020	BRI's Digital Approach Helps Accelerate Micro Sector Financial Inclusion
285	4/11/2020	The Implementation of Social and Economic Values Can Maintain BRI's Performance
286	5/11/2020	BRI Supports Benihbaik.com Distributing 4,320 Bawor Durian Tree Seeds to Banyumas residents
287	7/11/2020	BRI Intensifies Collaboration to Increase Financial Management Education from an Early Age
288	9/11/2020	Cleaning the Sukarame River, Providing Green Open Space for the People of the City of Lampung
289	9/11/2020	Yovy Trijayanti, MSMEs Fighters Who Survived in the Middle of a Pandemic Storm
290	10/11/2020	Heroes' Day, BRI Provides Scholarships for Indonesian National Armed Forces and Indonesian National Police
291	11/11/2020	Launching of BRI Micro & SME Index BRI Optimistic MSMEs will Survive
292	12/11/2020	Fighting Like a Hero, This Chocolate Entrepreneur Successfully Empowers Cocoa Farmers
293	12/11/2020	BRI Micro & SME Index will become a Reference for MSME Development in Indonesia
294	13/11/2020	Increasing Solidity of Financial Market Players BRI Holds Virtual Gathering with Banks and BPD
295	13/11/2020	IIAIS 2020, BRI Introduces BRIBrain "The Brain" Behind All the Sophistication of BRI Technology
296	13/11/2020	Momentum to Raise Awareness of Investing and Insurance, BRI Holds the Peak Event of Lively Financial Literacy
297	16/11/2020	"BRILiaN Village", BRI Encourages the Acceleration of Village Economic Recovery in the Middle of a Pandemic
298	17/11/2020	Encouraging the Resurrection of MSMEs, BRI Properly Implements Risk Management
299	17/11/2020	Fantastic, BRI Disburses KUR Super Micro of Rp 6 Trillion in 2 Months
300	18/11/2020	Focusing on Sustainability Performance, BRI Received 14 Awards for the 2020 ESG Awards
301	24/11/2020	BRI President Director Sunarso was named the Best CEO of The Year
302	19/11/2020	Supporting the Government, BRI Signs a Memorandum of Understanding with OVO for Digital Capital Loans for MSMEs

Corporate Secretary

No	Date	Title
303	17/11/2020	Fantastic, BRI Disburses KUR Super Micro of Rp 6 Trillion in 2 Months
304	20/11/2020	IFS 2020, BRI Supports Fintech to Become a Banking Business Collaboration Partner
305	20/11/2020	BRI Corporate University Receives Global Accreditation
306	20/11/2020	In the Midst of the Acceleration of the Quality Disbursement, BRI KUR is Maintained
307	20/11/2020	Assisting Honorary Teachers, BRI Builds an Accelerated Distribution System for Wage Subsidies
308	24/11/2020	Following a Layoff, Maulana Yusuf Survives and Develops Culinary Business through BRI Super Micro KUR
309	24/11/2020	KUR Super Micro Saves the Peyek Crackers Seller Business in the Middle of a Pandemic
310	26/11/2020	Strengthening Digital Security, BRI Partners with Element & Peruri
311	4/12/2020	"BRI Data Hackathon 2021 ", Encouraging Digital Transformation and Data Literacy for the Broad Community
312	1/12/2020	BRI again holds BRILIANPRENEUR to encourage the Recovery of MSMEs
313	27/11/2020	BRI Spurs MSMEs to Develop and Realize SDGs in Indonesia
314	27/11/2020	This is the BritAma FSTVL Draw Schedule
315	1/12/2020	Increasing Penetration of Financing Business, BRI Collaborates with BRI Ventures
316	30/11/2020	BRI Collaborates with the Ministry of Trade to Boost MSME Product Exports to the United States
317	30/11/2020	Welcoming GSP Tariff, This is BRI's Fast Action
318	30/11/2020	Again, BRI Receives Prestigious Award as The Most Resilient SOE, The Best CEO, and The Best CFO
319	2/12/2020	BRILiaN Village Spreads Optimism for Village Economic Recovery
320	13/12/2020	Market Opportunities for MSME Food Products with Local Wisdom are Still Very Large
321	2/12/2020	Creativepreneur Waste Crafts from Jogja Explores Export Potential at BRI UMKM EXPO (RT) BRILIANPRENEUR 2020
322	11/12/2020	Competition and Curation Become Momentum of Growth for Wastraloka
323	18/12/2020	MSME Businesses are Increasingly Attractive and Creative
324	14/12/2020	BRI Delivers MSMEs Direct to the Heart of the World Export Market
325	10/12/2020	BRI Steps Leads MSMEs to Upgrade
326	6/12/2020	MSMEs in the Digital Era Must Aware of Design & Branding
327	6/12/2020	The Readiness of Tourism Sector MSMEs Facing The Future of Traveling
328	7/12/2020	BRI-Assisted MSME Chocolate Village from Blitar to Global
329	6/12/2020	The Kilisuci MSME, Bringing Traditional Fabrics Back to the Global Stage
330	7/12/2020	BRI Continues to Prioritize Resource Allocation to Build Villages into Production Centers
331	7/12/2020	Continuing to Seize Opportunities, Asep Targets Global Markets through BRI Export MSMEs
332	8/12/2020	BRI UMKM EXPO[RT] BRILIANPRENEUR 2020 Goes Virtual to Connect Indonesia's Leading MSMEs with International Buyers
333	14/12/2020	BRI Continues to Encourage MSME Players to Enter Online Business

Corporate Secretary

No	Date	Title
334	11/12/2020	Consistently Encouraging MSMEs, BRI Holds BRILIANPRENEUR 2020 UMKM EXPO(RT)
335	1/12/2020	Organize UMKM EXPO(RT) BRILIANPRENEUR, BRI Encourages 400 MSMEs to Go Global
336	10/12/2020	More than 108 Thousand Market Traders are Now Selling Online Through BRI's Pasar.id
337	14/12/2020	MSME Export Transactions in BRILIANPRENEUR 2020 Ramped Up
338	17/02/2020	BRI Optimizes BRILink, Improve Financial Literacy & Inclusion in the Micro Segment
339	11/12/2020	Leading MSMEs Handicraft Products Expansion to the World Market
340	12/12/2020	Empowering MSMEs in the New Normal Era, BRI Provides Infrastructure Assistance for 1000 Markets
341	12/12/2020	MSME Food & Beverage Products are Increasingly Aggressive to Explore Foreign Markets
342	13/12/2020	President Director of BRI Sunarso Received Another Achievement, Named The Best CEO in Banking Transformation
343	13/12/2020	Held in the Middle of a Pandemic, BRILIANPRENEUR 2020 Records a Significant Increase in Export Transactions for MSME Players
344	14/12/2020	Encouraging the Acceleration of Go Global MSMEs, BRI Business Matching Recorded a Purchase Contract Value of US\$59 Million
345	15/12/2020	Featured Fashion and Accessories Potential to Gain Foreign Exchange
346	13/12/2020	Through the Digital Ecosystem, BRI Presents the Market at Home
347	16/12/2020	125 Thousand Employees from 5 Countries Participate in Virtual 125th Anniversary of BRI
348	18/12/2020	BRILIAN Young Entrepreneurs Encourage the Birth of Excellent Entrepreneurs
349	18/12/2020	BRI MSME Products Increasingly Diverse, Creative Economy Developed
350	21/12/2020	Recorded Positive Performance Throughout 2020, BRI was named the Best SOE and Sunarso as the Top National Banker
351	18/12/2020	Dominasi Pasar Perdana dan Sekunder, BRI Borong Tiga Penghargaan Sebagai Dealer Utama Dari Kemenkeu
352	21/12/2020	BRI (BBRI) Confident That Next Year's Profit Will Grow Thanks To These Factors
353	23/12/2020	Ensuring Good Christmas and New Year Holidays, BRI Prepares Rp 29 Trillion and Alerts 122 Work Units
354	23/12/2020	First in Indonesia, OJK and BI Agree on Collaboration between BRI and Alipay
355	28/12/2020	BRI Wealth Management Records Positive Growth Year on Year
356	28/12/2020	BRI Premium Class Customer Funds Reached Rp 132 Trillion
357	25/12/2020	Disbursement of BPUM to 7.8 Million Recipients, BRI Implements Health Protocols
358	27/12/2020	Collaboration of BRI and OVO, Launch a Co-brand Credit Card Product
359	24/12/2020	In Addressing the VUCA Era, HIMBARA Prepares BUMN Finance Institute for Banking Talents
360	24/12/2020	Brett King "the King of Disruptors" Gives Tips on Facing the Digital Banking Revolution
361	29/12/2020	Encouraging Micropayment Transactions, BRI Facilitates Merchants in Jakarta

DIVIDEND

POLICY

In deciding the dividends distribution to Shareholders, BRI pays attention to future business growth factors, fulfillment of capital adequacy ratios and sustainable factors of return on equity in the next three years, as well as considering the Bank's contribution to the government for the development and taking into account the minority and majority shareholders. BRI has in place the dividends distribution policy to shareholders with a historical payout ratio of around 40% of the consolidated net profit attributable to owners of the parent entity, unless the General Meeting of Shareholders decisions are stated otherwise based on certain considerations.

INVESTOR RELATIONS

BRI Investor Relations Division has a specific role to assist the Board of Directors and Board of Commissioners in carrying out corporate communication activities to Investors. In addition, BRI Investor Relations Division has a role in assisting the Board of Directors and Board of Commissioners in implementing corporate governance in accordance with the Capital Market regulations.



ACHMAD ROYADI
Head Investor Relations

Indonesian citizen, 43 years old, Achmad Royadi obtained MBA Finance in 2009 from A.B Freeman School of Business, Tulane University, USA and obtained a Bachelor of Economics and Development Studies from Padjadjaran University, Bandung in 1998. The certifications that have been participated include Risk Management Certification and Treasury Dealer Certification.

Serves as Head of Investor Relations since June 2018, and began his career at BRI in 1999.

In his career, he served as Vice President of Corporate and Development Strategy, Head of Economist Group, Head of Global Market Group, and Head of Liquidity Management Division, Treasury Division.

INVESTOR RELATIONS CONTACT

Name : Achmad Royadi
 Address : BRI Building 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

The main responsibilities of Head of Investor Relations are to develop strategies and perform the communication functions related to the Bank's performance and strategy to shareholders, securities holders, analysts and rating agencies of BRI.

To meet the responsibilities and comply with regulations as well as improve effective communication, BRI Investor Relations Division conducts various activities, as follows:

Analyst Meetings

A quarterly activity for the exposure of BRI performance to the analyst/securities company hence they can present an updated report with the latest data to investors.

Company Visit - Field Visits

Receive visits from investors/analysts aim to update the latest performance and to directly view the Bank's operations both at the head office and in operating units.

Conference Calls

Conducting tele-conference activities to accommodate the needs of investors/analysts in obtaining corporate information and economic conditions that affect the business and operations of the company.

Investor Newsletters

Update the latest information by publishing a newsletter at the BRI investor relations website.

Investor Conference and Non-deal Roadshow

Conducting communication activities through one-on-one meetings and group meetings with investors both at home and abroad, particularly in the global financial centers in Asia, Europe and America.

Rating Review

Conducting the communication and data delivery activities on rating conducted by rating agencies used by BRI, both international rating agencies (Moody's, Fitch Rating, S&P) as well as domestic rating agencies (Pefindo).

Investor Relations Website Management

Managing the information on investor relations website for easy access to shareholders, bonds holders, analysts, rating agencies and the general public on the latest information of the company. The website managed by the Investor Relations Division is also connected to the company's website, www.bri.co.id.

Advisory Report

Preparing the advisory material that contains the results of valuation of BRI shares and the results of identifying gaps between intrinsic value and target price analysts and other analysis results to be communicated internally to the Board of Management.

Market Update Advisory

Preparing the material such as updating stock market conditions, BRI stock prices and peers to be communicated internally to the Board of Management.

Financial Update

Preparing the financial performance material every quarter in order for the exposure of BRI's performance to analysts/securities companies in the Analyst Meeting.

Financial Brief

Preparing the quarterly summaries of financial performance material in order to communicate BRI's performance to BRI employees.

BBRI News

Conducting the material preparation on the issues update relating to the company interests to be communicated internally to either the Board of Management or BRI employees.

Investor Relations

COMPETENCIES TRAINING PROGRAMS

In supporting the implementation of duties, the Head of Investor Relations can attend training for the competency enhancement. Several trainings attended by the Head of Investor Relations are as follows:

1. Executive Education Program, Driving Profitable Growth, Harvard Business School, 2020
2. Leadership Executive Transformation, ASK Leadership, 2019
3. Strategic Marketing in Digital Age, University of Michigan, 2020.

In addition, several trainings were also attended by the Head of Section and staff of the Investor Relations Division in 2020 including:

1. Basic ALCO
2. Sustainable Finance Energy Transition and Renewable Energy
3. Digitization of Retail and The Urban Experience
4. Fintech at the Crossroad
5. Strategic Business Analysis

ACTIVITIES IMPLEMENTATION 2020

Several communication activities to shareholders, debt securities holders, analysts and BRI rating agencies carried out by the Investor Relations Division during 2020 include:

1. Implementation of the Analyst Meeting held every quarter
2. Communication activities such as 22 company visits, 202 Virtual Meetings, 9 Virtual field visits, 25 Virtual Conferences/Non Deal Roadshows.
3. Implementation of BRI BISA (Shares Talk) to BRI employees
4. ESG Rating
5. Organizing Annual Rating Reviews for Fitch, Moodys, S&P and Pefindo.
6. Organizing a Public Expose, GMS, EGMS and Investor Newsletter.
7. Management of up-to-date information on the Investor Relations website (www.ir-bri.com) includes:
 - a. Company Information.
 - b. Financial Performance and Company Presentation.
 - c. Corporate Governance.
 - d. GMS Information.
8. Disclosure of Regulatory Filings, Calendar Events, Release, Share Performance and Information on Securities issued.

INTERNAL AUDIT UNIT

PROFILE OF SEVP INTERNAL AUDIT UNIT



HARI SIAGA AMIJARSO
SEVP Internal Audit Unit

Born in Surabaya, 9 October 1965. Graduated from Brawijaya University in 1989.

Professional Background:

1. SEVP Internal Audit Unit (July 2019 - present)
2. Head of Regional BRI Jakarta 1 (July 2018 – 1 July 2019)
3. Head of Regional BRI Yogyakarta (January 2018 – June 2018)
4. Division Head of Corporate Secretariat (2015-2017)
5. Head of the Board of Directors of the Corporate Secretariat Division (August 2012-October 2015)
6. Head of BRI Gresik Branch (2010-2012)

And since 2 July 2019 he serves as Senior Executive Vice President Internal Audit Unit.

Training:

Actively participated in various trainings and seminars including Education and QIA Certification Test in Jakarta (2019), Risk Management (BMSR) in London (2017) and CFRA Certification Test in Jakarta (2020).

Certifications:

He received Qualified Internal Auditor Certification (2019), Risk Management Level 4 Certification, and Certified Forensic Auditor (2020).

LEGAL REFERENCES

The Internal Audit Unit (IAU) was established based upon the prevailing stipulations and regulations, among others:

1. POJK No. 55/POJK.03/2016 dated 7 December 2016 on the Governance Practices of Commercial Banks
2. POJK No. 1/POJK.03/2019 dated 29 January 2019 on the Internal Audit Function Practices in Commercial Banks
3. POJK No. 18/POJK.03/2014 dated 18 November 2014 on the Integrated Governance Practices for Financial Conglomerate.

Internal Audit Unit

4. POJK No. 38/POJK.03/2016 dated 1 December 2016 on the Risk Management Practices in the Use of Information Technology by Commercial Banks.
5. SEOJK No. 35/SEOJK03/2017 dated 7 July 2017 on the Internal Control System Standard Charter for Commercial Banks.

As part of the implementation of Good Corporate Governance, the Internal Audit Unit (IAU) has a pivotal role in supporting strategic business objectives through effective assurance and consulting activities in accordance with the direction and strategy of the company. The effective implementation of the Internal Audit Unit function can provide assurance to the company regarding the quality and effectiveness of the internal control system, risk management and governance systems to protect the organization and the company's reputation. In order to support the

company's aspirations as The Most Valuable Bank in South East Asia and Home to the Best Talent in 2022 which is translated into the destination statement in 2021 as the Most Valuable Banking Group in Indonesia, IAU applies a more agile audit approach. In order to improve performance, quality and meet stakeholder expectations. In carrying out its roles and functions, IAU is supported by an independent organizational structure, adequate number and competence of auditors, development of agile audit methodologies and tools. The IAU also continuously improves synergy with the 1st line & 2nd line functions through coordination, collaboration and regular and effective communication in order to increase the effectiveness of risk management, control and good corporate governance.

IAU COMPOSITION

Structurally the BRI IAU is directly responsible to the President Director and has a communication line with the Board of Commissioners through the Audit Committee, thereby it can foster independent and objective implementation of audit and consultation activities. The Internal Audit Unit is led by SEVP Internal Audit Unit.

APPOINTMENT AND TERMINATION OF SEVP IAU

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.

INTERNAL AUDIT CHARTER

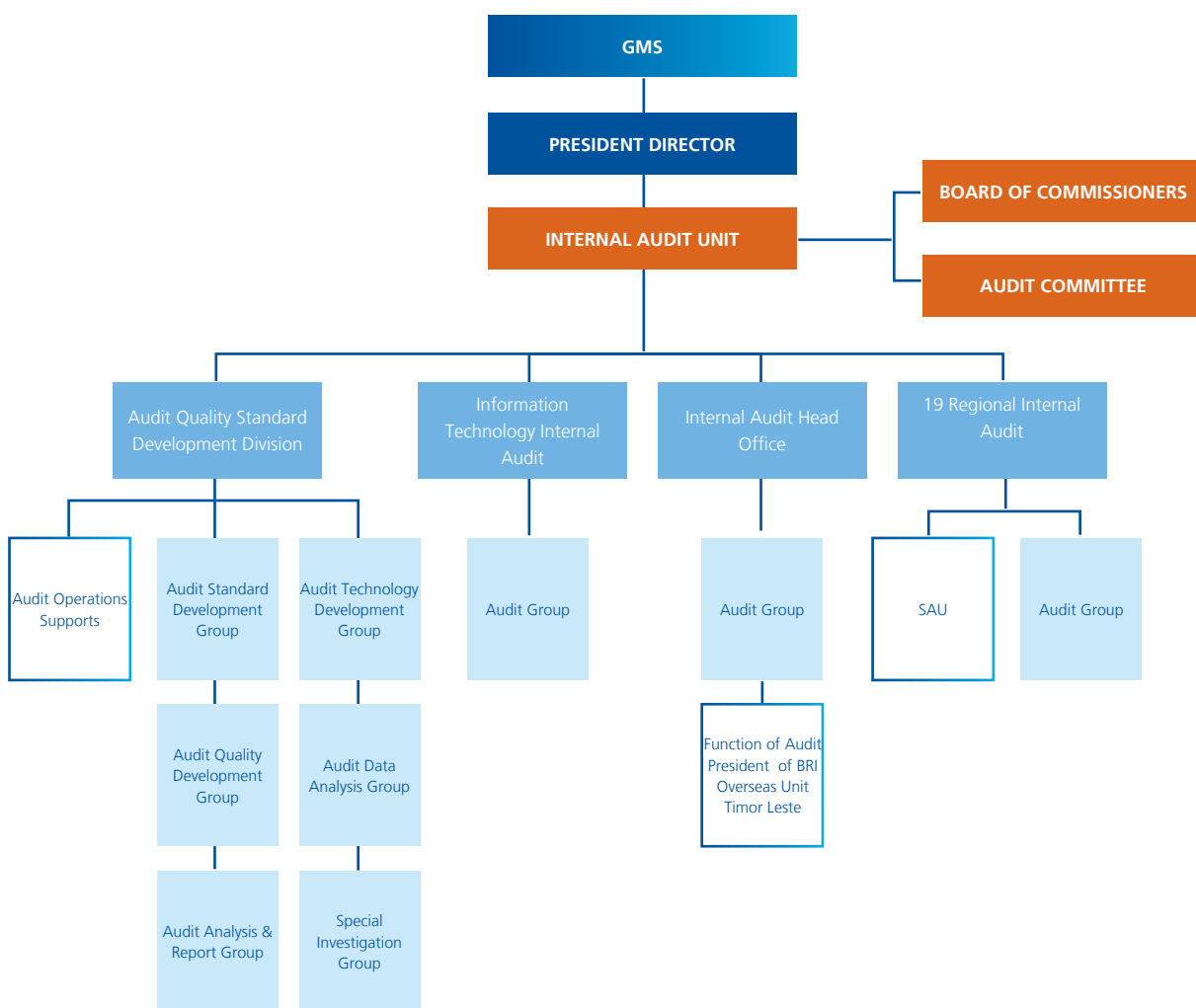
The IAU has in place the Internal Audit Charter according to the Joint Decree of BRI Board of Commissioners and Directors No: 05-KOM/BRI/05/2019 and S.348-DIR/SAI/05/2019 dated 31 May 2019, by referring to the POJK No. 1/ POJK.03/2019 dated 29 January 2019 on Internal Audit Function in Commercial Banks and refers to the International Standards for Professional Practice of Internal Auditing (ISPPA) from The Institute of Internal Auditors (IIA). BRI Internal Audit Charter is a guideline for the implementation

of the internal audit function for the audit carried out by the Internal Audit Unit (IAU), initiation of IAU communication with inspected work units, inspection of bank activities and IAU's authority in accessing the bank records, documents, and physical assets. On integrated IAU function in the financial conglomerate, the IAU has the Integrated Internal Audit Charter of the Financial Conglomerate as the main guideline for integrated governance that must be obeyed by all Integrated IAU in the Financial Conglomerate.

Internal Audit Unit

IAU ORGANIZATION STRUCTURE

In conducting its roles and functions, the Internal Audit Unit is supported by an independent organizational structure, and an adequate numbers and competencies of Auditors. BRI IAU is led by SEVP IAU which oversees the Audit Quality & Standards Development Division, Head Office Internal Audit, Information Technology Internal Audit, and 19 (Nineteen) Regional Internal Audit. Following is the IAU Organizational Structure:



Structurally, the IAU consists of the work units that carry out audit activities and work units that carry out the development of audit standards & quality as follows:

1. Work Units that carry out the audit activities are as follows:
 - a. Regional Internal Audit

Conducts all audit activities and provides consulting services as a strategic business partner with audit objects for Regional Offices,

Branch Offices, Sub Branch Offices, Cash Offices and BRI Operating Units.

BRI currently has 19 (nineteen) Regional Internal Audits which are adjacent to 19 BRI Regional Offices. The existence of the Regional Internal Audit adjacent to the Regional Office is one of BRI's strategies hence the role of Internal Audit Unit as a Strategic Business Partner and assurance function can be more effective and

Internal Audit Unit

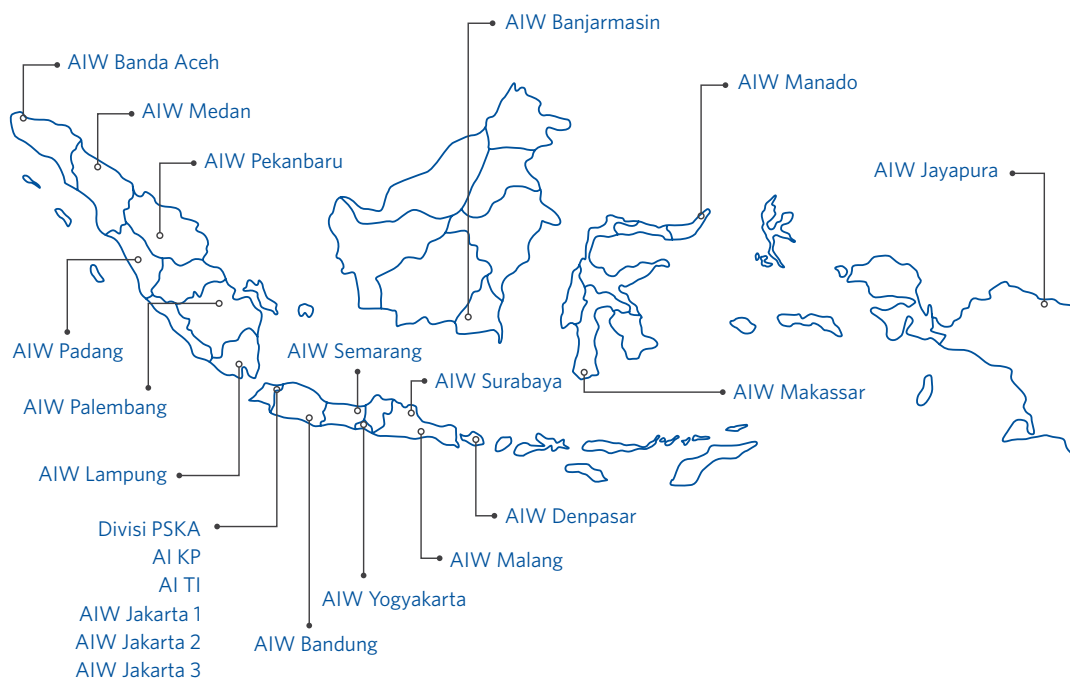
efficient given the organizational structure, authority, duties and responsibilities of BRI's decentralized business management and assets.

- b. Internal Audit of Head Office
To carry out audits and provide consulting services as a strategic business partner with audit objects from Head Office Work Units, Special Branch Offices, Overseas Units, BRI Financial Conglomerate LJK (Subsidiary Companies and Related Companies), and Subsidiaries outside the BRI Financial Conglomerate of Financial Services Institutions owned by BRI of more than 50%. The Head Office Internal Audit also conducts reviews on regulatory scope, including those related to Risk Management, Anti-Fraud Strategies, and AML CTF.
- c. Information Technology Internal Audit
To carry out audits and provide consulting services as a strategic business partner to work units involved in the management and use of TSI (covering the development and operational process of Core and Non Core Banking applications; TSI infrastructure operations on Data Centers, Disaster Recovery Centers & all Work Units; information security, application,

TSI infrastructure, strategy & development policies for TSI, IT risk management, TSI support (asset & logistics management, procurement of IT goods and services carried out by BRI Head Office) and End User Computing).

- d. Special Investigation Group
To investigate indications of fraud and complaints of whistleblowing systems with the authority of the audit object of all BRI Work Units. The Special Investigation Group is under the SEVP Internal Audit Unit and is directly responsible to the SEVP Internal Audit Unit.
2. The Audit Standards & Quality Development Division prepares the IAU's vision, mission and strategy, implements audit quality evaluation by IAU and independent parties including the implementation of internal quality assurance for IAU of subsidiaries; assessment and design of software and hardware to support the implementation of audits; conduct analysis and preparation of audit reports for BRI management and external parties; and to develop and manage data audit analytical tools.

The following are 19 (nineteen) positions of BRI Internal Audit throughout Indonesia:



Internal Audit Unit

IAU AUTHORITIES

1. Access all relevant information on the Bank related to the duties and functions of the Internal Audit Unit.
2. Communicating directly with the Board of Directors, the Board of Commissioners, and the Audit Committee.
3. Hold regular and incidental meetings with the Board of Directors, the Board of Commissioners, and the Audit Committee.
4. Coordinate activities with external auditors.
5. Attending strategic meetings without voting rights, such as ALCO meetings, Risk Management Committee meetings, etc.

MAIN DUTIES OF 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 Work 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 IAU HEAD

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. Select competent human resources according to the needs in carrying out the IAU duties.
3. Ensure the internal audit function is supported by adequate resources, methodologies, tools and audit techniques.
4. Ensure that all insurance and consultancy activities are carried out in compliance with Internal Audit Professional Standards.
5. Ensuring members of Internal Audit Unit to participate the ongoing professional development and other training in accordance with the development of the complexity and business activities of the Bank.
6. Periodically prepare and review internal audit charter.
7. Prepare an annual audit plan and budget allocation for the implementation of the internal audit function.
8. Ensuring the implementation of internal audit in accordance with the internal audit plan.
9. Report significant findings to the Board of Directors for immediate corrective action.
10. Monitor improvements on significant findings.
11. Report the monitoring results on the improvements follow-up of significant findings to the Directors and Board of Commissioners, with a copy to the Audit Committee and the Director in charge of the compliance function.
12. In the event that external services being used for internal audit activities, to ensure that:

Internal Audit Unit

- a. The transfer of knowledge is held between external parties to IAU members by considering the temporary use of expert services of external parties.
 - b. The use of external services does not affect the independence and objectivity of IAU function.
 - c. The external parties comply with the Bank internal audit charter.
13. BRI IAU as the holding company:
- a. Determine internal audit implementation of subsidiaries
 - b. Formulate internal audit principles covering audit methodologies and measures of quality control.
14. Ensuring for any requests on expert witnesses to the IAU staff, they can assign certain auditors to become expert witnesses by considering competencies, knowledge, expertise, and experience in accordance with the case.
 15. Ensuring for any requests on audit documents by external parties (on litigation) has been coordinated with Legal Division or Legal Officer.

BRI INTERNAL AUDIT CODE OF ETHICS

BRI Internal Audit Unit has a code of ethics in the form of basic principles of personal and professional behaviour that shall be adhered to by the Internal Auditors both individually and in conducting audit activities to improve the ethical culture in the Internal Audit Professional. The BRI Auditor's Code of Ethics consists of 4 principles, namely:

1. Integrity principle

Honest, building trust which is the basis of professional internal auditors in implementing duties and responsibilities.

2. 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 principle

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. Competency principle

Applying knowledge, skills, and experience required in providing internal audit services.

The Internal Auditor's commitment to the Code of Ethic is stated by signing the Internal Audit Code of Ethic Declaration and renewed annually. This is done so that each Auditor is reminded of the Code of Ethics that must be upheld and adhered to.

BRI IAU INDEPENDENCIES

The IAU as the 3rd line of defense is structurally independent towards the function of the 1st line of defense as well as the function of the 2nd line of defense (Risk Management and Compliance). The position of IAU in the company is under the direct supervision of the President Director, and has access to communication (communication line) with the Board of Commissioners (in this case with the Audit Committee), hence it supports the independence and objectivity of the audit implementation and reporting, thereby it can express the views and thoughts without influence or pressure from the management or other parties related to BRI. The communication of the Internal Audit Unit with the Audit Committee is through coordination and regular submission of audit results. To maintain the objectivity of the Internal Auditor, periodic changes to the assignments are carried out.

AUDIT INFORMATION MANAGEMENT SYSTEM

The IAU has in place the adequate Audit Information Management System known as BRI Audit Management System (BRISMA). BRISMA is a suite of applications for Audit Management that facilitates the setting of audit standards at all stages of the internal audit process at BRI from the Planning to Monitoring stages. BRISMA has been used by the Internal Audit Unit since 2012, and in 2020 BRISMA Version 2 application enhancement has been carried out including the development of electronic working paper modules, references, monitoring, catalogues, plans and human resources. The development supports the improvement of the quality and effectiveness of the audit of the Internal Audit Unit.

AUDIT METHODOLOGIES

The Internal Audit Unit applies the risk based audit (RBA) method in carrying out the audit function by focusing on high risk 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 Unit carries out early warning signals of potential fraud risks through off site monitoring activities carried out by Regional Internal Audit as well as through periodic monitoring activities carried out by Resident Auditors.

The role of the audit in the Early Warning Signal is expected to provide early detection of increased risk that occurs in the Work Units. The implementation of off site is supported by risk indicators development through big data technology.

To realize Internal Audit Unit role as a Strategic Business Partner, several matters have been carried out including the submission of suggestions, ideas and input to improve the draft and policy; conduct a communication forum between the Regional Internal Audit and the Regional Office; Learning Auditor Program; consulting activities; and knowledge sharing; specifically related to internal control, risk management and GCG. The activity is the IAU's vision as a strong and trusted SBP to be able to provide added value to the Company in order to achieve BRI vision. Through these activities it is hoped that risk awareness culture, compliance culture and GCG culture can be improved at all work unit levels.

IAU CERTIFICATIONS

The Internal Audit Unit has obtained an ISO 9001: 2015 certificate from the SGS Indonesia Certification Agency which aims to evaluate the audit process according to the quality that has been set, which is valid from 4 December 2017 to 4 December 2020 and will be recertified in February 2021. The certification is given to all IAU work units including the Audit Quality Standard Development Division, Head Office Internal Audit, Information Technology Internal Audit and 19 BRI Regional Internal Audits throughout Indonesia. This indicates that IAU BRI has implemented a quality management system in the implementation of audits, hence it can contribute to realizing the IAU vision to become a reliable strategic business partner in order to achieve BRI's vision and become a benchmark of best practice for Internal Audit Work Units in Indonesia.

Internal Audit Unit

PROFILE OF IAU PERSONNEL

The IAU is committed to continue developing the quality, knowledge, skills and competencies of the Auditors through continuous professional development. To strengthen the 2nd line, on October 2020 the shifting was done for Deputy Head of Regional Internal Audit to RRM (Regional Risk Manager) for 16 personnel and changed of Resident Auditor to become BRC (Branch Risk Compliance)/URC (Unit Risk Compliance) for 2,153 personnel. The following are data of Total Auditors in IAU:

1. Total Auditors & Position

No	Position	Total
1	SEVP	1
2	Division Head	1
3	Regional Internal Audit Heads	19
4	Deputy Division Head	1
5	Deputy Head of Regional Internal Audit	7
6	Desk Head	1
7	Group Head	82
8	Department head	1
9	Auditor (Senior Auditor- Associate Auditor)	559
Total		672

2. SKAI Professional Certification

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:

A. International Certifications

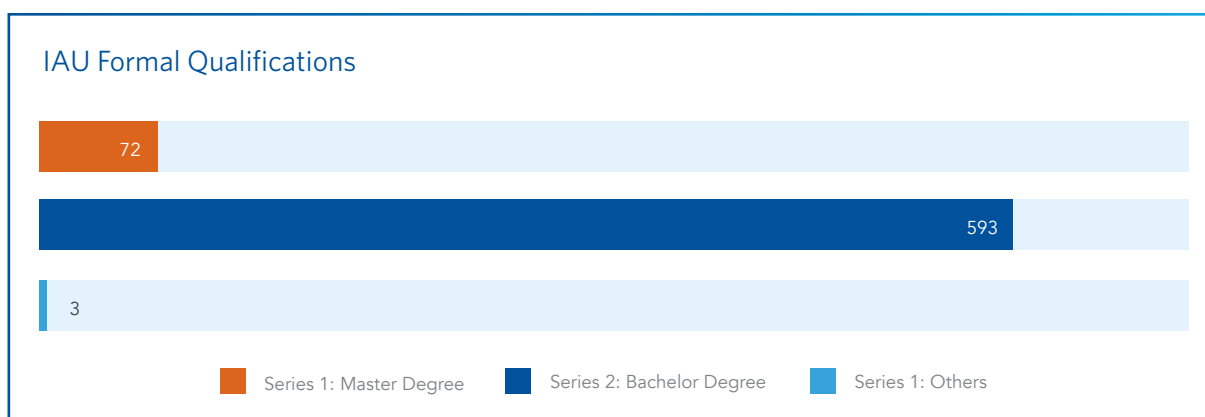
No	Certification Name	Total
1	Certified Fraud Examiner (CFE)	14
2	Certified Information System Auditor (CISA)	8
3	Certified Ethical Hacker (CEH)	2
4	Certified Data Center Professional (CDCP)	1
5	Certified Financial Planer (CFP)	1
6	Certified Wealth Management (CWM)	1
7	Computer Hacking Forensic Investigator (CHFI)	3
8	COBIT 5 Foundation Certificate	2
9	Certified Statement Analysis	2
10	Certified Blockchain Business Foundations (CBBF)	1

Internal Audit Unit

B. National Certifications

No	Certification Name	Total
1	Certified Qualified Internal Auditor (QIA)	13
2	Certified Bank Internal Audit (CBIA)	45
3	Certified Forensic Auditor (CFrA)	15
4	Certified LSP BRI Auditor Level	38
5	Lead Auditor ISO 9001:2015 IRCA Approved	2
6	Big Data Administrator	4
7	Compliance Level 1	2
8	Lead Auditor ISO 27001:2013 and ISO 19011:2011	1
9	Certified Forensic Security Specialist (CFSS)	1
10	Certification in Risk Management Assurance	1
11	Sertifikasi Treasury Dealer level Basic	1
12	Certified Data Center Specialist	1
13	Business Continuity Certified Planner	1
14	Data Science Professional Certificate	1
15	Certified Blockchain Solution Architect	1
16	Risk Management Certification Level 1	82
17	Risk Management Certification Level 2	60
18	Risk Management Certification Level 3	17
19	Risk Management Certification Level 4	15

3. IAU Education Qualifications



Internal Audit Unit

4. Education & Competency Development for BRI Internal Audit
 Continuous education is also carried out through on the job training, development and enhancement education (In-class, In House Training, Public Courses and Seminars) and professional Auditor certifications. Education is given to 10,150 students with the following details:

Recapitulation of Education Participants, Seminars and Workshops

No	Trainings	Total Participants
1	Audit Material Enhancement	6,746
2	Non-Audit Material Enhancement	2,525
3	Domestic Public Course	270
4	Development	387
5	Certification Education	161
6	Education for BRI Subsidiaries	61
Total Participant		10,150

5. 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:

Activities/Organization	Position
Bank Internal Auditor Association (IAIB)	SEVP IAU BRI as Chairman of the IAIB Supervisory Board.
	Senior Manager of the PSKA IAU BRI Division as Member of Training, Education & Certification; Member of the Communication Division; Member of Standards, Ethics, Research & Development; Member of the Membership Field.

IAU FUNCTION ACTIVITIES IMPLEMENTATION REPORT

1. IAU Work Program
 In 2020, various work programs have been carried out to support the implementation of the audit of the IAU ranks, including:
 - a. Updating the Internal Audit Policies and Procedures
 - b. Preparation of Audit Procedures for Subsidiaries
 - c. Audit program updates
 - d. Updating the Risk & Control Matrix
 - e. Development of the BRI Audit Management System (BRISMA)
 - f. Development of audit tools such as BRI Data Extractor (BRIDEX) V.4.
 - g. Continuous development of monitoring using big data technology.
 - h. Implementation of Quality Assurance Review in all Audit Units including Subsidiaries.
 - i. Development of Internal Control Over Financial Reporting (ICOFR)
 - j. HR development of IAU ranks through education and certification programs.
 - k. Implementation of Integrated IAU
2. Implementation of Audit Activities/Duties
 Audit activities are carried out in accordance with the Audit Plan for the Year which has been approved by the President Director and President Commissioner and is based on the results of an assessment of potential risks. During 2020, the realization of IAU's audit activities has reached the targets set through regular audits, special audits (special audits) and thematic audits. In response to the current pandemic conditions, IAU has made adjustments to the audit implementation by applying a combination of onsite and offsite audits.

Internal Audit Unit

This implementation still takes into account the effectiveness of the internal audit function, including maintaining the quality of audit results while observing Health protocols. In detail, the realization of audit activities that have been carried out includes:

a. Regular audits

The objects of IAU's regular audit activities are divided into 3 (three) groups, namely: Work Units, Electronic Networks (electronic channels) and Information Technology projects. The realization of regular audit activities on the Work Unit is as follows:

Table of Audit Realization of Work Units

No	Audit Objects	Regular Audit
1	Divisions	5
2	Overseas Units	1
3	Subsidiaries	4
4	Regional Offices	19
5	Special Branch Offices	1
6	Branch Offices	461
7	Sub Branch offices	609
8	Cash Offices	348
9	BRI Units (including Teras BRI)	2,111
10	SAU	19

As at 31 December 2020 position

The realization of regular audit activities on electronic networks (electronic channel) is as follows:

Audit Realization on Electronic Networks

No	Audit Object	Target	Realization	%
1	Electronic channel	35,070	63,776	181.9%

As at 31 December 2020 position

The realization of regular audit activities in information technology on application and non-application audit objects is as follows:

Information Technology Internal Audit Realization for Applications and Non-Applications

No	Audit Objects	Target	Realization	%
1	Application	19	19	100%
2	Non Application	13	13	100%
3	Subsidiaries' IT	2	2	100%

Internal Audit Unit

1. Special audit (special audit)

Special audits (special audits) are carried out with a specific scope and objectives, especially those related to compliance with regulatory requirements. In 2020, IAU has conducted special audits in 1,451 work units.

No	Audit Object	Special Audit
1	Divisions	5
2	Subsidiaries	-
3	Regional Offices	33
4	Special Branch Offices	357
5	Branch Offices	149
6	Kantor Kas	18
7	Sub Branch Offices	888
8	BRI Units (including Teras BRI)	-

2. Thematic Audit

Thematic audits are carried out to obtain a comprehensive profile of the adequacy and effectiveness of internal control. In 2020, 13 (thirteen) thematic audits were carried out at the Head Office level and 2 (two) thematic audits of a national nature.

EVALUATION OF INTERNAL AUDIT IMPLEMENTATION IN 2020

1. Audit Duties Implementation

BRI IAU conducts a review program to evaluate the quality of audit activities for continuous improvements.

2. Internal Review

The IAU carries out a continuous review on the audit's quality conducted by the BRI Audit Unit. The aim is to ensure the achievement of predetermined quality targets. The review was carried out with 3 methods, namely Quality Assurance (QA), Peer Review and Supervision:

- QA activities are carried out on all Delivery Function Audit Units, RA Branch Offices and RA Units.
- Assessment of peer review is the assessment of audits quality carried out between the audit teams.
- Supervision is the audit quality assessment conducted by the auditor's supervisor on each project audit.

The audit quality evaluation is one of the Key Performance Indicators in the performance assessment.

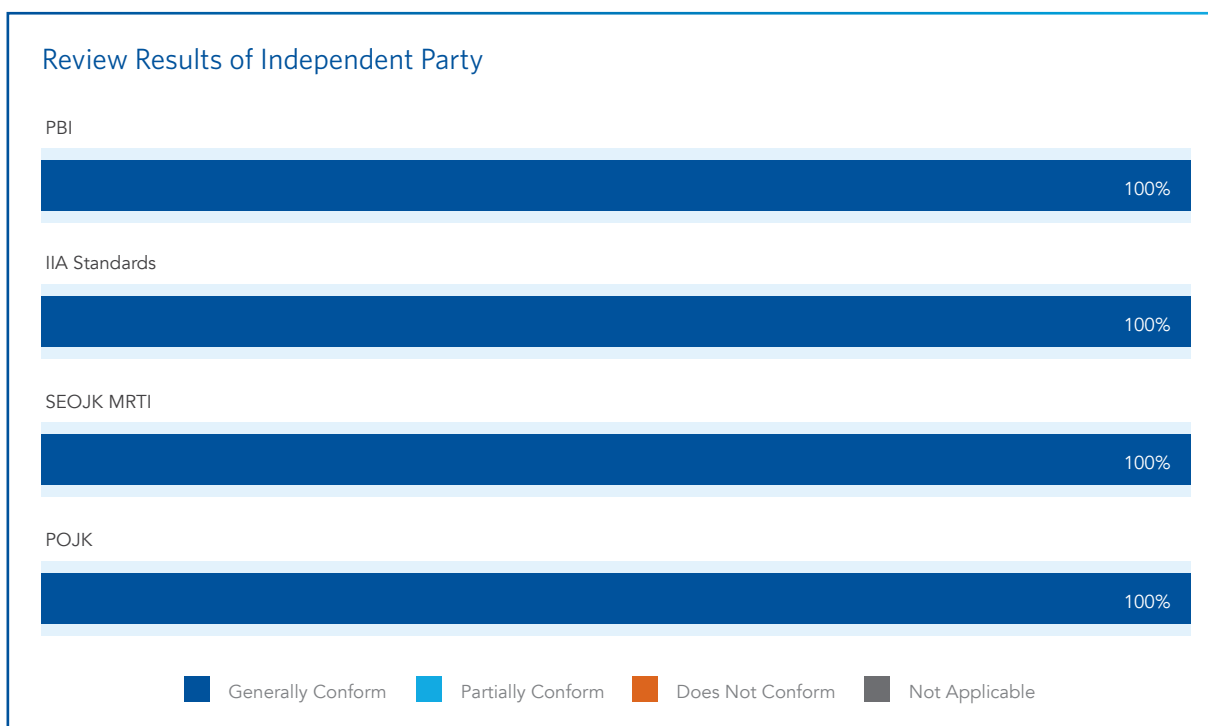
3. External Review

ISO 9001:2015

The IAU has successfully obtained ISO 9001:2015 Quality Management System certification, and the surveillance has been carried out for the Indonesian Audit Unit. From the evaluation, there were no major findings.

RESULT OF INDEPENDENT PARTY REVIEWS ON IAU FUNCTION

External independent reviews of internal audit activities carried out by BRI's Internal Audit Unit (IAU) are conducted every 3 (three) years. Based on the results of the review carried out in 2020 with the scope of a review of the internal audit function implementation for the period 1 August 2017 - 30 June 2020, it was found that the internal audit activities carried out by IAU is "Generally Conform" in 4 (four) applicable regulations and standards, and there were no "Does Not Conform" and "Partially Conform" activities.



The details of regulations and standards are used as a reference for the review of the IAU function, which are:

1. Financial Services Authority Regulation (POJK)
The review is carried out for the assessment of BRI IAU function compliance to the Financial Services Authority Regulation No.1/POJK.03/2019 concerning the Implementation of the Internal Audit Function in Commercial Banks. The results of BRI IAU functions review during the period of 1 August 2017 - 30 June 2020 indicated that 24 activities/aspects (100%) were generally conform to POJK No.1/POJK.03/2019.
2. POJK and Circular of Financial Services Authority
Evaluation of BRI IAU function compliance with POJK No. 38/POJK.03/2016 including SEOJK No. 21/SEOJK.03/2017 concerning the Implementation
- of Risk Management in the Use of Information Technology by Commercial Banks (MRTI). The results of BRI IAU functions review during the period of 1 August 2017 - 30 June 2020 indicated that 5 activities/aspects (100%) were generally conform to SEOJK No. 21/SEOJK.03/2017..
3. IIA standards
Evaluation of BRI IAU function compliance for the period of 1 August 2017 - 30 June 2020 to the International Standards for the Professional Practice of Internal Audit with the results of 43 activities/ aspects (100%) were generally conform.

Internal Audit Unit

4. PBI Standards for the Implementation of the Bank's Internal Audit Function (SPFAIB)
Evaluation of BRI IAU function compliance with Bank Indonesia Regulation No. 1/6/PBI/1999 concerning the Implementation of Standards for the Bank's Internal Audit Function with the results of 41 activities/aspects (100%) were generally conform.
5. Customer Satisfaction Survey (CSS)
The implementation of the internal audit function in accordance with the quality management system remains focused on customer/stakeholder satisfaction. One of the main customers of IAU is the Auditee. As such, the Auditee satisfaction will remain one of the considerations in assessing the quality of audit implementation. The average value of CSS (Regional Internal Audit, Head Office Internal Audit & Information Technology Internal Audit) was 80.29 (target score for 2020 is 79). Based on this value, it can be concluded that the auditee's satisfaction with the implementation of the Internal Audit Unit audit is good.
6. Form of Coordination with Externals and the Audit Committee
In the audit activities carried out by the external auditor, IAU acts as a liaison officer to coordinate efficient audit implementation as well as to monitor the follow-up corrections to the external auditor's findings by the related units. Monitoring aims to

ensure that management has made improvements to internal control weaknesses discovered by the external auditor.

BRI IAU as a Liaison Officer for External Auditors and External Parties related to audit activities performs the following:

- a. Regular communication and coordination
- b. Fulfillment of data on demand (related to their capacity to carry out inspection and supervision activities)
- c. Assistance to External Parties of BRI (related to their capacity to carry out inspection and supervision activities)
- d. Follow up every response submitted by external parties of BRI (related to its capacity to carry out inspection and supervision activities).
- e. Adequate monitoring of follow-up improvements to the findings of External Parties.

In order to assist the duties of the Board of Commissioners in supervising and monitoring the implementation of follow-up improvements to the findings of the IAU, the BRI IAU communicates regularly with the Audit Committee by submitting the IAU Quarterly Report.

SYNERGY WITH ASSURANCE PROVIDERS

The IAU regularly monitors the management commitment to improve internal control weaknesses and provides opinion on the adequacy of follow up of improvement done by the management. The monitoring results to the management commitment as at 31 December 2020 are as follows:

Internal Audit Unit

AUDIT FINDINGS AND FOLLOW UP

The IAU regularly monitors the management commitment to improve internal control weaknesses and provides opinion on the adequacy of follow up of improvement done by the management. The monitoring results to the management commitment as at 31 December 2020 are as follows:

Monitoring Results of the Management Commitment

No	RPM Monitoring Results	As at 31 December 2020
1	Adequate	97.67%
2	Not Adequate	0.01%
3	Ongoing Monitoring Process	2.32%
Total		100.00%

Note: Status under the monitoring process is a commitment to follow-up improvements due in Semester I of 2021.

In addition to monitoring the follow-up of IAU's findings, monitoring of the follow-up and improvement progress is carried out based on the findings of the External Auditor and Supervisor. The results of monitoring management's commitment to the findings of the External Auditor and Supervisor are as follows:

Follow Up on External Auditor Findings

No	Auditors	∑ Recommendation	Follow Up Until Q IV/2019			
			Finalized	%	Under Monitoring	%
1	Financial Services Authority	456	435	95.4%	21	4.6%
2	Audit Board of the Republic of Indonesia	256	229	89.5%	27	10.5%
3	Bank Indonesia	85	85	100%	0	0%
4	Public Accountant Firm Ernst & Young	281	268	95.4%	13	4.6%
Total		1,078	1,017	94.3%	61	5.7%

PUBLIC ACCOUNTANT

The Financial Services Authority Regulation No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports stipulates that banks are required to include the name of the Public Accountant Firm that audits the annual financial statements with the name of the Public Accountant responsible for the auditing (partner in charge) including the provided opinions.

APPOINTMENT PROCEDURES OF EXTERNAL AUDITOR

The procurement procedures for the Public Accountant Firm are as follows:

1. The procurement process of Public Accountant Firm audit services is carried out by the Technical Team, HPS Preparation Team, and Procurement Team.
2. The Audit Committee is in charge of the Technical Team Coordinator, HPS Preparation Team, and Procurement Team, and is responsible for reporting all Public Accountant Firm audit service procurement activities to the Board of Commissioners.
3. The procurement method of Public Accountant Firm audit services is undertaken by Direct Selection Method based on the requirements and procedures for the procurement of goods and services that apply at BRI.

Public Accountant Firm, Public Accountant and Audit Services Fees

Accountant Name and Address



Name of Accountant Firm:

Drs. Hari Purwantono (Public Accountant Registration No. AP.0684)/
Christophorus Alvin Kossim (Public Accountant Registration No. AP.1681)

Office Address:

Indonesian Stock Exchange Building Tower 2, 7 Floor
Jl. Jend. Sudirman Kav. 52-53
Jakarta 12190
Telp. (62-21) 5289 5000
Fax. (62-21) 5289 4100

Public Accountant

Name of Public Accountant Firm and Address

**Public Accountant Firm Name:**

Purwantonono, Sungkoro & Surja (Ernst & Young)

Public Accountant Firm Address:

Indonesian Stock Exchange Building Tower 2, 7 Floor

Jl. Jend. Sudirman Kav. 52-53

Jakarta 12190

Telp. (62-21) 5289 5000

Fax. (62-21) 5289 4100

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Public Accountant Firms, Name of Accountants and Fees for the Last 5 Years

Year	Public Accountant Firms	Accountants	Fees
2016	Purwantonono, Sungkoro & Surja	Sinarta	6,950,000,000,-
2017	Purwantonono, Sungkoro & Surja	Danil Setiadi Handaja, CPA	7,300,000,000,-
2018	Purwantonono, Sungkoro & Surja	Danil Setiadi Handaja, CPA	8,200,000,000,-
2019	Purwantonono, Sungkoro & Surja	Danil Setiadi Handaja, CPA	10,700,000,000,-
2020	Purwantonono, Sungkoro & Surja	Christophorus Alvin Kossim	15,523,800,000,-

Other Services Fees

Other audit services used are a review of the consolidated financial statements of PT Bank Rakyat Indonesia (Persero) Tbk and its subsidiaries as at 30 June 2020 amounting to Rp8,330,000,000 (eight billion three hundred and thirty million rupiah) and an audit of the consolidated financial statements PT Bank Rakyat Indonesia (Persero) Tbk and its subsidiaries as at 30 September 2020 amounting to Rp13,100,000,000 (thirteen billion one hundred million rupiah).

Opinion on audit Results of Financial Statements

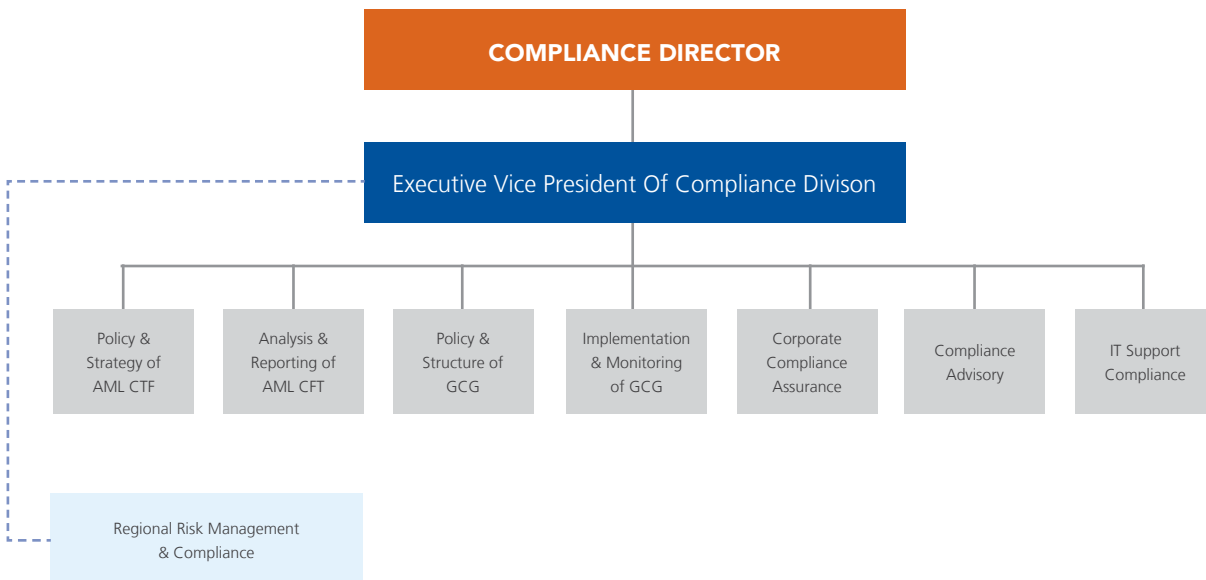
Opinions on the auditing results of BRI financial statements for the past 5 years are as follows:

Year	Opinion on Audit Results of Financial Statements
2016	The Consolidated Financial Statements present fairly, in accordance with Financial Accounting Standards in Indonesia
2017	The Consolidated Financial Statements present fairly, in accordance with Financial Accounting Standards in Indonesia
2018	The Consolidated Financial Statements present fairly, in accordance with Financial Accounting Standards in Indonesia
2019	The Consolidated Financial Statements present fairly, in accordance with Financial Accounting Standards in Indonesia
2020	The Consolidated Financial Statements present fairly, in accordance with Financial Accounting Standards in Indonesia

COMPLIANCE FUNCTION

BRI has always been consistent in carrying out its compliance function based on the Financial Services Authority Regulation No. 46/POJK.03/2017 dated 12 July 2017 concerning the Compliance Function of Commercial Banks. The Compliance function at BRI is carried out by the compliance units consisting of the Compliance Director, Head Office Compliance Division as well as the compliance function at the BRI regional office which is under the Risk Management & Compliance Division of the Regional Office as well as the compliance function of the Overseas Unit which is under the coordination line of Head Office Compliance Division. The compliance units are independent and separate from business functions, operational functions and other supporting functions in BRI's business activities.

COMPLIANCE ORGANIZATION STRUCTURE



DUTIES AND RESPONSIBILITIES OF COMPLIANCE DIRECTOR

The Compliance Director is served by R. Wisto Prihadi since 18 February 2020 (pursuant to the GMS appointment), replacing Azizatun Azhimah that served as Compliance Director since 2 September 2019.

The duties and responsibilities of BRI Compliance Director in carrying out the Compliance Function refer to the POJK No. 46/POJK.03/2017 dated 12 July 2017 on the Implementation of Compliance Function of Commercial Banks, which are:

Compliance Function

1. Formulate a strategy to encourage the creation of a Compliance Culture;
2. Propose the compliance policies or compliance principles that will be determined by BRI Board of Directors;
3. Establish the compliance systems and procedures used to develop BRI's 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 Financial Services Authority rules and laws and regulations;
5. Minimizing Compliance Risk faced by BRI;
6. Take preventive measures so that the policies and/or decisions taken by the BRI Board of Directors do not deviate from the Financial Services Authority rules and laws and regulations;
7. Perform other duties related to the Compliance Function.

INDEPENDENCY OF COMPLIANCE

DIRECTOR

The independency of the Compliance Director shall meet the independence requirements with reference to POJK No. 46/POJK.03/2017 dated 12 July 2017 as follows:

1. No multiple positions and affiliations.
2. Has no financial relationship, management relationship, share ownership, and/or family relationship with members of the Board of Commissioners, Board of Directors, and controlling shareholder.
3. The Compliance Director does not oversee the functions of:
 - 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 & services.
 - f. Technology and information.
 - g. Internal Audit.
 - h. Logistik dan pengadaan barang & jasa.
 - i. Teknologi dan informasi.
 - j. Audit intern.

COMPLIANCE UNIT

The Compliance Unit is independent and separate from business, operational and other supporting function in BRI's business activities. The compliance unit shall be free from influence or pressure from other work units, free from conflict of interest, acting professionally and objectively.

DUTIES AND RESPONSIBILITIES OF COMPLIANCE UNIT

The duties and responsibilities of the BRI Compliance Division are as follows:

1. Developing measures to support the creation of a Compliance Culture in all BRI business activities at every level of the organization.
2. Identifying, measuring, monitoring and controlling the Compliance Risk by referring to the Financial Services Authority Regulation concerning the Implementation of Risk Management for Commercial Banks.
3. Assess and evaluate the effectiveness, adequacy and conformity of policies, regulations, systems and procedures owned by BRI with the laws and regulations.
4. Conducting a review and/or providing recommendation on the update and refinement of policies, regulations, systems and procedures owned by BRI in accordance with the Financial Services Authority rules and laws and regulations.
5. Make efforts to ensure that BRI's policies, rules, systems and procedures and business activities are in accordance with the provisions of the Financial Services Authority rules and/or prevailing laws and regulations.
6. Perform other duties related to the implementation of the Compliance Function, including:

Compliance Function

- a. Ensure BRI's compliance with commitments made by BRI to Bank Indonesia and/or other authorized regulators.
- b. Disseminate information to all BRI personnel regarding matters related to the Compliance Function, especially on the applicable regulations.
- c. Acting as a contact person for the Bank compliance issues for internal and external parties.

PROFILE OF HEAD OF COMPLIANCE DIVISION



RUSLINA HARSONO

Acting Head of BRI Compliance Division

Born in Bangkalan, 6 June 1966. Graduated with a Bachelor of Laws from Brawijaya University.

Professional Experience:

1. Head of Credit Administration Section at BRI Padang Regional Office (2011 - 2012)
2. Section Head of Restructuring and Settlement of Non Performing Loans, BRI Regional Office Palembang (2012 - 2013)
3. Head of Credit Policy Division, BRI Credit Risk Policy Division (2013 - 2017)
4. Division Head of Retail and Medium Credit Risk Policy & Methodology, BRI Credit Risk Policy Division (2017 - 2018)
5. Vice President Compliance Division BRI (2018 - present)

Serves as Acting Head of Compliance Division in 2020

Training:

1. In House Training Internal Control Over Financial Reporting (ICoFR)
2. Education and Risk Management Certification Test Level 3 in 2019
3. Education and Level 1 Compliance Certification Test in 2019

Certification:

1. Level 1, Level 2, and Level 3 Risk Management Certifications
2. Compliance Certification Level 1

COMPLIANCE CHARTER

To ensure the performance of compliance function and compliance unit, BRI has in place the Compliance Charter. The scope of Compliance Charter is as follows:

Compliance Function

1. Bank Compliance Function and General Rules regarding the Compliance Unit, including the Compliance Unit Independence, Authority and Composition.
2. Duties and Responsibilities of the Board of Commissioners, Board of Directors, Compliance Director and Compliance Division.
3. The Compliance Function Reporting.

EDUCATION/COMPETENCY DEVELOPMENT

Throughout 2020, employees of the compliance unit regularly attend the educational programs for competencies development, including:

1. Trainings, short courses, seminars and/or workshops in supporting the compliance function implementation of duties.
2. Virtual trainings for the Regional Offices' compliance function.
3. Compliance certification held by the Banking Professional Certification Institute (LSPP).

COMPLIANCE CERTIFICATION

During 2020, 18 Compliance Functions of BRI have participated in the Compliance Certification to improve the competency of the new compliance function unit.

COMPLIANCE FUNCTION WORK PROGRAM IMPLEMENTATION IN 2020

1. Implementation of ISO 37001: 2016 Anti-Bribery Management System
BRI telah mendapatkan sertifikat ISO 37001:2016 Sistem Manajemen Anti Penyuapan untuk ruang lingkup BRI has obtained the ISO 37001:2016 Anti-Bribery Management System certificate for the scope of the procurement of goods & services at the BRI Head Office.
2. Compliance Culture Effectiveness Assessment
The Compliance Directorate has a parameter measuring the effectiveness of the implementation of a compliance culture for work units that is carried out twice a year. This assessment provides an overview for management to determine the level of compliance of each work unit which can be considered in assessing the KPIs of each work unit.
3. Strengthening the Anti-Money Laundering (APU) and Prevention of Terrorism Financing (PPT) Programs
To anticipate the increasing complexity of products, financial services and marketing patterns (multichannel marketing) as well as banking technology, Bank BRI continues to make continuous improvements to the implementation of the AML CTF program both internally and group wide. Several improvement initiatives that have been taken include:
 - a. Improvement of ML & TF Risk Assessment with a risk-based approach (Risk Based Approach/RBA).
 - b. Refinement of the AML CTF Program Implementation Policy to conform to the Financial Services Authority Regulation No. 23/POJK.01/2019 concerning Amendments to POJK No. 12/POJK.01/2017 concerning the Implementation of the Anti-Money Laundering and Counter Terrorism Funding Program in the Financial Services Sector.
 - c. Optimizing the implementation of the AML CTF program in Regional Offices and Branch Offices by enhancing the roles of Regional Risk Management & Compliance and Branch Risk & Compliance.
4. Increased Awareness
The Compliance Directorate carries out awareness of the implementation of a compliance culture, the implementation of the AML CTF program through the BRI E-College (BRI Electronic Compliance Skill and Knowledge) program and e-learning.

Compliance Function

5. Digitalization of Business Processes
Simplifying business processes to support business efficiency and development through system development, which includes:
 - a. Development of Integrated Anti Money Laundering & Counter Terrorism Funding (AML & CTF) Data Base
 - b. Development of the Go AML reporting system.

COMPLIANCE RISK MANAGEMENT

The management of compliance risk includes:

1. Review and update the internal bank policies in order to synchronize with the applicable regulatory.
2. Identification of compliance risk with the policies and decrees of the Board of Directors is not deviated from the prevailing OJK/regulator/laws and regulations through prudential principle testing.
3. Risk measurement and monitoring based on the Incident Management data on the violations of rules.
4. Monitoring and follow-up of Bank compliance on the commitments to the regulators and/or other regulators in charge.

IMPLEMENTATION OF OTHER COMPLIANCE ACTIVITIES

Prudential Principles Test Implementation

To prevent deviations from the prudential rules in both the credit and non-credit, the BRI Compliance Director has tested the Prudential Principle on the Policy, Decisions and Agreements Plans with the third parties determined by the Board of Directors.

Test Results Follow-Up Monitoring

A follow up of the Prudential Principles Testing activities is carried out to ensure no deviations in the follow-up of policy plans and/or decisions that have been stated to comply with the compliance principle.

Compliance Aspect Response

The Compliance Division submits responses/opinions on the compliance aspects to the relevant work units. The response to compliance aspects can be provided in the event that there is a policy plan/decision of the Board of Directors, a plan to change the operational mechanism, a plan to issue new products and/or activities and other matters that have issues related to the compliance risk.

External Policies Resume

Both the resume and the continuation of external policies are carried out on new policies and policy changes determined by the external regulators. This activity is carried out as part of policy socialization so that the intended external policy can be immediately used as a reference by the relevant work units in their field of work.

External Policies Impact Analysis

Conducted to determine the influence of external rules applicable to BRI's current internal policies while ensuring that BRI's current internal policies are in accordance with external regulations.

New Products and/or Activities Reporting.

New products and/or activities reporting to the regulators (ie the Financial Services Authority and Bank Indonesia) to obtain a one door regulatory approval through the Compliance Division.

Commitment Monitoring

Monitoring of BRI's commitment to regulators/other authorized regulatory authorities. The Compliance Division monitors the fulfilment of all commitments from the work unit according to a predetermined time limit.

ANTI MONEY LAUNDERING & COUNTER TERRORISM FINANCING PROGRAM

The current national, regional and global dynamics and the increasingly complex products, activities and financial services including marketing (multichannel marketing) and information technology, has led to the increase of Anti Money Laundering (AML) and Counter Terrorism Financing (CTF) risk encountered by the Company. In response to these conditions and in accordance with the laws and regulatory, the Company undertakes the adequate AML and CTF Program.

LEGAL REFERENCES

External Stipulations

1. Republic of Indonesia Law No.8 of 2010 dated 22 October 2010 concerning the Prevention and Eradication of Money Laundering Crime.
2. Republic of Indonesia Law No. 9 of 2013 dated 13 March 2013 on the Prevention and Eradication of Criminal Acts of Terrorism Financing.
3. POJK No. 12/POJK.01/2017 dated 21 March 2017 on the Implementation of Anti-Money Laundering and Counter Terrorism Financing Program in the Financial Services Sector.
4. POJK No. 23/POJK.01/2019 dated 18 September 2019 on the Amendment of POJK No. 12/ POJK.01/2017 on the Implementation of Anti- Money Laundering and Counter Terrorism Financing Program in the Financial Services Sector.
5. The Joint Regulation of the Minister of Foreign Affairs of the Republic of Indonesia, the Chief of the Indonesian National Police (Kapolri), the Head of the Financial Transaction Reporting and Analysis Center (Head of PPATK), and Head of the Nuclear Energy Supervisory Agency (Bapeten Head) No. 4 of 2017, No. 1 of 2017, No. 9 of 2017, No. 5 of 2017 dated 16 May 2017 Concerning the Inclusion of Person and Corporate Identity in the Proliferation of Mass Destruction Weapons and the Immediate BlockingFunding List on the People or Corporate Owned Funds Stated In the List.
6. POJK No. 32/ SEOJK.03/2017 dated 22 June 2017 concerning the Implementation of Anti Money Laundering and Counter Terrorism Financing Program in the Banking Sector.
7. SEOJK No. 38/SEOJK.01/2017 dated 18 July 2017 concerning the Guidelines for Immediate Blocking of Customer Funds in the Financial Services Sector whose Identity Is Listed In the Alleged Terrorist and Terrorist Organization List (DTTOT).
8. Head of Financial Transaction Reporting and Analysis Center (PPATK) Regulation No: PER- 11/1.02/PPATK/09/2012 dated 4 September 2012 regarding the Cash Advance Transactions that are Excluded from the Reporting Obligations.
9. Head of Financial Transaction Reporting and Analysis Center (PPATK) Regulation No. PER- 11/1.02/PPATK/06/2013 dated 26 June 2013 on the Identification of Suspicious Financial Transactions for Providers of Financial Services Jo. Regulation of the Head of Financial Transaction Reporting and Analysis Center (PPATK) No PER-04/1.02/PPATK/03/2014 dated 28 March 2014 on the Identification of Suspicious Financial Transactions for the Financial Services Providers.
10. Head of Financial Transaction Reporting and Analysis Center (PPATK) Regulation No. PER- 12/1.02/PPATK/06/2013 dated 26 June 2013 on the Procedures for the Submission of Financial Transaction Reports of Fund Transfers from and to Abroad for the Financial Services Providers.

Anti Money Laundering & Counter Terrorism Financing Program

11. Head of Financial Transaction Reporting and Analysis Center (PPATK) Regulation No: PER-21/1.02/PPATK/11/2013 dated 29 November 2013 on the Cash Financial Transaction Identification for the Financial Services Providers.
12. Head of Financial Transaction Reporting and Analysis Center (PPATK) Regulation No. PER-02/1.02/PPATK/02/2014 dated 26 February 2014 on the Integrated Services User Information System.
13. Head of the Financial Transaction Reporting and Analysis Center (PPATK) Regulation No. PER-14/1.02/PPATK/11/2014 dated 19 November 2014 on the Imposition of Administrative Sanctions for Reporting Obligations.
14. Head of the Financial Transaction Reporting and Analysis Center (PPATK) Regulation No.PER-02/1.02/PPATK/02/2015 dated 3 February 2015 on the Users Categories that Potentially Performing Money Laundering Crime Acts.
15. Circular of PPATK No. 8 of 2016 dated 7 December 2016 concerning the Integrated Users Information Submission Procedures through an Integrated Services Users Information System Reporting Application (SIPESAT).
4. Technical Guidelines No. JN.03-KPD/01/2019 dated 15 January 2019 on the Applicatio of Risk Based Approach (RBA) AML and CTF.

AML-CTF Unit in Charge

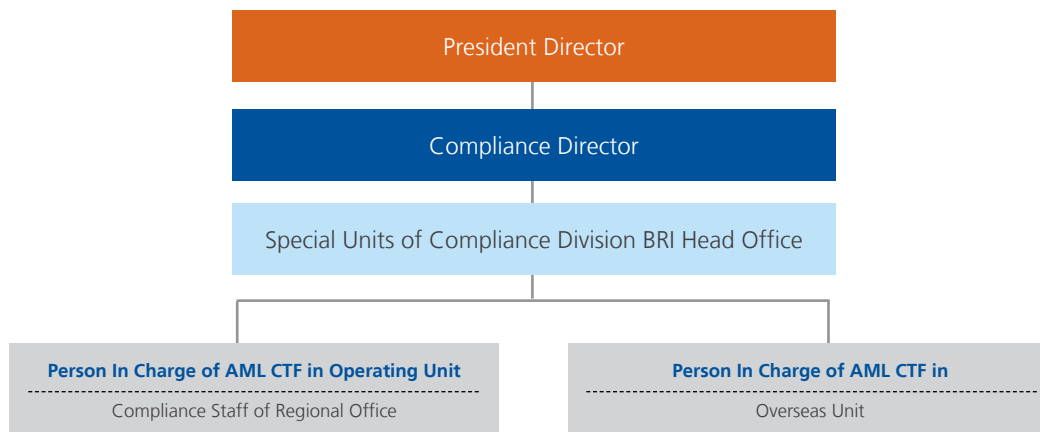
The unit in charge of the AML and CTF Program is held by the Special Unit located at every level of the organization. The Special Unit at BRI Head Office is undertaken by the Compliance Division of BRI Head Office, which is a structural unit within the BRI organizational structure. In performing its duties, the Compliance Division of BRI Head Office reports and is responsible to the BRI Compliance Director. While the person in charge of the AML-CTF Program in the Operating Unit is the Managing Officer of the AML-CTF Operating Unit. In this case is held by the Regional Office Compliance Staff, where the person reports and is responsible to the BRI Head Office Compliance Division.

Internal Stipulations

1. BRI Board of Directors Decree No.PP.01-DIR/ KPT03/2020 dated 30 March 2020 on the Policies and Procedures of the BRI Anti Money Laundering (AML) and Counter Terrorism Financing (CTF) Implementation.
2. Decree No.: BP.13-DIR/ KPD/05/2019 on the Operations Procedures Book (BPO) Customer Due Diligence (CDD)
3. Circular No.: SE.09-DIR/ KPT/02/2019 dated 12 February 2019 on the Assessment of Risk Level of Money Laundering and/ or Terrorism Financing Crime (TPPU/TPPT) Based on the Risk Based Approach of PT Bank Rakyat Indonesia (Persero) Tbk.

Anti Money Laundering & Counter Terrorism Financing Program

AML-CTF ORGANIZATION STRUCTURE



DUTIES AND RESPONSIBILITIES OF AML-CTF UNIT

The Duties and Responsibilities of BRI Head Office Special Unit cq. BRI Compliance Division for the implementation of the AML and CTF Program are as follows:

1. Periodically analyse the risk assessment of Money Laundering criminal offenses and/or criminal acts of Terrorism Financing related to the Customer, country or geographical areas, products, services, transactions or delivery channels;
2. Develop, update, and propose the policies and procedures of the AML and CTF programs implementation that have been prepared to manage and mitigate risks based on risk assessment.
3. Ensure a system that can effectively identify, analyze, monitor and provide reports on the transactions characteristics carried out by the Customer;
4. Ensure that the policies and procedures prepared are in accordance with the changes and developments which include products, services, and technology in the financial services sector, activities and business complexity, transaction volume, and the mode of Money Laundering and/or Terrorism Funding;
5. Ensure that the forms related to the Customer have accommodated the required data in the AML and CTF program;
6. Monitor the Customers' accounts and Customers' transactions;
7. Evaluate the results of monitoring and analysis of Customers' transactions to ensure the presence or absence of Suspicious Financial Transactions (TKM), Cash Financial Transactions (TKT) and/or financial transactions of funds transfer from and to foreign countries (TKL);
8. Administer the monitoring and evaluation results;
9. Coordinate the Customer data and profiles update as well as Customer transaction data and profiles;
10. Monitor securities accounts and the implementation of custodian customer transactions;
11. Administer the results of monitoring and evaluation of securities transactions;
12. Ensure that business activities that are at high risk of money laundering and/or Terrorism Funding criminal acts are effectively identified in accordance with the Bank policies and procedures as well as regulatory;
13. Ensure the existence of a good communication mechanism from each relevant work unit to a special work unit or executive in charge of the AML and CTF program by maintaining the confidentiality of information and paying attention to anti-tipping-off rules;

Anti Money Laundering & Counter Terrorism Financing Program

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> 14. Conduct supervision regarding the the AML and CTF program towards the relevant work units; 15. Ensure the identification of high risk areas related to the implementation of the AML and CTF program by referring to the regulatory and adequate sources of information; 16. Receiving, conducting analysis, and preparing reports on Suspicious Financial Transactions and/or financial transactions carried out in cash delivered by the work unit; 17. Prepare reports on Suspicious Financial Transactions, Cash Financial Transactions, and/or financial transactions of funds transfer from and to foreign countries to be submitted to PPATK; 18. Ensure that all activities in the framework of AML and CTF program are properly implemented; 19. Monitor, analyze and recommend training needs regarding the AML and CTF programs for executives and/or employees of CHD; and 20. Acting as a contact person for the competent authorities | <p>related to the AML and CTF Program (including Bank Indonesia, the Financial Services Authority, PPATK, and Law Enforcement Officials).</p> <p>The Duties Implementation and Responsibilities of Executives In Charge of the AML and CTF Program in the Operating Unit are as follows:</p> <ul style="list-style-type: none"> 1. Monitor the Customer accounts and carry out the Customer transactions in the Operating Units under the supervision of the Regional Offices. 2. Evaluate the results of monitoring and analysis of the Customer transactions to ensure the presence or absence of Suspicious Financial Transactions, and Cash Financial Transactions. 3. Monitor the Customer data and profiles update as well as Customer transaction data and profiles. 4. Ensure the availability of a good communication mechanism from each relevant work unit to a special work unit or executives in charge of the AML and CTF | <p>program by maintaining the confidentiality of information and paying attention to the Anti Tipping Off rules.</p> <ul style="list-style-type: none"> 5. Conduct supervision regarding the AML and CTF program towards operating units under the supervision of the Regional Offices. 6. Receiving, and verifying reports of Suspicious Financial Transactions and/or financial transactions carried out in cash delivered by operating units under the supervision of the Regional Offices. 7. Monitor, analyze, and recommend training needs regarding the AML and CTF program for executives and/or employees of operating units under the supervision of the Regional Offices. 8. Act as a contact person for the competent authorities related to the implementation of the AML and CFT Program (including Bank Indonesia, the Financial Services Authority, PPATK, and Law Enforcement Officials). |
|---|---|--|

AML-CTF SOCIALIZATION

In improving employees' understanding of the implementation of the AML CTF in BRI, the AMLCTF Unit conduct the following socialization:

- 1. Online socialization with Webinar media to BRI employees and subsidiaries from operations to marketing regarding AML CTF materials.
- 2. Self-learning with AML CTF material 2 times with Know Your Customer (KYC).

Anti Money Laundering & Counter Terrorism Financing Program

AML-CTF IMPLEMENTATION IN 2020

The application of AML and CTF Program is based on 5 (five) pillars, as follows::

1. Active supervision of the Board of Directors and Board of Commissioners
 - a. Active supervision by the Board of Directors, as follows:
 - Ensure BRI has the AML and CTF program policies and procedures;
 - Establish policies and procedures regarding the technical application of AML and CTF programs, such as the determination of Customers categorization as Politically Exposed Person (PEP) and prospective Customer groupings, Customers, and/or Walk In Customers (WIC) based on the risk level of money laundering and/or Terrorism Funding;
 - Propose the strategic policies and written procedures for the AML and CTF Program to the Board of Commissioners, such as changes in the organizational structure related to the implementation of the AML and CTF program;
 - Ensure that the implementation of the AML and CTF Program is implemented in accordance with the established written policies and procedures and the development of the AML and CTF Program support systems;
 - Provide recommendations to the President Director regarding the executives who will lead the Special Work Unit or executives in charge for implementing the AML and CTF Program;
 - Establish a Special Work Unit and/or appoint the executives in charge for the AML and CTF Program;
 - Supervise the compliance of work units in implementing the AML and CTF program;
 - Ensure that the written policies and procedures regarding the AML and CTF Program are in line with the changes and development of products, services and technology in the financial services sector and in accordance with the development of the mode of Money Laundering and/or Terrorism Funding;
 - Provide approval and/or delegation of approval to executives of the BRI Head Office Compliance Division for Suspicious Transaction Reports (STR), obligations of other AML and CTF Program reports, and disclosure on customer data regarding the AML and CTF program to regulator;
 - Ensure that all employees, especially employees of the relevant work units and new employees, have been regularly trained in the AML and CTF program. The intended employees are employees who directly or indirectly deal with the Customers and/or WIC, such as frontliners, marketing officers, executives in charge of the AML and CTF program.
 - b. Active supervision by the Board of Commissioners, as follows:
 - Provide approval for the policies and procedures of strategic AML and CTF Programs proposed by the Board of Directors;
 - Supervise the implementation of the Board of Directors' responsibility towards the implementation of the AML and CTF Program; and
 - Ensure that there are discussions related to Money Laundering and/or Terrorism Funding at the Board of Directors and Board of Commissioners meetings. The frequency of discussions is carried out according to BRI's needs and risk assessment.
2. Policies and Procedures of AML and CTF Program Implementation
 - a. Risk management for Money Laundering and/or Terrorism Funding based on a risk based approach related to the Customer, geographical country/area, products,

Anti Money Laundering & Counter Terrorism Financing Program

- services and transactions, and distribution channels;
- b. Customer Due Diligence (CDD) and/or Customer's Advanced Test/Enhanced Due Diligence (EDD) toward prospective Customers, Customers, and Walk In Customers (WIC);
- c. Closing of business relations or transactions rejection;
- d. Maintenance of accurate data related to transactions, administration of CDD processes, and administration of policies and procedures;
- e. Update and monitoring;
- f. Reporting to senior executives, Board of Directors and Board of Commissioners regarding the implementation of policies and procedures of AML and CTF program;
- g. Reporting to PPATK.
- 3. Internal Control
 - a. Availability of adequate internal policies, procedures and monitoring;
 - b. A limit of authority and responsibility of the work unit related to the implementation of AML and CTF; and
 - c. The examination is carried out independently to ensure the effectiveness of AML and CTF program implementation.
- 4. Management Information System (MIS)
 - a. AML and CTF Program Supporting App.
 - b. Risk Based Approach (RBA) Assessment App, to assess risk category of Customer and BRI Operating Units related to AML and CTF.
 - c. AML and CTF system, which is used to identify Suspicious Financial Transactions (TKM), Cash Financial Transactions (TKT), Financial Transactions from and to Foreign Transfers (TKL).
 - d. Data availability app for an Integrated Service User Information System (SIPESAT) reporting.
 - e. Mutation account app that provides counterparty transaction information.
 - f. Profile recording and transaction app of Walk In Customer (WIC).
 - g. Reporting app for Suspicious Transaction Report (STR) and WIC Cash Transaction Report (CTR) online.
 - h. Integrated customer financial data search app.
- 5. Human Resources (HR) and Training Human Resources (HR)

To prevent the use of BRI as a medium or the purpose of money laundering and terrorism funding, BRI is obliged to carry out: Pre-employee screening procedures at the time of recruitment of new employees as part of the implementation of Know Your Employee (KYE).

TRAININGS

1. Training related to the Implementation of AML and CFT Program as a mandatory material in the implementation of education for new employees at BRI.
2. Training can be carried online or offline. Online based training using the e-learning media provided by the authority body such PPATK as well as BRI. In 2020 e-learning Know Your Customer (KYC) and Customer Due Dilligent (CDD) has been carried out..

RISK MANAGEMENT

PERFORMANCE HIGHLIGHTS OF THE RISK MANAGEMENT DIRECTORATE

BRI proactively and prudently manages risk in every business and operational pillar to achieve the company's vision of "The Most Valuable Bank in South East Asia and Home to The Best Talent". In managing the business and banking operations as stated in the BRI Strategic Framework, a risk management with "best in class" capability is required as one of the enabler pillars of achieving BRI's aspirations. To that end, a BRI Risk Management Framework has been prepared with the aspiration of "Managing Risk for Sustainable Business, Operational Excellent, and Banking Resilience". Risk Management is present in every line of business and banking operations including IT & digital for all banking risks and financial conglomerates, hence identification, assessment, control and monitoring can be carried out comprehensively and well managed.

Look Around: "What did we do in 2020?"

The Covid-19 pandemic which infected the whole world provided extraordinary experiences for the entire industry as well as the financial and banking sectors. It takes the right strategy in responding to the opportunities and risks that arise in order to be able to sustain the business and continue to grow in a sustainable manner. In providing banking services and products, companies are required to pay attention to applicable health, safety and security principles.

The limitations of physical social interaction have resulted in a shift in people's behavior to become digital minded. The growth of digital banking transactions marks a shift in this behavior, hence in managing operational and digital risks, BRI has specifically established the Digital and Operational Risk Division. On the other hand, the decline in people's purchasing power and demand shock due to the Covid-19 increased the potential for credit risk, especially the MSME segment. A good and measurable strategy and

risk management of BRI's credit portfolio is needed to help customers affected by the covid to survive and quickly recover.

Despite the decline in business in many sectors, there is still positive potential/trend for certain sectors. Thereby, BRI's strategy in loan growth is to continue to grow in a healthy and selective manner by taking into account the leading sectors, debtor bona fides and supply chain. To this end, from 2018 BRI has compiled a Loan Portfolio Guideline as a guide in developing the business prudently.

Uncertain market conditions and tend to be volatile impacted in yield enhancement and increase potential losses on trading assets. With this in mind, a Market, Portfolio & Enterprise Risk division has been established to strengthen the transaction monitoring function in the middle office and forward looking of market & liquidity including outlook, stress testing and forecasting.

Furthermore, as an effort to rescuing BRI debtors in the midst of this situation, BRI has conducted a mapping of debtors affected by the covid, established criteria for debtors affected by the covid and its restructuring scheme, and carried out massive loan restructuring even though this could result in contractions from the income side. However, BRI remains committed to achieving the target in 2020 and together with BRILiaN, stakeholders, customers, and the entire community to overcome this crisis.

BRI realizes that it is necessary to strengthen and provide assistance in regional offices in risk management, particularly during this pandemic, to that end, a Regional Risk Management (RRM) function has been established in all BRI areas, which is responsible for all work unit risk management processes regionally.

Risk Management

Look Around: What have been we achieved in 2020?

Due to various conditions and through its efforts, BRI was able to survive in the midst of the Covid-19 pandemic with a solid financial performance, namely maintained NPL at the level of 2.99% (gross), recovery of income reaching Rp7.42 trillion or remained a positive growth of 2.46%, the Bank's risk profile is maintained at the "low to moderate" level, the implementation of integrated risk management is at Composite Rating 2 (two), and the Bank's soundness level is "healthy". These various achievements represent BRI's success in implementing proactive and prudent risk management in accordance with BRI's risk management aspirations, namely Managing Risk for Sustainable Business, Operational Excellent, and Banking Resilience.

Look Ahead: More Challenges in 2021 and what Risk Management are going to do?

With BRI's various achievements in 2020 and armed with experience in implementing good risk management in 2020, what BRI has done in reviving MSMEs can ultimately turn difficulties into will-power. The same challenges will still be faced by the banking industry in 2021. These challenges range from the existing Covid pandemic, limited space for loan growth, high credit restructuring portfolios, the speed of digital transaction growth that increases digital risk profile, market volatility, and an integrated risk management with subsidiaries.

Going forward, BRI risk management will remain proactive and prudent with the involvement of risk management in every line of business and operations hence it can support the sustainable growth through asset quality specific business and specific risk management, as well as business balancing and risk policy. BRI risk management will also continue to develop through capacity building at all levels of risk management and increase risk awareness of all BRILiaN employees.

Technology development to manage risk is also carried out to accelerate the identification, assessment, control and monitoring processes. Moreover, BRI also has a strong commitment to the implementation of sustainable finance to increase banking resilience and competitiveness hence it can sustainably grow and develop with improved risk management capabilities and environmentally friendly products/services innovation; Apart from that, banking should also be more pro-growth, pro-jobs, pro-poor, and pro-environment.

As the largest banking company and located across Indonesia, BRI has implemented Enterprise Risk Management throughout the company, including its subsidiaries, both in the banking and non-banking sectors. BRI as the Main Entity realizes that business continuity is also affected by risk exposure that may arise, either directly or indirectly, from the Subsidiary's business activities. In this regard, BRI has implemented a consolidated/integrated risk management system with its Subsidiaries, including Subsidiaries operating outside the territory of Indonesia, while still complying with risk management principles, taking into account the business characteristics of each Subsidiary and adjusting the jurisdiction of the authorities. local supervisor. BRI continues to build Integrated Risk Management by improving accountability in integrated risk management starting from policies, procedures, thresholds setting (Risk Appetite Statements, Risk Profiles and Key Risk Indicators in subsidiaries) and conducting a regular Risk Management Forum for the parent entity and its subsidiaries. The subsidiaries of BRI are Bank BRI Syariah, Bank BRI Agro, BRI Finance, BRI Danareksa Sekuritas, BRI Life, BRI Ventures, BRI Insurance, and BRI Remittance.

Risk Management

Risk management plays a role in protecting capital and optimizing returns to risk. The wide scale of operations and ever-increasing business volume have forced BRI to implement an integrated risk management pattern to identify, measure, monitor and control all risk exposures.

BRI develops its business through continuous product and service innovation and is supported by digital technology and a reliable network supported by

satellites to optimize banking services to remote areas of the country.

BRI consistently implements a Risk Management process in every process of business and operational activities that makes BRI a healthy bank and continue to grow sustainably.

LEGAL REFERENCES

1. POJK No. 17/POJK.03/2014 dated 19 November 2014 on Integrated Risk Management Practices for Financial Conglomerate.
2. SEOJK No. 14/SEOJK.03/2015 dated 25 May 2015 on Integrated Risk Management Practices for Financial Conglomerate.
3. POJK No. 18/POJK.03/2016 dated 22 March 2016 on Risk Management Practices for Commercial Banks.
4. POJK No. 34/POJK.03/2016 dated 1 September 2016 on Risk Management Practices for Commercial Banks.
5. Decree Nokep: 72 DIR/DMR/12/2016 dated 29 December 2016 on Risk Management General Policy of PT Bank Rakyat Indonesia (Persero) Tbk.
6. Decree No. PP.04-DIR/EMP/06/2019 dated 13 June 2019 on the Bank Rating Assessment Guidelines of PT Bank Rakyat Indonesia (Persero) Tbk.

DETERMINATION AND PROCEDURES OF RISK MANAGEMENT POLICIES

1. BRI Risk Management General Policy (KUMR) is the highest rule in the implementation of risk management in all individual or integrated business activities of BRI (BOD Decree No: S.72DIR/DMR/12/2016 regarding Risk Management General Policy of PT Bank Rakyat Indonesia (Persero) Tbk), and has been evaluated in 2019 according to Evaluation Letter of KUMR No B.1598-DIR/EMP/10/2019, dated 31 October 2019.
2. Risk Management Implementation Guidelines
 - a. Operational Risk Management Implementation Guidelines.
 - b. Credit Risk Management Implementation Guidelines.
 - c. Market Risk Management Implementation Guidelines.
 - d. Liquidity Risk Management Implementation Guidelines.
 - e. Enterprise Risk Management Guidelines

Risk Management

RISK MANAGEMENT SYSTEM

Risk Management Principles and Implementation

Pillar 1 Active supervision of the Board of Commissioners and Board Directors **Board of Commissioners Oversight**

The Board of Commissioners established the Risk Management Oversight Committee as set forth in the RMO Charter. The committee's duties are among others:

1. Periodically evaluate and analyze the adequacy of risk management policies.
2. Evaluate and analyze the risk profile report on a quarterly basis.
3. To supervise and evaluate the implementation of the Risk Management Committee and Risk Management Unit.

In relation thereto, the Risk Management Oversight Committee periodically holds meetings and provide recommendation for improvements submitted in the minutes. The meeting discussion on the risk profile and implementation of risk management has been conducted 4 (four) times on 21 January 2020, 5 May 2020, 28 July 2020 and 3 November 2020.

Board of Directors Oversight

1. Risk Management Committee meeting shall be conducted quarterly and has been implemented during 2020 as follows:
 - a. RMC I dated 18 March 2020
 - b. RMC II dated 11 June 2020
 - c. RMC III dated 13 August 2020
 - d. RMC IV dated 4 November 2020
 - e. RMCT I dated 6 May 2020
 - f. RMCT II dated 29 December 2020
2. The ALCO Forum related with macroeconomic discussion as well as the condition and achievement of assets and liabilities held at least once a month or 12 times during 2020
 - a. ALCO I dated 20 January 2020
 - b. ALCO II dated 21 February 2020
 - c. ALCO III dated 20 March 2020
 - d. ALCO IV dated 16 April 2020
 - e. ALCO V dated 15 May 2020
 - f. ALCO VI dated 18 June 2020
 - g. ALCO VII dated 16 July 2020
 - h. ALCO VIII dated 13 August 2020

- i. ALCO IX dated 16 September 2020
- j. ALCO X dated 14 October 2020
- k. ALCO XI dated 12 November 2020
- l. ALCO XII dated 10 December 2020

3. Business Performance Review (BPR) monitoring and evaluation activities on the achievement of BRI national performance, performance of all business units (Regional Offices and KCK and all Business Divisions of Head Office) and strategic work programs were held once a month to achieve performance of the Board of Directors, SEVPs, Regional Heads, Inspectors, Division Heads and Desk Heads. BPR implementation during 2020 is as follows:
 - a. BPR I dated 18 March 2020
 - b. BPR II dated 15 April 2020
 - c. BPR III dated 13 May 2020
 - d. BPR IV dated 16 June 2020
 - e. BPR V dated 15 July 2020
 - f. BPR VI dated 14 August 2020
 - g. BPR VII dated 15 September 2020
 - h. BPR VIII dated 15 October 2020
 - i. BPR IX dated 11 November 2020
 - j. BPR IX dated 8 December 2020

Pillar 2 adequacy of policy, procedures and thresholds Determination

The formulation of Adequacy of Policy, Procedures and Thresholds Determination is available and in line with the overall objectives of the bank's strategy and business as stipulated in Circular No. 39 -Dir/EMP/07/2020 on the Bank Rating Assessment Procedures of PT.Bank Rakyat Indonesia (Persero) Tbk.

Pillar 3 Adequacy of Risk Management Information System

Risk Management Reporting

1. Risk Management Reporting to certain parties should at least consider the following matters:
 - a. The frequency of report submission is tailored to the needs of the interested parties so as to provide sufficient information for decision makers.

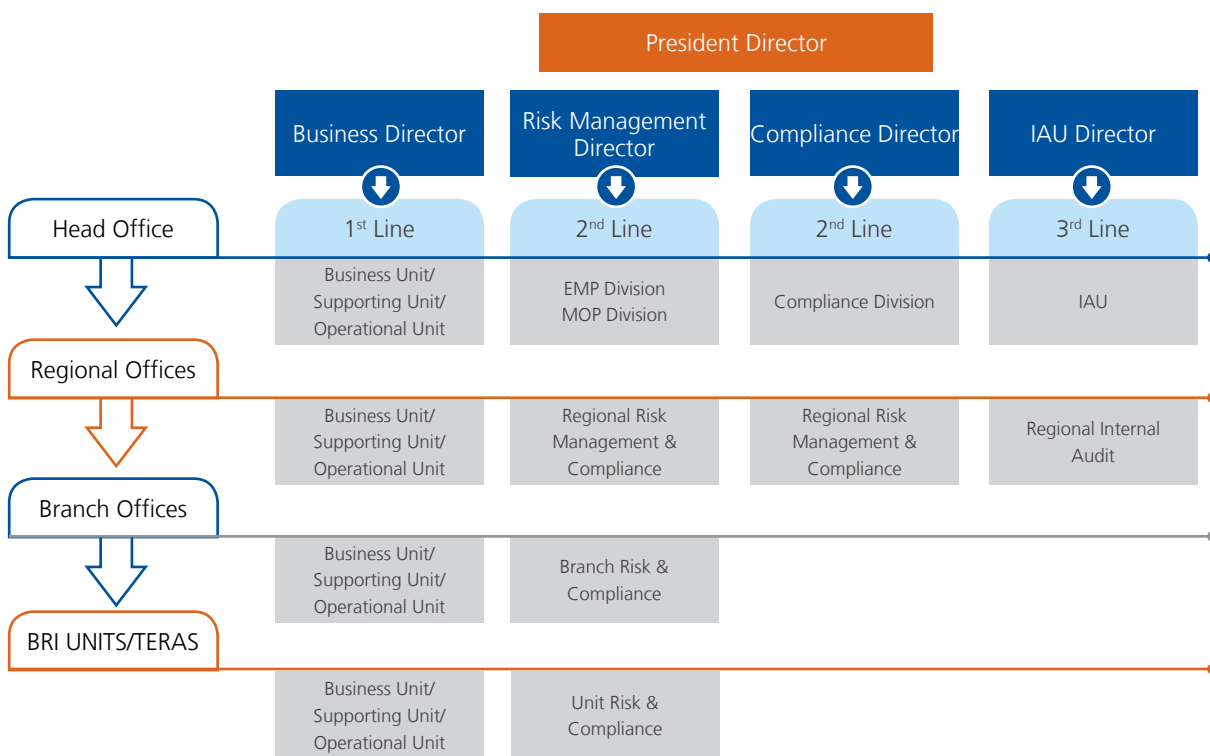
Risk Management

- b. The report contains information on total risk exposure, monitoring of material risks, limit setting, compliance with policies and procedures, business performance achievement and implementation of risk management.
- 2. Risk Data Management
Risk data management is the management of data risk being used to ensure the level of availability, accuracy and timeliness of distribution of risk management information/report and interested parties to Risk management report.

Information Systems include: BRINETS, Cognos, BRISIM, Dashboard Loan Portfolio Guideline (LPG), BRIOPRA, Dashboard of Liquidity Risk Profile, Dashboard of Market Risk Profile and Dashboard of Risk Profile Per Regional Offices, Early Warning Indicator, and Dashboard of Employee Risk Profile.

Pillar 4 Internal Control System

BRI internal control system is implemented with Three Line of Defense concept, with the following details:



INFORMATION SYSTEM IMPLEMENTATION EFFECTIVENESS

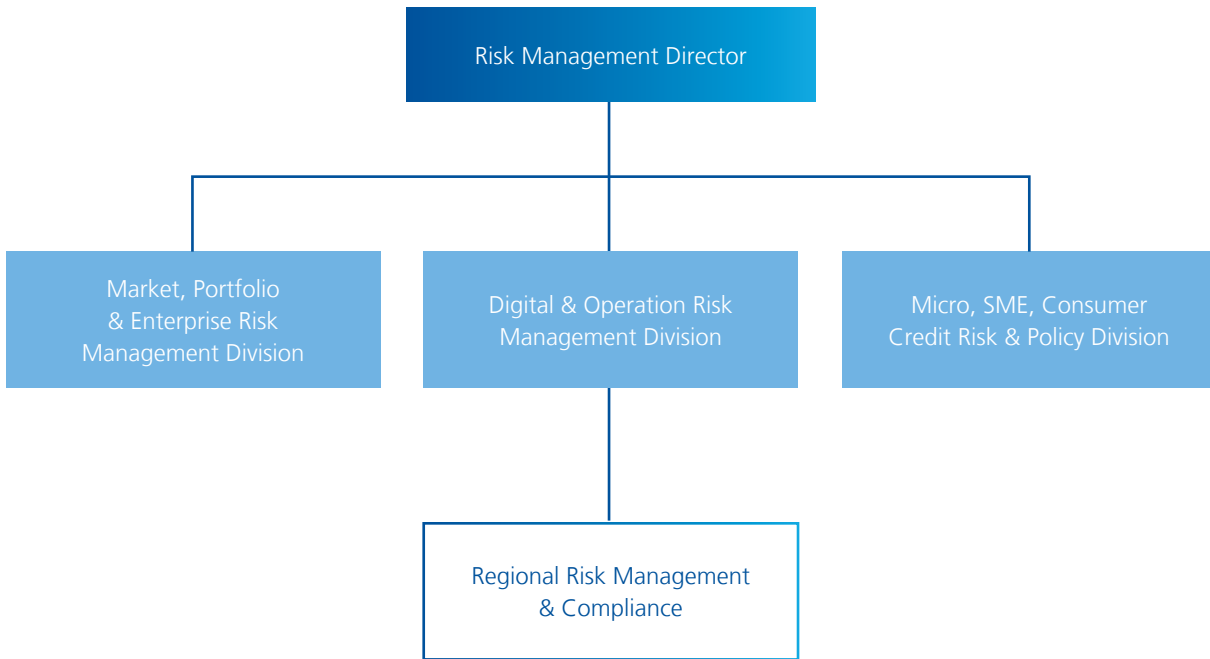
The overview regarding the effectiveness of Information System Implementation includes:

1. The availability of accurate, complete, informative, timely and reliable information to be utilized by the Board of Commissioners, Board of Directors and related working units in the implementation of Risk Management to assess, monitor and mitigate overall as well as each type of risk as encountered by BRI.
2. The effectiveness of Risk Management implementation includes policies, procedures and risk limits.
3. Availability of information on the outcome (realization) of Risk Management implementation compared to the target set by BRI is in accordance with the risk management implementation policy and strategy.

Risk Management

RISK MANAGEMENT ORGANIZATIONAL STRUCTURE

In 2020, the structure of Risk Management function is under the Director of Risk Management as per following details:



*MOP's Organizational Structure has changed to Digital & Operation Risk Management Division consisting of Operational Risk Management Department, Digital Risk Management Department.

Operational Risk Management consists of the Operational Risk & Methodology Team, Operational Risk Implementation Team, Business Continuity Management & OHS Policy Team.

The Digital Risk Management Department consists of the Digital Strategy & Governance Risk Team, the Digital Application Management & Operation Risk Team, the Digital Infrastructure & Operation Risk Team, the Transaction Banking Risk Team, the Digital Application Management & Operation Risk Team.

PROFILE OF HEAD OF RISK MANAGEMENT FUNCTION



KRISTINA LESTARI N.

Division Head of Enterprise Risk Management & Portfolio

Born in Jakarta 5 March 1965, obtained Bachelor degree from Faculty of Social Economics, Bogor Agricultural University in 1988, and MBA J. Mack Robinson College of Business, Georgia State University, Atlanta, Georgia - USA 1998, as well as a Doctorate Degree of Strategic Management, Padjadjaran University, Bandung, 2017.

Professional Background:

1. Division Deputy Head of BRI Corporate Business
2. Deputy Head of Business, BRI Regional Office Bandung
3. Deputy Head of Business, BRI Regional Office Jakarta 3
4. Deputy Head of Business, BRI Regional Office Jakarta 1
5. Division Head of BRI Banking Transaction
6. Director of Finance, Human Capital and Logistics PT Bringin Gigantara
7. Division Head of BRI Corporate Development and Strategy

Currently serves as Division Head of Enterprise Risk Management & Portfolio and as Integrated Risk Governance Expert.

Trainings:

1. Corporate Credit and Cash Flow Analysis, Euromoney, London UK
2. Valuation, Euromoney, Dubai, United Emirat Arab
3. SIBOS Global Payment, Toronto, Canada
4. Sespibank LPPI Jakarta

Certifications:

1. Level 1, Level 2 and Level 3 Risk Management Certifications from Risk Management Certification Agency and LSPP
2. Level 3 General Banking Certification, LPPI
3. Certified Risk Governance Professional (CRGP)

Risk Management



BENNY IMAM SAFII

Head of Digital & Operations Risk Management Division

Born in Surabaya, 19 July 1966, obtained his Bachelor's degree in Agriculture from Brawijaya University in 1990 and a Master of Management from Gadjah Mada University in 2008.

Professional Background

1. Head of BRI Ampera Unit, Branch Office Jakarta Krekot
2. Marketing and Lending Officer Branch Office BRI Kebumen
3. Head Area of BRI Pamekasan Micro
4. Head of Marketing Division of BRI's Consumer Banking Division
5. Head of Fund Marketing and Services Division of BRI Special Branch Offices
6. Deputy Head of BRI's Fixed Asset Management Division
7. Deputy Inspector of BRI Yogyakarta Inspection Office
8. Deputy Inspector of BRI Jakarta Inspection Office 3
9. Acting Inspector of BRI Padang
10. BRI Medan Inspector
11. BRI Jakarta Inspector 1

Currently, he serves as Head of Digital & Operations Risk Management Division BRI since 16 June 2020.

Trainings:

1. Seminar on Advance Credit Risk Management
2. Training on Increasing Global Insights of Credit Managers/Analysts
3. Leadership: Senior Executive Forum Series VIII
4. Fundamentals of Internal Auditing
5. Education and Certification Test for QIA (Qualified Internal Auditor) Pre Managerial and Managerial Levels
6. Executive Vice President (EVP) Education in 2019 "Becoming A Leader of Leaders: Pathways For Success"
7. Executive Education Program: Value Creation and Growth Through Innovative Corporate Finance
8. Professional Coach Certification Program

Certifications:

1. PCP Intermediate 3 Class 16/2003
2. Pre-Managerial Level Internal Audit Education
3. Managerial Level Internal Audit Education
4. Sespibank Batch 67
5. General Banking Certification
6. Bank Risk Management Competency Certification Level 4

RISK MANAGEMENT FUNCTION DUTIES AND RESPONSIBILITIES

Risk management is carried out in all bank activities by referring to the provisions of management standards set by the regulator. The process of risk management implementation in which includes identification, measurement, monitoring and risk control, is carried out continuously by the three line of defense, namely all risk taking units as first line, compliance and risk management units as the second line and internal audit unit as the third line. The result of the risk profile assessment in the fourth quarter of 2020, the rating of BRI risk profile is at the level of low to moderate, this indicates that the bank is able to maintain the level of risk management along with the development of business and competition of banks in Indonesia.

The duties and responsibilities of the Risk Management function are:

1. Compilation of methodologies for enterprise risk management, operational risk management, market risk management, liquidity risk management, and integrated risk management.
2. Preparation and analysis of risk profiles, bank soundness, capital adequacy, credit risk rating & scoring and credit risk methodology validation.
3. Preparation of Risk Appetite Statement (RAS).
4. Preparation of the Recovery Plan.
5. Compilation and analysis of the guideline portfolio, sustainability finance, risk-based pricing, and stress testing.
6. Compile, improve and implement risk management processes/procedures/methodologies and methodologies (identification, measurement, monitoring and control including data validation, risk management strategies, risk profiles, stress testing, and monitoring risks (market risk, liquidity risk, risk operational and other risks) Business Continuity Management (BCM).
7. Assess the adequacy of risk management for new products and or assets proposed by the work unit.
8. Implementation of Risk Management Committee (RMC) individual and integrated

COMPETENCY DEVELOPMENT & EDUCATION ON RISK MANAGEMENT

The education and competency development program during 2020 is as follows:

1. IHT Special Request BRC: Leadership & Communication
2. Beauty Contest Education Presentation In House Training (IHT) Special Requests for Risk & Compliance Officer (RCO): Leadership and Communication in 2020
3. IHT Special Request Enhancement Electronic - Compliance Skill and Knowledge Upgrade (E-COLLEGE) in 2020
4. BRILIAN Shine with the theme "Agile Leadership For The New Normal"
5. BRILIAN Shine with the theme "Commemoration of the Birthday of Pancasila: Pancasila in the Eyes of Indonesia's Young Generation"
6. BSMR: Risk Management Updates Certification
7. Training of Trainers (Training On Trainers) Level II Risk Management
8. Education Training Of Trainer (TOT) Level 4 Risk Management Certification 2020
9. Education Training Of Trainer (TOT) Level 3 Risk Management Certification 2020
10. Education Special Request TOT Human Capital Policy
11. Education BRILIAN Leader Development Program (BLDP) -1 2020
12. BRILIAN Education Leader Development Program (BLDP) -2 2020
13. Strategic Project Management Training
14. BRILIAN Shine with the theme: You Cannot Lie To Poppy "Reading Facial Expressions and Body Language"
15. BRILIAN Shine with the theme "best practice/principles for strategic measurement in a digital transformation era" for BRI and the BRI Group "
16. Education Special Request for Econometric Modeling of the Treasury Business Division in 2020
17. Internal Control over Financial Reporting (ICoFR) Training
18. General Banking Certification 1
19. Online Seminar "The Finance Forum Is Still Safe to Save Money in a Bank: Minimizing Operational Risk & Reputation Risk"

Risk Management

- 20. Online Seminar “Mitigation of Business Risks Due to the Covid-19 Crisis”
- 21. Training Risk Beyond: Reimagine the Future
- 22. Training Certified Associate in Project Management (CAPM)
- 23. Refreshment of Risk Management Certification “Opportunities and Challenges of Restoring the Bank’s Main Business Portfolio During Indonesia’s Economic Recovery Period to Get Out of the Impact of Covid-19”
- 24. IHT Education Data Analytics Training Program EDM Division
- 25. Education and Certified Fraud Examiner (CFE) Examination
- 26. Introduction to Risk Management and Risk Management Tools.
- 27. Basel Capital Requirement, Covering Operational Credit & Market Risk Capital and Internal Capital Assessment Adequacy Process (ICAAP)
- 28. Aligning Business with Risks and Compliance
- 29. Treasury Risk Management
- 30. Corporate Strategy, Opportunities and Risks - Digital Transformation
- 31. Market Dynamic Derivatives
- 32. Implementing GRC
- 33. Risk Control Self Assessment
- 34. Aligning Business Strategy with Governance, Risk & Compliance
- 35. Attachment for Portfolio Management & Financial Instruments for Banking Book, Money Market & Liquidity BNP Paribas Singapore
- 36. Education Special Request In House Training Internal Control Over Financial Reporting (ICoFR)
- 37. GRI Standard Certified Training Sustainable Report
- 38. ISO 31000 Enterprise Risk Management Implementing
- 39. Opportunity & Risk In Digital Banking

RISK MANAGEMENT CERTIFICATIONS

Implementation of Certifications and Executives that obtained risk management certifications at BRI in 2020 are as follows:

No	Certification Levels	Participants
1	1	409
2	2	205
3	3	31
4	4	18
TOTAL		663

RISK TYPES AND ITS MANAGEMENT

BRI manages 10 risks in the financial conglomerate, namely:

1. CREDIT RISK

This is a risk due to the failure of debtors and/ or counterparties to fulfil obligations to the Bank. Credit risk can be sourced from various bank business activities.

Risk Management Mitigation

Pillar 1 Active Oversight of The Board of Commissioners and Board of Directors

- a. Credit decision process above certain nominal shall be conducted through Credit Committee of the Board of Directors and consultation with the Board of Commissioners

Risk Management

- b. Follow up monitoring by the Board of Commissioners and Directors in the event of exceeded risk thresholds
- c. Quarterly RMC forum to discuss strategic issues related to corporate risk management, particularly credit risk.
- d. Quarterly risk profile report from Risk Management Unit to the Board of Directors.

Pillar 2 Adequacy of Policy, Procedures and Thresholds Determination

- a. Stipulation on Loan Portfolio Guideline (LPG)
- b. Determination of risk thresholds at the corporate levels (risk appetite statement) on NPL, and NPL Coverage
- c. Stipulation on tiered PDWK

Pillar 3 Risk Management Process and Risk Management Information System

- a. Identification of credit risk is conducted by using Credit Risk Rating (CRR) and Credit Risk Scoring (CRS) systems since 2001. The internal Credit Risk Rating/Credit Risk Scoring currently used by BRI is formulated based on empirical/historical data from BRI existing debtors by using statistics methodology. This internal ranking is regularly reviewed for the accuracy of the model and assumptions used to project failures, and assumptions are adjusted in the event of changes in both external (regulator) and internal provisions. In order to overcome the weaknesses that can arise from the use of the internal rating model, validation has been carried out by a work unit that is independent of the work unit that applies the model. The validation or review process of the credit risk measurement model is carried out with the back testing method.
- b. Measurement of credit risk is conducted with an internal model using the standard method by calculating the probability of default and loss given default for each business segment based on a shift in credit collectability. At present, BRI is also in the stage of developing Internal Rating Based Approach (IRBA). In addition, a series of Stress Tests are also conducted to measure the maximum potential for loss in the event of a stress condition. The stress test was carried out based on several hypotheses and assumptions

- including: economic growth, inflation, world oil prices and changes in the Rupiah exchange rate. Another thing that is done is through guidance through the Loan Portfolio Guidelines (LPG), so that the existence of this LPG will make lending more targeted according to the potential of each work unit.
- c. Monitoring of credit risk is conducted through the process of monitoring the loan portfolio which is the responsibility of the credit risk monitoring unit at the head office. Portfolio monitoring is carried out based on credit quality, the economic sector, the use of credit, the geography of the initiating work unit, and so on. Monitoring is also carried out for credit risk limits including: NPL, CL, Loan at Risk composition (LAR), Credit Cost, NPL Coverage Ratio, PH, Recovery Income, and Recovery Rate.
- d. Credit risk control is conducted through:
 - 1). Credit decisions consider aspects of collateral analysis, which must comply with the minimum loan to value or minimum coverage of the loan
 - 2). Collateral valuation becomes more directed through the Collateral Data Management (CODAM) application
 - 3). Credit risk has become more manageable through sustainable finance (Green Banking) which integrates Environmental Social and Governance risks into the economic/business aspects that have been taking place, thereby the financing can take into account the business practices that do not damage the environment, to take into account the social aspect and good governance
 - 4). Procedures for credit quality improvement through restructuring
 - 5). Procedures to minimize credit risk losses through credit settlement and billing optimization
 - 6). Write-off procedures for non performing loans.

Pillar 4 Internal Control System

- a. Four Eyes Principles: segregation of function of credit initiator and decision maker
- b. Segregation of credit initiator work units (business) with credit risk analysis work unit for Corporate segment

Risk Management

- c. Loan Approval System (LAS) app for identification of credit risk through CRR and CRS calculation as well as credit decision that in line with the tiered PDWK.
- d. Determination of Allowance for Impairment Losses automatically based on internal model to calculate the adequacy of allowance of credit risk based on credit portfolio per segment.
- e. Integration between exceeded credit risk thresholds with performance assessment of business work unit and individual.

2. MARKET RISK

Merupakan risiko kerugian pada posisi neraca dan rekening administratif serta transaksi derivatif akibat perubahan secara keseluruhan kondisi pasar. Variabel pasar yang dikelola BRI terdiri dari suku bunga, nilai tukar termasuk transaksi derivatif dan perubahan harga *option*.

Risk Management Mitigation

Pillar 1 Active Oversight of the Board of Commissioners and Directors

- a. Follow up monitoring by the Board of Commissioners and Directors in the event of exceeded risk thresholds.
- b. Quarterly RMOC Meeting
- c. Quarterly RMC forum to discuss strategic issues on market risk management.
- d. Monthly ALCO forum as a form of active oversight
- e. Reporting of Market Risk Profile Dashboard from Risk Management Unit to the Board of Directors.

Pillar 2 Adequacy of Policy, Procedures and Thresholds Determination

- a. Market Risk Management Practices Guidelines Policy (PPMPRP)
- b. Formulation of Market Code of Conduct
- c. Policy, procedures, and thresholds of market risk as stated in the Market Risk Profile Thresholds and Treasury Activities Thresholds (including Overseas Units)
- d. Stipulation of Market Risk Conversion Factor (MRCF)
- e. Policy of Interest Rate Risk in The Banking Book (IRRBB)

- f. Policy on other activities of Treasury Business through Treasury Activities Guidelines, ALM Policy, Circular on Hedging

Pillar 3 Risk Management Process and Risk Management Information System

- a. Identification
 - 1. The calculation of Interest Rate and Exchange Rate Risk uses the standard method for the positions of all BRI financial instruments classified as Trading Book and Banking Book. For instruments classified as Banking Books, BRI has compiled an Interest Rate Risk in The Banking Book (IRRBB) policy that has been adjusted with the regulator.
 - 2. Risk factors taken into account in interest rate risk in the standard method are:
 - a). Specific Risk of each securities or financial instrument issuance, regardless of long position or short position. As such the offset process is not possible unless the position is identical;
 - b). General Market Risk of the entire portfolio, where long positions or short positions in different securities or instruments can be done mutually.
 - 3. The market value of securities used in the calculation of Specific Risk and General Risk is the dirty price, which is the market value of the securities (clean price) plus the present value of the accrued interest. The calculation of the present value of the accrued interest may not be carried out if based on the coupon payment period, the value of the present value does not make a material difference. Exchange Rate Risk calculations are performed on all BRI positions both Trading Book and Banking Book in foreign currencies including gold, with reference to the calculation of the Net Open Position (NOP).
 - 4. Risk Factors taken into account in the interest rate risk in calculating the Interest Rate Risk in The Banking Book (IRRBB), namely:
 - a). Repricing Risk is the risk of loss caused by the time difference between repricing assets and repricing liabilities in the event of changes in interest rates.

Risk Management

- b). Basis Risk
Basis risk is the risk of loss due to the use of a different interest rate index between assets and liabilities.
 - c). Option Risk
Option Risk is the risk that arises from the option features of derivative positions or optional components attached to most assets, liabilities, and administrative account transactions that can change the level and timing of cash flows.
2. Trading book and banking book portfolio valuations are carried out using market price quotes from actively traded instruments (mark to market). The market price reflects actual and routine transactions that are carried out properly. Valuation results based on market value (mark to market) are validated periodically to ensure consistency and fairness of the market prices used. If the market price is not available because the instrument is not actively traded, the valuation of the fair value using the price simulation approach (mark-to-model).
 3. Regularly conduct market risk stress testing or in accordance with market conditions

The scope of portfolio calculated in the Capital Adequacy Ratio (CAR) includes:

- a). Positions held for resale in the short term.
 - b). Positions held for the purpose of obtaining short-term profits from actual and/or potential price movements.
 - c). Positions held for the purpose of maintaining locking in arbitrage profit.
 - d). Derivative instruments related to marketable securities or interest rates include Bond Forward, Bond Option, Interest Rate Swaps, Cross Currency Swaps, Foreign Exchange Forward, Interest Rate Options, and Forward Rate Agreements (FRAs).
 - e). All debt securities with fixed or floating interest rates, and all financial instruments that have similar characteristics, including Negotiable Certificates of Deposits and securities sold by BRI on repurchase terms (Repo/ Securities Lending).
 - f). BRI foreign exchange position in the trading book and banking book which is exposed to exchange rate risk.
- b. Measurement
 1. Market risk measurement is carried out regularly (daily, weekly and monthly) using standardized measurement methods and internal model (VaR) approaches through the application of GUAVA, simulating Economic Value of Equity (EVE) and Net Interest Income (NII) periodically or whenever the changes in market interest rates occurs and managing the maturity profile of securities.
- c. Monitoring and Control
In conducting the market risk management process, the Board of Directors routinely evaluates market risk through the daily Net Open Position report, the Asset & Liability Committee (ALCO) forum, Risk Management Committee (RMC) and market risk exposure reports through the market risk profile dashboard.

Pillar 4 Internal Control System

- a. Segregation of function of front, middle and back office.
The market risk management function consists of front office units (Treasury Business Division), middle office (MOP Division), and back office (Operations Center Division), each of which has the following authority:
 1. Front office staff are authorized to conduct financial instrument transactions and are responsible to monitoring market price movements.
 2. The middle office personnel establishes and monitors market risk limits and regularly ensures market price data used for mark-to-market (MTM).
 3. The back office personnel conducts treasury transaction settlement and daily sets market prices (MTM) at the end of the day. The implementation of delegation of authority is realized through the establishment of tiered transaction limits in accordance with competence and experience.

Risk Management

- b. BRI has implemented a treasury and market risk (GUAVA) application system, which is an integrated system used by the front office, middle office and back office functions. Through this application BRI can measure market risk integrated with the daily transaction process. In addition to monitoring instrument risk exposure, BRI also monitors market risk limits and transaction limits including dealer nominal transaction limits, open position limits, Uncommitted Credit Line (UCL) limits, cut loss limits, stop loss limits and other limits. Monitoring is carried out on a daily basis so as to speed up the provision of up-to-date information that supports decision making by line officials and management in a timely manner, especially for instruments included in the trading classification.
- c. Integration between exceeded market risk thresholds and performance assessment of business units.

3. LIQUIDITY RISK

This is a risk due to the inability to meet obligations that have matured from cash flow funding sources and/or from high quality liquid assets.

Pillar 1 Active Oversight of the Board of Commissioners and Directors

- a. ALCO mini ad-hoc meetings and weekly Board of Directors meetings when the market liquidity or BRI conditions are quite tight.
- b. Follow up monitoring by the Board of Commissioners and Directors in the event of exceeded risk thresholds.
- c. Quarterly RMC forum to discuss strategic issues related to risk management.
- d. Monthly ALCO forum
- e. Reporting of liquidity risk profile monitoring from Risk Management Unit to the Board of Directors.

Pillar 2 Adequacy of Policy, Procedures and Thresholds Determination

- a. Availability of Liquidity Risk Management Practices Guidelines Policy
- b. Availability of liquidity management policy such as ALM Policy, Liquidity Risk Management Circular, Treasury Activities Guidelines and BPO Treasury.
- c. Technical guidelines and determination of Liquidity Coverage Ratio (LCR) threshold parameter
- d. Technical guidelines and determination of Net Stable Funding Ratio (NSFR) threshold parameter
- e. Liquidity Risk Profile Threshold parameter stipulation

Pillar 3 Risk Management Process and Risk Management Information System

- a. Risk identification, measurement and monitoring through a daily liquidity profile dashboard.
- b. Periodic measurement of liquidity risk using cash flow projections, maturity profiles, and liquidity ratios.
- c. Risk control through the liquidity contingency plan protocol and trials periodically.
- d. Stress testing of liquidity risk

Pillar 4 Internal Control System

- a. Daily liquidity position monitoring system through the Liquidity Risk Profile Dashboard
- b. Integration between exceeded market risk thresholds and performance assessment.
- c. Funding Strategy Evaluation and Analysis carried out through the ALCO Forum and liquidity risk studies
- d. Determination of authority of executives in carrying out liquidity management activities

Risk Management

4. OPERATIONAL RISK

Operational Risk occurs due to inadequate or malfunctioning of internal processes, human errors, system failures, or external disruptions that affect the Bank's operations. Operational Risk Events are risk events inherent in every business and operational process performed by the Bank and can trigger Reputation Risk, Legal Risk, Compliance Risk, and other Risks if not properly managed.

Pillar 1 Active Oversight of the Board of Commissioners and Directors

Active supervision by the Board of Commissioners and Board of Directors is carried out through a quarterly Risk Management Committee (RMC) forum that discusses strategic issues related to corporate risk management, to discuss potential risk events, controls effectiveness, follow-up, and risk mitigation. In addition, the Board of Commissioners and the Board of Directors also monitor the follow-up in the event of exceeded risk thresholds.

Pillar 2 Adequacy of Policy, Procedures and Thresholds Determination

The efficient operation of the Bank's business and activities is supported by clear policies and procedures for each of the Bank's products and activities, including the establishment of threshold approvals for transactions given in stages. The Operational Risk Management is guided by the Risk Appetite Statement and Risk thresholds that have been set for each Operational Risk parameter.

Pillar 3 Risk Management Process and Risk Management Information System

The Operational Risk Management is carried out through Risk identification, measurement, monitoring and controlling, as follows:

- a. Identification of Operational Risk is conducted through the determination of risk issues in each functional activity of the Bank carried out by each Work Unit as a Risk Owner.
- b. Measurement of Operational Risk is carried out both on the historical loss of Operational Risk and on the predictive risk going forward.
- c. Monitoring of risk profile is carried out by each Work Unit as the Risk Owner of the Key Risk Indicator and the Risk Monitoring Dashboard in each of the Bank's functional activities that are its responsibilities.
- d. Control of risk is conducted among others through:
 - Determination and monitoring of the Follow-up Plan for each operational risk event
 - Risk Self Assessment of each new product and activity carried out by the Product Owner and Risk Management Adequacy Assessment for each new product and activity carried out by the Risk Management Unit.
 - Business Continuity Management protocol for catastrophic events. The Crisis Management Team (TMK) has the role and responsibility to determine the measures to be taken in disaster conditions. TMK structure is established in all BRI Work Units which include TMK Head Office, TMK Regional Offices, and TMK Branch Offices.

To support the risk management process, BRI has developed an Operational Risk Management Information System through the BRIOPRA application, which include:

- a. Risk & Control Self Assessment (RCSA) A Risk & Control Library on Operational Risk, including to display Predictive Risk Profile of Operational Risk in every Work Unit.
- b. Incidental Management (MI)/ Loss Event Database (LED) A database of operational risk incidents/losses that aims at managing the encountered Operational Risks and its management through documentation and monitoring the Improvement Plan progress. This information system is also a source of data in simulating capital charges for Operational Risk.
- c. Key Risk Indicator (KRI) An Operational Risk Monitoring Dashboard found in each Work Unit that aims for early detection of potential risks.
- d. Risk Management Forum a documentation of the discussion of risk identification, prevention, and mitigation carried out by the Work Unit as a Risk Owner.

Risk Management

- e. Risk Management Maturity Application A tools to carry out Risk Self Assessment to the maturity level so Risk Management Unit.
- f. Dashboard Mobile A Risk Profile Dashboard of Work Unit resulted from the Operational Risk Management practices.

Pillar 4 Internal Control System

BRI Operational Risk Internal Control System is carried out through, among others:

- a. Segregation of the Maker-Checker-Signer function in banking operational activities, where approval of most operational processes has been embedded in the Core Banking, Asset Management and HR MIS systems.
- b. Regular reporting of the Bank's Operational Risk Profile to the Board of Commissioners and Directors.
- c. Regular review of the Operational Risk Management Implementation.

5. COMPLIANCE RISK

This is a risk due to the Bank's incompliance with or ignorant towards the laws and regulations and other prevailing stipulations. The compliance risk management is carried out through consistent internal control system.

Pillar 1 Active Oversight of the Board of Commissioners and Directors

Discussion on compliance risk profile and compliance risk management and its follow up can be found on RMC and RMOC Meetings.

Pillar 2 Adequacy of Policy, Procedures and Thresholds Determination

Policy and procedures of Compliance Risk management, among others:

- a. Compliance Charter
- b. Compliance Function practice toward Policy Plan and/or BRI Decision by the Compliance Director and Compliance Unit of PT Bank Rakyat Indonesia (Persero), Tbk
- c. Compliance Culture Practices at Work Units
- d. Policy and Procedures of AML and CTF
- e. Conflict of Interest Policy
- f. Code of Conduct Policy

- g. Gratuity Control Program Policy
- h. Whistleblowing System Policy
- i. Compliance Division as compliance risk coordinator conduct prudence principles text toward all BRI internal policies set by the Board of Directors
- j. Parameter and legal risk threshold have been set forth and reviewed regularly every year.

Pillar 3 Risk Management Process and Risk Management Information System

- a. Identifying compliance risks through a compliance risk profile report submitted by the Regional Office based on a compilation from the Operating Units to the Compliance Division.
- b. The compliance risk management process is supported by an adequate information system, among others:
- c. Anti Money Laundering application to monitoring suspicious transaction.
- d. The Compliance Testing automation application is used to carry out the testing process and monitoring of test progress
- e. GCG Online app for reporting on commitment, gratuity, code of conduct, conflict of interest and annual disclosure by Work Units.
- f. Establishing Special Units both at Regional Offices and Head Office to coordinate compliance risk management, particularly those related to AML and CFT programs.
- g. Compliance risk management is part of the duties and responsibilities of the Risk Management Function which coordinates the implementation of Risk Management for 8 types of risk including compliance risk.
- h. The human resources appointed to manage compliance risk have adequate competence and obtain education in accordance with the level of position.

Pillar 4 Internal Control System

The independent review by the Internal Audit Unit (IAU) is periodically carried out on the Quality of Compliance Risk Management Implementation. The Compliance Division actively disseminates the impact of new regulations on the Company's business and operations.

Risk Management

6. LEGAL RISK

This is a risk that arises by the weakness of juridical aspects which among others due to lawsuits, and the absence of laws or weaknesses of the agreement such as not fulfilling the contract validity and imperfect binding agreement.

Pillar 1 Active Oversight of the Board of Commissioners and Directors

Active supervision by the Board of Commissioners and Board of Directors is carried out through the implementation of a quarterly Risk Management Committee (RMC) forum for the discussions on material legal cases and legal risk management and follow-up. In addition, the active supervision of the Board of Commissioners is also carried out through RMOG Meetings.

Pillar 2 Adequacy of Policy, Procedures And Thresholds Determination

- a. The Legal Division has prepared Legal Guidelines for dissemination to all Work Units.
- b. The authority to assist BRI legal cases has been regulated by Legal Division of Head Office and Legal Officer in the Regional Office.
- c. Legal risk parameters and thresholds have been set and reviewed regularly every year.

Pillar 3 Risk Management Process and Risk Management Information System

- a. Every transaction process and new products and activities that have potential legal risk are initially reviewed by the Legal Division.
- b. Legal Risk Monitoring of all Operating Units across Indonesia is carried out by Legal Officers in Regional Offices through reporting mechanisms and documentation of legal cases.
- c. Legal Officers in Regional Offices and Head Office will provide legal assistance in accordance with their authority in the event of a legal case in the Operating Units.
- d. The Legal Risk Information System is monitored by the Legal Division and Legal Officers of Regional Offices through the Legal Database Application

Pillar 4 Internal Control System

The Legal Division actively disseminates the crimes mode of operations and its legal handling procedures to minimize legal risk in the Operating Units.

Legal Risk Control is conducted through the following methods:

- a. The Legal Division as the coordinator of Legal Risk at BRI review the changes in laws and regulations to ensure BRI's internal regulations do not deviate from the prevailing laws and regulations.
- b. The Legal Division provides legal advice/ opinions on cooperation agreements between BRI and other parties, to protect BRI's legal interests before the agreement is signed by the authorized BRI official.
- c. Every banking transaction at BRI that includes operations, credit and employment relations has been carried out in accordance with prevailing laws and regulations and supported by adequate legal documents.
- d. The Legal Division cooperates with legal officers (LO) in Regional Offices to monitor legal risks in all BRI Work Units with the reporting mechanism and documentation of legal cases and to disseminate the crimes mode of operations and their legal handling procedures to minimize legal risk.
- e. The legal division compiles legal guidelines such as guidelines for the preparation of agreements and legal manual for both operational and credit fields.
- f. Staff development in the Operating Units of Regional Offices is carried out by enhancing competence in legal risk control at relevant work areas, including the dissemination, discussion of opinions on an incident from the applicable legal side.
- g. Legal officer (LO) at the Regional Office provides legal assistance in accordance with its authority to the Operating Units in the event of a legal case in the Operating Units and coordinates with the Legal Division.
- h. In the event of a case, the Legal Division provides legal assistance in accordance with its authority.

Risk Management

- i. If necessary, the Operating Units can consult with Legal Division on technical legal issues.
- j. In the case of lawsuits that have a very significant potential loss for the Bank and or the lawsuits that can significantly impact BRI's reputation, a contingency plan actions must be taken to reduce legal risk, including through the use of solicitors' services and progress report to the Board of Directors.
- k. As part of legal risk monitoring, the Legal Division coordinates with MOP Division in relation to BRI monthly legal risk profile report to the Board of Directors through the Risk Profile Dashboard.
- l. Regular review of Legal Risk Management practices.

Other efforts were also undertaken to enhance legal risk awareness. The Legal Division has issued a stipulation resume compilation, which include: Credit and Collateral Activities, Operational Activities, Legal Manual and Legal Pocket Book. The compilation can be utilized by the Operating Units to always adhere to the stipulations so as to protect BRI from any legal risks.

7. STRATEGIC RISK

The risks that are caused, among others, by the inappropriate determination and implementation of the Bank's strategy, inappropriate business decision making or the Bank's lack of responsiveness to external changes.

Risk Management Mitigation

Pillar 1 Active Oversight of the Board of Commissioners and Directors

Discussions on strategic planning, monitoring the achievement of targets and strategy evaluation were carried out in a Joint Meeting of the Board of Commissioners with the Board of Directors during the discussion on the Bank Business Plan approval, Work Plan & Budget approval, and quarterly financial performance discussions.

The material for the National Working Meeting which is held annually to support the process of strategy development is also discussed in the Board of Directors' meeting forum. In addition, the Board of Directors' Committees such as ALCO also discuss the performance achievements and efforts to achieve the financial performance.

Pillar 2 Adequacy of Policy, Procedures and Thresholds Determination

The planning, monitoring and evaluation of the Company's strategy is stated in the DUJ and BPO Corporate Development and Strategy Division and the Accounting and Finance Management Division.

Pillar 3 Risk Management Process and Risk Management Information System

- a. Joint Planning session during the Bank Business Plan development to discuss business strategies and work program plans for each Division Work Unit at the Head Office.
- b. The Alignment Workshop for strategic work programs plans between Head Office Work Units to achieve the targets in Work Plan & Budget and the Bank Business Plan.
- c. Performance Management Balanced Scorecard approach, through the determination of Key Performance Indicators (KPI) with the principle of vertical and horizontal synergy.
- d. Monitoring Strategic Initiatives by Project Management Office Work Unit. The Strategic Initiatives are non-routine work programs that are very strategic and critical, which must be carried out to achieve the work units targets.
- e. Formation of the Corporate Plan Team in preparing BRI Corporate Long Term Plan for 2018-2022.
- f. At the Regional Office level, BRI has the Operations, Networks, Services & Performance Management Departments to monitor the achievement of business targets in its working area.

Risk Management

- g. Monitoring and reviewing the achievement of performance targets set in the Corporate Work Plan & Budget, Bank Business Plan and Corporate Long Term Plan are carried out at the corporate level by the Corporate Development and Strategy Division on a regular basis. A review was also carried out on the achievement of work programs (Functional Work Plans) of a Work Unit at the Head Office conducted to achieve the performance targets of the Budget Work Plan.

Pillar 4 Internal Control System

If there is a realization of a Work Unit's work program that is still behind schedule due to the association with other Work Units, an alignment/acceleration of work program will be made to the Work Units for support. The alignment and acceleration of the work program is monitored by the Corporate Development and Strategy Division.

8. REPUTATION RISK

The risks that are caused, among others, due to negative publications related to the Bank's business activities or negative perceptions of the Bank.

Pillar 1 Active Oversight of the Board of Commissioners and Directors

The discussion on reputation risk profile and its managements as well as follow up is done in the RMS and RMOC Meetings.

Pillar 2 Adequacy of Policy, Procedures and Thresholds Determination

To control reputational risk, the Corporate Secretariat Division has been appointed to manage any negative information. The reputation risk management process is contained in the DUJ and BPO Corporate Secretariat Division. Complaint Handling procedures with certain SLAs.

Pillar 3 Risk Management Process and Risk Management Information System

- a. The reputation risk identification activities are carried out periodically by the Corporate Secretariat Division by looking at the negative reports against BRI, the customer complaints in the print and electronic mass media, call centers and company ratings
- b. The reputation risk measurement aims to estimate the level of vulnerability encountered by BRI's reputation. Following the identification process, a measurement of reputation risk will be carried out to assess the reputation risk category by using several parameters in accordance with the limit parameters in the reputation risk profile report.
- c. The risk monitoring is carried out by the Corporate Secretariat Division by periodically monitoring the complaints and negative coverage in the mass media and report it in the reputation risk profile.
- d. The reputation risk monitoring at Regional Offices is carried out by the OJL Section of Service Section of each Regional Office, namely by conducting periodic monitoring of the quality of services in the Branch Office, Sub Branch Office and BRI units, where each year a quarterly report on compilation of handling reports is conducted for customer complaints at LKPBU.
- e. BRI's reputation risk control includes, among others, the availability of Circulars regarding Information Services and Management policies, and the Corporate Secretariat Division carries out risk control by coordinating with relevant Service and Work Units to resolve negative news and customer complaints in accordance with the established SLAs.
- f. The reputation risk parameters and thresholds have been set and reviewed regularly every year.

Pillar 4 Internal Control System

The independent review by the Internal Audit Unit (IAU) is carried out periodically on the Implementation Quality of Reputation Risk Management.

Risk Management

9. INTRA GROUP TRANSACTION RISK

This is a risk due to the direct or indirect dependency of an entity to other entities in a financial conglomerate in order to fulfil the obligations of a written agreement or an unwritten agreement that followed by a fund transfer and/or without a fund transfer.

Risk Management Mitigation

Pillar 1 Active Oversight of the Board of Commissioners and Directors

1. BRI Compliance Director as Director in charge of the Integrated Risk Management function in BRI Financial Conglomerate.
2. BRI Board of Directors established the Integrated Risk Management Committee and has held the Integrated RMC Forum to discuss Intra-Group Risk and Intra-Group Risk Policies in BRI Financial Conglomerate.
3. The Main Entity Board of Commissioners is responsible for the effectiveness of Integrated Risk Management and is responsible for:
 - a. Directing, approving and evaluating the Integrated Risk Management policies.
 - b. Evaluating and providing improvement recommendations on the implementation of Integrated Risk Management periodically.
4. Periodic forum with Subsidiaries has been done by the Integrated Risk Management Unit to discuss Intra Group Risk Profile.

Pillar 2 Adequacy of Policy, Procedures and Thresholds Determination

The following are policies that regulates the Integrated Risk Management:

1. Decree Nokep: DIR 313-DIR/DMR/06/2015 dated 30 June 2015 on the Integrated Risk Management Policy of PT Bank Rakyat Indonesia (Persero) Tbk and Subsidiaries.
2. Decree No. 39 - DIR/EMP/07/2020 on the Risk Based Bank Rating of PT Bank Rakyat Indonesia (Persero) Tbk.
3. Decree of the Risk Management Committee Nokep: 807-DIR/CDS/11/2019 dated 26 November 2019.

Pillar 3 Risk Management Process and Risk Management Information System

1. Quantitative and qualitative integrated Intra-Group Risk Identification conducted by the Integrated Risk Management Unit, which has a significant effect on the condition of BRI Financial Conglomerate.
2. Measurement of Intra-Group Inherent Risk and Quality of Implementation of Intra-Group Risk Management through the Integrated Risk Profile Report.
3. Risk Monitoring and Control through the Subsidiaries Risk Profile Discussion Forum, which is held periodically to discuss Intra-Group Risk Issues and follow-up plans.
4. The intra-group transaction risk management process has been adequate. To control intra-group transaction risk, the Investment Service Division has been appointed as a work unit that manages subsidiaries.

Pillar 4 Internal Control System

1. Effectiveness of Intra-Group Risk Awareness culture at BRI Financial Conglomerates.
2. The independent review on the quality of Intra-Group Risk Management Implementation by Internal Audit Unit is conducted periodically at least once a year.

10. INSURANCE RISK

This is a risk due to the failure of insurance companies to meet the obligations to policyholders as a result of inadequacy of underwriting, determination of pricing, the use of reinsurance, and/or claim handling.

Risk Management Mitigation

Pillar 1 Active Oversight of the Board of Commissioners and Directors

1. BRI Compliance Director as Director in charge of the Integrated Risk Management function in BRI Financial Conglomerate.
2. BRI Board of Directors established the Integrated Risk Management Committee and has held the Integrated RMC Forum to discuss Insurance Risk and its Policy in BRI Financial Conglomerate

Risk Management

3. The Main Entity Board of Commissioners is responsible for the effectiveness of Integrated Risk Management and is responsible for:
 - a. Directing, approving and evaluating the Integrated Risk Management policies.
 - b. Evaluating and providing improvement recommendations on the implementation of Integrated Risk Management periodically.
4. Periodic forum with Subsidiaries has been done by the Integrated Risk Management Unit to discuss Insurance Risk Profile.

Pillar 2 Adequacy of Policy, Procedures and Thresholds Determination

The following are policies that regulates the Integrated Risk Management:

1. Decree No. 39 - DIR/EMP/07/2020 on the Risk Based Bank Rating of PT Bank Rakyat Indonesia (Persero) Tbk.
2. Decree No. 807-DIR/CDS/11/2019 on the Risk Management Committee (RMC).

Pillar 3 Risk Management Process and Risk Management Information System

1. Quantitative and qualitative integrated Insurance Risk Identification conducted by the Integrated Risk Management Unit, which has a significant effect on the condition of BRI Financial Conglomerate.
2. Measurement of Insurance Inherent Risk and Quality of Implementation of Insurance Risk Management through the Integrated Risk Profile Report.
3. Risk Monitoring and Control through the Subsidiaries Risk Profile Discussion Forum, which is held periodically to discuss Insurance Risk Issues and follow-up plans.

Pillar 4 Internal control System

1. Effectiveness of Insurance Risk Awareness culture at BRI Financial Conglomerates.
2. The independent review on the quality of Insurance Risk Management Implementation by Internal Audit Unit is conducted periodically at least once a year.

TARGET AND IMPLEMENTATION OF RISK MANAGEMENT FUNCTION IN 2020

Risk Work Program Activities

1. Preparation of Risk Appetite Statement (RAS)
In the preparation of Risk Management policy and strategy, BRI Board of Directors provides clear direction on the level of Risk Appetite, Risk Tolerance and Risk thresholds to effectively carry out risk control. The determination of risk tolerance and risk threshold is carried out by taking into account the level of risk appetite and BRI overall strategy.

Risk Appetite is defined by quantitative, qualitative, and zero tolerance statement related to BRI business goals and objectives. Risk Appetite is reviewed annually or at any time by taking into account the changes in BRI's business plan and objectives and the changes in business environment conditions.

Determination of Risk Appetite is used as an objective guide in making strategic decisions related

to Risk management, as a tool for the Management in implementing good business governance and as a guide from the Management to Work Units regarding the types and amounts of risks that can be accepted and managed.

2. Preparation of Recovery Plan
As one of the banks that has been designated as a Domestic-Systemically Important Banks (D-SIB or Systemic Bank) in Indonesia, BRI has an obligation to prepare an Action Plan document regulated in POJK No. 14/POJK.03/2017 concerning the Action Plan.

The Action Plan contains various mechanisms that expected to prevent, restore, and/or improve BRI financial condition as a result of the financial crisis or other financial market disruptions that may jeopardize the business continuity of Systemic Banks.

Risk Management

In the Bank overview, BRI has conducted a materiality and rating analysis for its business lines, office networks and subsidiaries. The analysis was carried out using a materiality scorecard based on specified quantitative and qualitative indicators. The rating is conducted based on business lines, subsidiaries ratings and office networks. For external business relations, BRI conducts analysis based on the aspects of (1) Intra-financial system assets, (2) Intra-financial system liabilities, and (3) securities outstanding as well as 10 (Ten) significant counterparts (Obligors, Deposits, Treasury Counterparties) according to current common practices. For the analysis of impact of systemic changes scenarios, BRI conducts Stress Testing activities which are divided into 2 (two) scenarios namely Idiosyncratic and Market-wide scenarios. On Idiosyncratic scenario, BRI develops scenarios related to concentrations in the obligor and the existing industry. On Market-wide, BRI applies Regulatory Stress Testing Financial Stress Assessment Program (FSAP) based on scenarios set by FSAP as a representation of the crisis conditions that may occur.

3. **Assessment of New Product and Activities Risk Management Adequacy**
The Risk Management process for the issuance plan of new product and/or activity (PAB) in BRI is carried out through PAB Risk Self Assessment by Product Owner and follow by assessment request to the Risk Management Unit on the adequacy of PAB risk management for further recommendation and approval by BRI Risk Management Director.
4. **Risk Awareness Culture**
The practice of Risk Awareness Culture reflects the values and commitment of BRI Board of Directors to enhance BRI employees' awareness of risk management. Risk Awareness Cultural Elements are the basic aspects of Risk Awareness Culture that underlines the application of Risk Awareness Culture which consists of; Commitment, Performance Management, Risk Management, Communication, Training and Development, Reporting and Monitoring.

Risk Awareness Culture started from the management commitment as stated in the company's strategy, initiative strategy, and risk

strategy to establish a risk appetite statement. Risk Awareness Culture is reflected in the determination of risk-based performance management through KPI (Key Performance Indicators) which is cascaded from the management commitment.

BRI has already in place the materials to develop a risk awareness culture such as interactive games that will be implemented in the Performance Enhancement Forum at Work Units across Indonesia. In addition, the risk reporting and monitoring system through operational risk management tools creates a culture of mutual feedback that can be received positively to bring the company to a better direction.

5. **Automation of Business Continuity Management (BCM) Updates**
To facilitate the Work Unit on BCM implementation, a BCM document module has been embedded into the BRIOPRA Operational Risk Management application, which includes the update of Business Impact Analysis, Risk and Threat Assessment (RSA), Disaster Assessment, and Call Trees in the Work Units.
6. **Improvement of Integrated Operational Risk Management Tools**
The development of Operational Risk Management Tools will be integrated with BRI's risk monitoring application; hence it can provide feedback such as predictive risk in both severity and likelihood. In addition, improvements were also made to provide user friendly tools for implementing Risk Management.
7. **Preparation of Minimum Operational Risk Capital (MMRO) Standardized Approach**
Preparations are carried out through improvements recording data loss and recovery of losses process on Operational Risk. To this end, a joint development of Sub Ledger development will be carried out to record loss data and loss recovery from Operational Risk integrated with BRI's New Financial System.
8. **Development of Employee Risk Profile Dashboard**
The development of this model includes the Know Your Employee (KYE) module which aims to analyze the employees risk profile in each work unit.

Risk Management

9. Preparation of Green Banking Policy
- Increasing economies around the world are having a negative impact on the environment. Various parties, both at global and local levels, are increasingly paying attention to the environment. It is realized that the role of banking is very significant in encouraging environmentally responsible investment because banks distribute credit to various sectors. Therefore, the Financial Services Authority (OJK) encourages the implementation of Sustainable Finance (SF) in banking or often called green banking (Green Banking).

The reasons for implementing green banking for BRI are because the implementation of Green banking is considered to have a positive impact, namely:

- a. As a real contribution of the role of BRI to an economic impact that is balanced with the social environment and environmental sustainability
- b. Improve BRI's reputation so that in the end it can increase BRI's value in the eyes of stakeholders
- c. Is part of the implementation of environmental social risk management and governance (ESG) that is in line with the prudential banking principles
- d. Opening up business opportunities, cooperation and funding related to green funds with both national and international institutions

BRI green banking roadmap will be re-aligned in compliance with POJK No. 51/POJK.03/2017 on the Sustainable Finance Practices for Financial Services Institutions, Issuers and Public Companies. Pursuant to this POJK, BRI as a BUKU IV Bank is mandatory to implement Sustainable Finance as of 1 January 2019. The Roadmap in general includes: 2017 is a development stage of policies, capacity building enhancement and socialization. 2018 adjust the POJK, harmonization of BRI internal rules and development of action plan for 2019. In 2019 the adjustment of cascaded policies and implementation of sustainable finance action plan of 2019 as well as development of Sustainability Report.

In order to become a green banking champion and prepare for the POJK implementation, BRI has implemented Sustainable Finance in stages, including:

- a. Participated in the pilot project "First Step To Be A Sustainable Finance" in collaboration with WWF Indonesia.
- b. Formulating policies related to sustainability, namely: General Sustainability Policy, Sustainability Implementation Strategy Policy and ESG Risk Management Policy in the palm oil sub-sector.
- c. Prepare a Sustainability Report on an annual basis
- d. Capacity building for BRI employees, especially credit analysts
- e. Internal campaign to provide awareness for BRI employees in particular and BRI debtors in general
- f. Participation and active participation in various activities held by regulators and related parties/agencies
- g. Participating in award events related to sustainable finance, including the Sustainable Finance Award organized by OJK.
- h. Sustainability Implementation Strategy Policy and ESG Risk Management Policy in the palm oil sub-sector.
- i. Prepare a Sustainability Report on an annual basis
- j. Capacity building for BRI employees, especially credit analysts
- k. Internal campaign to provide awareness for BRI employees in particular and BRI debtors in general
- l. Participation and active participation in various activities held by regulators and related parties/agencies
- m. Participating in award events related to sustainable finance, including the Sustainable Finance Award organized by OJK.

Risk Management

10. Loan Portfolio Guidelines

At the portfolio level, credit risk management is carried out by implementing the Loan Portfolio Guideline (LPG) in every credit initiative. Through LPG, BRI regulates the direction of credit portfolio growth in a prospective industrial sector, with an acceptable level of risk and maintains portfolio diversification at an optimal level. To strengthen credit portfolio risk management, BRI is developing digital pipeline management and initiating the development of an LPG dashboard to improve the effectiveness of monitoring credit portfolio growth in each region.

11. Development of BRI's Market Code of Conduct

To build an Indonesian Financial Market that is credible, resilient, maintained stability, continues to develop and is conducive to supporting the national economic development, Bank Indonesia has issued PBI No. 19/5/PBI/2017 dated April 13, 2017 concerning Treasury Certification and Application of Market Code of Ethics, and Regulation of Members of the Board of Governors (PADG) No. 19/5/PADG/2017 dated April 28, 2017 regarding Treasury Certification and Application of Market Code of Ethics. The implementation of PBI and PADG is intended to increase competency standards of Market Players, standards for the implementation of Treasury Certification by Professional Certification Bodies; integrity of Market Players, Directors and Employees; and the application of the precautionary principle.

The Market Code of Ethics is a professional moral norm about what to do and what to avoid, which guides behavior in the Money Market and Foreign Exchange Market and its derivatives. BRI Directors and Employees must apply the Market Code of Ethics in carrying out Treasury Activities. The Market Code of Ethics serves as a guideline for Directors and Employees based on conventional principles which refer to the code of ethics issued by professional associations and / or financial services industry associations / committees. The Indonesia Foreign Exchange Market Committee (IFEMC) as a professional association in Indonesia has published a Code of Ethics for Market Players in the Market Code of Conduct (Guideline to Market Practices

in the Financial Markets), 3rd Edition. Based on this, BRI has compiled a market code of conduct in Treasury activities which aims to:

- a. Providing behavioral guidance, acting, increasing discipline and integrity for every BRI Management and Employee in transacting on domestic and foreign financial markets, including Senior Management, Management, and Dealers who are involved in transactions on the financial market.
- b. Minimum standards of behavior that can be used as a reference in market best practices for BRI Management and Employees. The implementation of this Market Code of Ethics is adjusted to the complexity of BRI's business while still referring to the prevailing regulations.

The Market Code of Conduct was published in 2018, and in 2019 it was socialized to employees through the MCO module and e-training in collaboration with BRI Corporate University.

12. Preparation of Liquidity Early Warning Indicators

Liquidity risk is a very dangerous risk for the heart of a bank. The regulator requires Banks to be able to have High Quality Liquid Assets that are able to cover net cash outflows under stressful conditions for at least 30 days. BRI developed an early warning system mechanism (early warning indicators) which are indicators to identify potential increases in liquidity risk and provide signals to management so that it can take the necessary follow-up and mitigation, so that the Bank has more time to deal with potential tightening of liquidity in the future. These early warning indicators include internal and external indicators that are monitored by the Assets & Liabilities Management Division and the Treasury Division as liquidity risk management work units, as well as the Operational & Market Risk Management Division.

In addition to the head office level, an Early Warning Indicator is also developed for the Regional Office and Branch Office levels which functions as an early warning of liquidity parameters in work units.

BASEL IMPLEMENTATION

The Company has implemented several Basel Pillars in its Risk Management practices, among others:

1. Capital

Pursuant to POJK No. 11/POJK.03/2016 on Commercial Banks Capital Adequacy Ratio, BRI has ensured the fulfilment of its capital has met the minimum capital adequacy ratio according to risk profile, and set capital addition as buffer, which include Capital Conversation Buffer, Countercyclical Buffer and Capital Surcharge for Domestic Systematically Important Bank (D-SIB), moreover BRI has met the minimum Leverage Ratio requirement that has been reported quarterly to the regulators.
2. Operations

Calculation of minimum capital for operational risk by using Basic Indicators Approach pursuant to SEOJK No. 24/SEOJK.03/2016 on the Calculation of Risk Weight Assets Calculation for Operational Risk by using Basic Indicators Approach. However, effective as of 2023 the Calculation of Risk Weight Assets for Operational Risk is mandatory to apply Standardized Approach in compliance with SE OJK No. 6/SEOJK.03/2020.
3. Market and Liquidity
 - a. Calculation of minimum capital for market risk using Standardized Model pursuant to POJK No. 38/SEOJK.03/2016 on the Guidelines of Standard Method Usage in calculating Capital Adequacy Ratio Obligation for Commercial Banks by taking into account the Market Risk.
 - b. Measurement of the Bank Liquidity resiliency using Basel III Approach: Liquidity Coverage Ratio & Net Stable Funding Ratio, pursuant to POJK No. 42/POJK.03/2015 on the Mandatory of Liquidity Coverage Ratio Fulfilment for Commercial Banks and POJK No. 50/POJK.03/2017 on the Obligation of Net Stable Funding Ratio Fulfilment for Commercial Banks.
 - c. Measurement of Interest Rate Risk in the Banking Book (IRRBB) pursuant to SEOJK No. 12/SEOJK.03/2018 on Risk Management Practices and Measurement of Standardized Approach Risk for Interest Rate Risk in The Banking Book.

RISK PROFILE ASSESSMENT

Risk management is carried out in all bank activities by referring to the management standard stipulations set by the regulators. The process of risk management which includes risk identification, measurement, monitoring and control is carried out continuously through three lines of defense, which are all risk taking units as the first line, compliance and risk management units as the second line and internal audit unit as the third line. The assessment results of risk profile in the fourth quarter of 2020 stated that BRI risk profile of low to moderate level indicates the Bank's ability to maintain the level of risk management in line with banking business development and competition in Indonesia.

Self assessment

1. Risk Profile Rating

BRI Risk profile at the Quarter IV-2020 was positioned based on December 2020 data (audited). In composite, BRI Risk Profile in Quarter IV of 2020 received the predicate of low to moderate. Of 8 (eight) risks that are included in self assessment, the following received low to moderate predicate: credit risk, market risk, liquidity risk, strategic risk and compliance risk. The following received low predicate: legal risk and reputation risk. While moderate predicate was obtained in operational risk.

Risk Management

2. Quality of Risk Management Practices

The composite quality predicate for the application of Risk Management is Satisfactory with the details of the Satisfactory rating covering credit, market, liquidity, legal, strategic, compliance and reputation risks, while the operational risk is ranked as Fair.

Analysis

BRI Risk Profile Rating as of December 2020 is Low to Moderate (Ranked 2) that has not changed compared to the risk profile rating in December 2019 (Low to Moderate/ ranked 2).

EVALUATION OF RISK MANAGEMENT SYSTEM EFFECTIVENESS

To maintain the objectivity and independency of the risk management system effectiveness, periodical testing of risk management system effectiveness is carried out through risk management review by a separate unit and Risk Management Unit.

INTEGRATED RISK MANAGEMENT

The integrated risk management implementation in BRI includes 4 stages, which are identification, measurement, monitoring and control in accordance with prevailing regulations. The implementation was carried out on all factors (qualitative and quantitative) that had a significant impact on the financial condition of BRI Financial Conglomerate.

The integrated risk management application in BRI risk management among others:

1. Stipulation of Integrated Risk Thresholds

The risk threshold is prepared by considering input from members of BRI Financial Conglomerate. Determination of risk thresholds includes the overall threshold, the threshold of each type of risk and the threshold of each member of the Financial conglomerate that has risk exposure. The risk threshold will be reviewed periodically by BRI Enterprise Risk & Management Portfolio Division for any changes in conditions. BRI Enterprise Risk & Management Portfolio Division reports the periodic monitoring results to BRI Board of Directors or Risk Management Committee.

2. Integrated Risk Profile Report

In composite, BRI's Integrated Risk Profile for Semester II 2020 is ranked Low to Moderate. Of the 10 (ten) risks that are included in the self-assessment, the following received low to moderate predicate: credit risk, market risk, legal risk, strategic risk, compliance risk, reputation risk, intra-group transaction risk, and insurance risk. The following received low predicate: liquidity risk. While moderate predicate was obtained in operational risk.

INTERNAL CONTROL SYSTEM

Legal References

Legal references of BRI Internal Control System are as follows:

1. POJK No. 18/POJK.03/2016 dated 16 March 2016 on the Risk Management Practices for Commercial Banks.
2. SEOJK No. 35/SEOJK03/2017 dated 7 July 2017 on the Guidelines of Internal Control System Standards for Commercial Banks.
2. Organizational Structure, Determination of Formation & List of Job Descriptions of All Work Units.
3. Operational Risk Management Tool Policy.
4. Risk Management Policies & Operational Guidelines for New Product and Activity Issuance Plans.
5. Operations Manual.
6. General Policy and Organizational Guidelines.
7. General Policy and Guidelines for the Bank's Long Term Plan & Business Plan.
8. BRI Information Technology Policies.
9. Credit General Policy & Guidelines.
10. Bookkeeping Stipulations and Verifications including Users Authority in BRINETS Internal Audit Charter.

BRI Internal Control System also refers to:

1. Code of Conduct, Compliance Culture, GCG Policy, Gratuity Control Guidelines, Conflicts of Interest Handling General Guidelines, Anti-Fraud Strategies and WBS Policies.

APPROPRIATENESS OF INTERNAL CONTROL SYSTEM WITH COSO

BRI has implemented internal control system according to COSO IC framework (Control Environment, Risk Assessment, Control Activities, Information & Communication and Monitoring).

1. Internal Environment

The first element of BRI internal control structure includes commitment, policy, behavior and the involvement of the Board of Directors, Board of Commissioners and all BRI employees on the importance of effective internal control. BRI Board of Commissioners ensures BRI Board of Directors have monitored the effectiveness of internal control system through regular meetings with the Directors and Executive Officers to discuss the effectiveness of Internal Control System. The Board of Directors monitors the adequacy and effectiveness of the internal control system by ensuring the internal implementation function have been carried out by the executives and employees.

In its oversight, BRI management sets the control culture, such as:

1. Adequate organizational structure with set of duties and responsibilities according to prevailing rules.

2. Human capital policies and procedures that includes planning, recruitment, development and trainings, remuneration and performance management.
3. Integrity and ethics values are reflected in BRI core values and Code of Conduct that shall be adhered to by all employees.
4. Taking the GCG principles into account on all duties implementation and responsibilities of the Board of Directors and Commissioners.

2. Risk Assessment

The awareness of all BRI employees towards a risk awareness culture that includes risk evaluation, assessment and mitigation. A more detailed explanation on internal control system for the Bank risks is presented in pillar 4 of the Risk Management Chapter.

BRI periodically evaluates the risk profile as a risk mitigation that has the potential to jeopardize the company. In implementing integrated risk management in the financial conglomerate, BRI manages and assess 10 (ten) risk types as follows:

Internal Control System

1. **Credit Risk**
The assessment of an internal model using a standard model by calculating the probability of default and loss given default for each business segment based on the shift in collectability. In addition, a series of stress tests are also conducted to measure the maximum potential for loss in the event of a stress condition.
2. **Market Risk**
Periodically (daily, weekly, monthly) assessments by calculating market risk, including approaches of standardized methods and internal measurement models (VaR) through GUAVA application and NII simulations every time there is a change in market interest rates, and managing the maturity profile of securities. The standardized method approach is carried out by calculating interest rate risk and exchange rate risk on the position of all BRI financial instruments classified as trading books and banking books that exposed to interest rate risk 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 liquidity contingency plan protocol. Liquidity risk assessment includes liquidity ratios, cash flow projections, maturity profiles, NSFR and LCR, setting of liquidity risk thresholds and stress tests.
4. **Operational Risk**
Risks assessment due to inadequate or malfunctioning of internal processes, human errors, system failures or external problems that impact the bank operations.
5. **Legal Risk**
Risks assessment due to legal weaknesses including lawsuits, absence of supporting laws or weaknesses in agreements, such as non-compliance with the legal requirements for contracts and imperfect binding.
6. **Strategic Risk**
Risks assessment that include the improper determination and implementation of bank strategies, inaccurate business decisions making or less responsive to the banks against external changes.
7. **Reputation Risk**
The risks due to negative publications on bank business activities or negative perceptions of the banks. The measurement aims to estimate the level of reputation risk vulnerability encountered by BRI. The assessment includes parameters such as the influence of reputation of the bank owners and companies, violations of business ethics, product complexity and bank business cooperation and the frequency and materiality of negative bank reporting and customer complaints.
8. **Compliance Risk**
The risks due to non-compliance with or ignorant of the prevailing laws and regulations. The assessment is carried out on the parameters of type, significance, nominal and frequency of violations of the applicable stipulations.
9. **Insurance Risk**
The risks assessment due to failure of insurance companies to meet obligations to policyholders as a result of inadequacy in the risk selection process, premium setting, reinsurance use and/or claim handling.
10. **Intra Group Transaction Risk**
The risks assessment due to the dependence of an entity either directly or indirectly to other entities in a financial conglomerate in order to fulfill the obligations of a written agreement or an unwritten agreement followed by a transfer and/or without the transfer of funds.

In addition to conducting regular risk assessments, the management also evaluates the assessment results of the company's risk profile to determine actions and controls for the risk assessment. The management has set an

Internal Control System

Early Warning System on every business process that considers risky and has the potential to jeopardize the company.

3. Control Activities

The actions determined through policies and procedures to control a risk at all levels of the organization and various business processes in BRI. Control activities can assist the Board of Directors and Commissioners in managing and controlling risks that can impact the performance or detrimental to the company. The control activities are as follows:

1. Control activities generally involve all BRI employees at all levels of organization. BRI's control activities are stated in BRI Policy and Procedure Architecture. Control system in every business process includes:
 - a. Application of MCS (maker, checker, signer) functions in authorization and verification activities.
 - b. Application of segregation of duties through segregation of functions in carrying out tasks hence it does not have the opportunity to carry out and hide deviations in duties implementation.
 - c. Four Eyes Principles application in credit process for all segments; segregation of function of credit initiators and decision makers.
 - d. Three line of defense application for multilayered defense activities.
2. Control activities according to organizational functions include:
 - a. Top Management Reviews
 - b. Control activities in Risk Management includes:
 - i. Pengendalian risiko kredit meliputi Credit risk control includes procedures to improve credit quality through restructuring, minimizing credit quality losses through restructuring, write-off procedures for non performing loans
 - ii. Market risk control includes the design of market risk management, preparing and analyzing periodic reports on outputs generated by internal models

such as daily foreign exchange position analysis reports, market risk exposure reports, the implementation of Market Risk Management Committee forum and the Asset & Liability Committee (ALCO) forum.

- iii. Liquidity risk control includes the Protocol Liquidity Contingency Plan.
- iv. Operational risk control includes product assessment procedures, Protocol Liquidity Contingency Plans for catastrophic events.
- v. Legal risk control by examining the legal aspects of new products and activities.
- vi. Strategic risk control is set out in the General Long Term Plan policy, Guidelines of Long Term Plan and Corporate Work Plan and Budget.
- vii. Reputation risk control is stated in BRI Directors Circular regarding Information Services and Management Policies.
- viii. Compliance risk control is carried out by conducting a review of each external regulation and an impact analysis is carried out for the company to be further outlined in each company's internal rules.
- ix. Insurance risk control as part of the risks inherent in BRI as the main entity in charge of subsidiaries engaged in insurance through the Risk Profile Discussion Forum.
- x. Intra-group risk control is carried out by the Desk Subsidiary appointed by management as a work unit that manages the subsidiaries.

4. Information & Communication

BRI has a relevant and quality information system related to financial conditions, business activities, risk management and compliance, market conditions, and other conditions in supporting the duties and responsibilities of the Board of Directors and Board of Commissioners. The internal and external communication is also regularly carried out to support the proper function of the company's internal control.

Internal Control System

5. Monitoring

The ongoing assessment process of monitoring the effectiveness of the design and operation of internal control structures and management performance that has been carried out and functioning. BRI's internal control system monitoring is carried out through the Three line of defenses, which are:

1. 1st line of defense as risk owner which is Work unit that carries out business and operational activities and manages the encountered risks faced (among others Operating Units)

2. 2nd line of defense is Work Unit that carries out supervision functions (among others RM of Head Office & Regional Offices, Compliance Division and Policy & Procedures Division).
3. 3rd line of defense is Work Unit that carries out assurance. The IAU is part of the Internal Control System that carries out the oversight function on internal control system monitoring.

The results of IAU oversight and monitoring to internal control system are submitted to the President Director, Compliance Director and the Board of Commissioners.

INTERNAL CONTROL SYSTEM ELEMENTS

BRI has in place the internal control system policy covering five components as follows:

1. Oversight by the Management and control culture
2. Risk identification and assessment
3. Control and segregation of functions
4. Accounting, information and communication systems
5. Monitoring and fraud correction actions

All BRI management and employees have the roles and responsibilities in improving the quality and implementation of internal control system. The parties involved and responsible for the implementation of internal control system include the 1st line of defense (Management and all BRI Employees), 2nd line of defense (Risk Management Unit, Risk Management Function, and Compliance Unit), and 3rd line of defense (IAU including Resident Auditor of Branch Offices and Resident Auditor of Units).

INTERNAL CONTROL SYSTEM IMPLEMENTATION

Internal Control System implementation refers to SEOJK No.35/SEOJK03/2017 dated 7 July 2017.

1. Oversight by the Management and Control Culture

The Board of Directors and Commissioners have taken an active role in the oversight and shaping the control culture in the company.

1. The Board of Commissioners ensures the Board of Directors has monitored the internal control system effectiveness by holding regular meetings with the Directors and Executives to discuss the internal control system effectiveness.
2. The Board of Directors monitors the adequacy and effectiveness of internal control system

by ensuring the implementation of internal functions by all employees.

The following are oversight carried out by the management, among others:

1. BRI has the procedures to identify, measure, monitor and control the risks encountered by the Bank. The Board of Commissioners plays a role in determining the level of risk tolerance of the company.
2. BRI has an adequate organizational structure with assignments of duties and responsibilities in accordance with prevailing regulations.
3. BRI has already in place the policy architecture which stated internal control policies and procedures for operational activities.

Internal Control System

4. Monitoring the improvement of internal and external audit findings.
5. Regularly carry out communication at all levels of the organization, including communication between the Directors and Commissioners.
6. Monitoring the effectiveness of Internal Control System.
7. Implementation of Internal Control System Review.

The Board of Directors and Board of Commissioners create an organizational culture that emphasizes on the importance of internal control to employees.

The implementation includes:

1. All operational policies, standards and procedures are documented in writing and can be accessed by all employees, through:
 - a. BRIPEDIA App
 - b. BRISHARE App
 - c. HR Library in BRISTARS app
2. Policies related to Integrity and ethical values are reflected in the BRI core values, BRI GCG Policy, BRI Code of Conduct, Guidelines for Gratuity Control and Conflict of Interest Guidelines that must be followed by all BRI employees.
3. Policies and procedures related to BRI's human capital management include planning, recruitment, development & training, remuneration, performance management and disciplinary action.
4. Signing of the integrity pact by the Board of Commissioners, Directors and all BRI Employees.

2. Risk Identification and Assessment

BRI periodically and continuously conducts risk assessments that may impact the company's objectives. Risk assessments are also carried out by internal audit unit in carrying out audit activities through risk based audits. More detailed risk identification and assessment is presented in the Risk Management Chapter. Internal controls are reviewed by the Internal Audit Unit annually through Risk Management Review activities.

3. Control Activities and Segregation of Functions

Control activities include the establishment of control policies and procedures and an early verification process to ensure the policies and procedures are consistently adhered to. Control activities are implemented at all functional levels in accordance with BRI's organizational structure.

- a. Top Level Review

BRI regularly conducts top level reviews annually on Anti- Fraud Strategy. The review results include a thorough evaluation related to the pillars of the company's antifraud strategy hence it can detect existing problems and to formulate improvements for implementation by the relevant work units.
- b. Functional Review

The Internal Audit Unit carries out assurance activities and providing consultancy services on the adequacy and effectiveness of internal control system, risk management and corporate governance. Audit activities are conducted regularly at each level of BRI Work Unit. The IAU submits regular reports to the President Director, and the Audit Committee with copies to the Compliance Director. The Internal Audit Unit evaluates the corrective measures submitted by the Auditee. In addition to conducting audit activities, BRI Internal Audit Unit has periodically reviewed the implementation of risk management and Anti Fraud Strategy.
- c. Information System and Technology Control

The Information Technology Unit (IT) implements adequate control practices as part of the overall IT risk mitigation strategy by taking into account:

 - i. Risk assessment results.
 - ii. Risk management criteria and recommendations of risk management.
 - iii. Laws and other regulations or contractual requirements.

Internal Control System

- iv. Control practices among others:
 - Implementation of policies, standards, procedures and organizational structures including workflows.
 - Effective internal control that can mitigate risks in the IT process.
 - Determination of policies, standards and procedures for managing the information security system that requires to safeguard assets related to the organization and use of IT.
 - Evaluate the review results and testing of the Disaster Recovery Plan.
 - Establish policies and procedures regarding the use of IT service providers.
 - Evaluate the ability of IT service providers to maintain the level of security applied by BRI from confidentiality, data integrity and information availability
 - Supervision and monitoring are the responsibilities of BRI management, by outsourcing IT operations to IT service providers.
 - The use of insurance as an effort to mitigate potential losses in IT operations.
 - d. Physical Assets Control
BRI's physical assets control is stated in the General Policy of Fixed Asset and Logistics Management (KEMAL). KEMAL contains BRI's fixed asset management and logistics management policies which include planning, requirements determination, funding, procurement, payment, distribution, insurance, maintenance, assets optimization, administration and reporting as well as monitoring and evaluation.
 - e. Documentations
The Company documents the policies, procedures, systems and accounting standards and audit processes adequately. The document is regularly updated to describe the Company's operational activities and informed to the executives and employees. The assessment on accuracy and availability of documents is also carried out in the audits by internal auditors.
 - f. Segregation of Duties
The segregation is aimed at regulating the employee to not have the opportunity to make and hide mistakes or irregularities in duties implementation at all organization levels and operational activities. The implementation includes:
 - i. Dual Control function in the Company's operational and business activities
 - ii. Determination of limit authority in accessing and granting decisions on transactions.
 - iii. Avoid in delegating the responsibility and authority which can cause conflict of interest.
 - iv. Segregation of duties of Makers, Checkers, and Signers to several personnel in operations and business risk mitigation.
- #### 4. Accounting, Information, and Communication Systems
- Aims as a means of exchanging information in order to carry out duties in accordance with the responsibilities of each employee. The implementation includes:
- a. The accounting system has been supported by establish procedures and transaction retention schedules record.
 - b. BRI has an adequate information system such as BRI Management Information System (BRISIM), Loan Approval System (LAS) which is an information system covering bank business activities in credit, BRIOPRA application which is an information system on risk management, treasury and market risk (GUAVA) applications, BRISTARS Human Capital Information System, etc.
 - c. BRI already has in place the Disaster Recovery Plan and a backup system to prevent high-risk business failures. Periodic testing is carried out to ensure the effective system operations.
 - d. Communication systems can provide information to all stakeholders both external and internal by providing effective communication channels.
 - i. BRI has the Information Services and Management Policy that states the guidelines in providing information services to interested parties.

Internal Control System

- ii. Availability of communication media on policy dissemination to all employees (BRISHARE, BRIPEDIA and HR Library).
- iii. Implementation of communication forums (upward, downward and cross-unit information) related to risk exposure information, operational performance, and corporate strategies such as Risk Management Committee Forum, Business Performance Review, Support Performance Review, National Work Meetings, Regional Work Meetings, Focus Groups Performance Improvement Discussion and Forums.

5. Monitoring Activities and Fraud Correction Actions

BRI continuously monitors the overall effectiveness of internal control carried out by the operating units and the Internal Audit Unit. The IAU has carried out internal control system monitoring that was submitted to the President Director, Compliance Director and Board of Commissioners.

6. Internal Control System Review in 2020

BRI regularly evaluates the internal control system effectiveness, whether by the 1st line of defense function as a risk owner that continuously evaluates the bank's operational activities, the 2nd line of defense function, namely Risk Management and Compliance Units, which periodically ensures the adequacy of risk management and compliance with regulations, and the 3rd line of defense function that carries out audit activities.

The Internal Audit Unit evaluates the adequacy of internal control structure to assess the reliability of internal control system hence it is expected to provide sufficient confidence that the company's goals and objectives can be achieved efficiently and economically. The assessment of internal control system adequacy is carried out through a review of policies, rules, systems or mechanisms developed by BRI to achieve compliance, information and operational objectives.

INTERNAL CONTROL SYSTEM EVALUATION RESULTS

The Board of Directors has the responsibility of creating and maintaining an effective internal control system and ensuring safe and reliable system in accordance with the internal control objectives set by the Bank. The Board of Commissioners has the responsibility in carrying out oversight of the internal control in general. The IAU has the responsibility to regularly evaluate and take an active role in increasing the internal control system effectiveness related to the implementation of the Bank's operations that may be potentially detrimental in achieving the targets set by management. IAU has conducted periodic reviews and assurance on activities at all levels of the organization including Overseas Work Units and Subsidiaries by applying the risk-based audit method.

The universe audit determination was done by taking into account the company's objectives, evaluating the risks that have the potential to hinder the achievement

of company goals and ensuring that the existing internal control system mitigates the risks. With this methodology, the audit implementation is focused on areas that have a high potential risk to affect the of company objectives achievement. The review and assurance is carried out independently with an adequate reporting line and is supported by the competence and expertise of a reliable Internal Auditor.

The evaluation results on the internal control system were submitted to the Board of Directors for follow-up and improvement monitoring to ensure internal control system was running effectively. The Board of Commissioners, through the Audit Committee, regularly reviews the results of the internal control system evaluation implemented by IAU and provides recommendations to improve the company's internal control system.

Internal Control System

Based on the results of the evaluation carried out during 2020, the following results were obtained:

1. The adequacy of the internal control system conducted through a review of internal policies and regulations concluded that there are no major weaknesses in internal regulations.
2. The effectiveness of the internal control system in general shows that the risk has been managed adequately, however, improvements are still needed so that the effectiveness of the internal control system at BRI can be further enhanced.

STATEMENT OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS ON THE ADEQUACY OF BRI'S INTERNAL CONTROL

Based on the review results and discussions with the Management, the Audit Committee, Independent Auditors, Internal Auditors and Related Divisions, the Board of Directors and the Board of Commissioners considered the company's internal control system and risk management are adequate in identifying risks thereby the Company was able to identify and manage the risks.

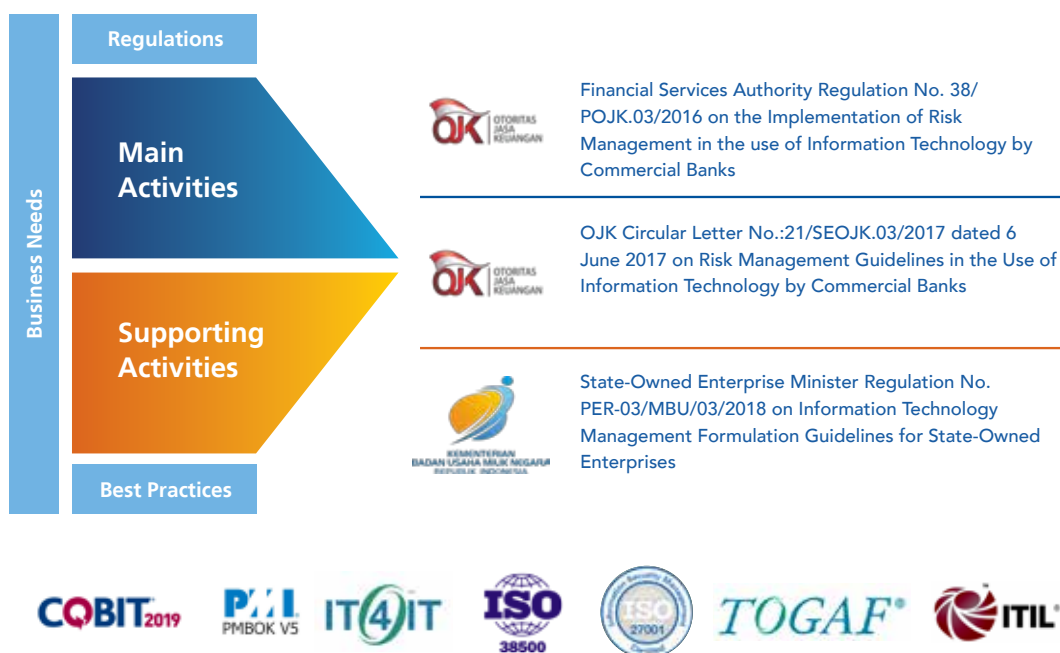
INFORMATION TECHNOLOGY GOVERNANCE

IT management policy implementation is conducted on the principles of GCG (Good Corporate Governance) which support IT risk management and still provide strategic value to the company. BRI IT governance uses an effective and efficient IT governance framework that reflects a sound decision-making process and leadership in IT Governance.

In addition, BRI is committed to building the attitudes that fit BRI's ethical standards in professional management and good corporate governance. BRI always refers to best practices and complies with applicable laws and regulations, continuously and consistently through the application of GCG values, the Transparency, Accountability, Responsibility, Independence, and Fairness.

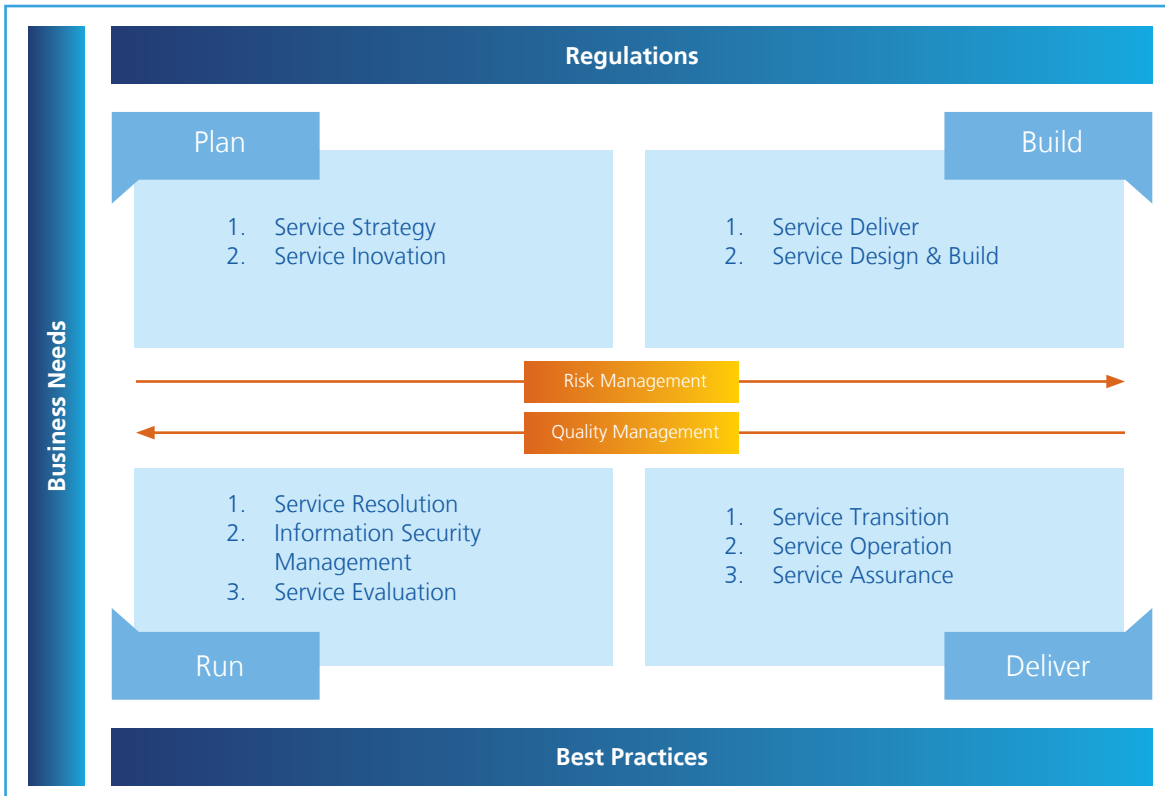
IT governance has a policy set out in the Decree of the Directors of BRI No. KB.01-DIR/ISG/12/2019 concerning BRI's Information Technology Policy. It serves as a guideline and control system for all Information Technology Work Units to carry out risk management and control of IT use at BRI.

GCG References and IT Risk Management Framework



Information Technology Governance

Detailed of GCG References and IT Risk Management Framework



Detailed explanations regarding BRI Information Technology are presented in Chapter IV - Digital, Information Technology & Operations.

COMPANY POLICIES

THE BANK'S PLAN DEVELOPMENT POLICY

The Bank's Plan includes:

1. Corporate Plan which functioned as the comprehensive background of the Bank's business direction or strategy for the period of 5 (five) years. The policy on corporate plan is stated under the Corporate Plan General Policy and Corporate Plan Implementation Guidelines.
2. The Bank Business Plan is the detailed implementation of work strategy and program as well as the Bank's 3 (three) year's performance targets. The policy on the Bank Business Plan is stated under the Bank Business Plan General Policy and the Bank Business Plan Implementation Guidelines.
3. Work and Budget Plan is the detailed explanation on the Bank's 1 (one) year performance targets. The policy on the Work and Budget Plan is stated in the Bank's Circular Letter on the Work and Budget Plan.

BUSINESS POLICY

BRI internal policies and rules is in line with the GCG policy, which includes the Standard Operating Procedures covering circular letters, decrees, Operating Procedures Book and/or Manuals. The GCG principles shall be reflected in the Bank's internal policies and rules related to the Bank's business and or internal management. Every new product development and/or business activities shall be appropriately aligned with the prevailing rules. The Bank's new product and/or activities are regulated under separate provisions.

OVERSIGHT POLICY

The Bank's oversight is implemented through Three Lines of Defense concept, which are:

1. First Line of defense is the oversight conducted by Business/Operating Units responsible to maintain the business output and process quality in accordance with the set policy and procedures.
 2. Second Line of defense is a function conducted by Risk Management Unit and Compliance Unit as stated in Bank Indonesia regulations.
 3. Third Line of Defense is the oversight conducted by internal audit through the evaluation of First Line and Second Line of Defenses. The Unit also provides independent reports to the President Director and the Board of Commissioners.
 - b. Business risk management and analysis, example: risk assessment on the Bank's product and/or business activities.
 - c. Control activities implemented in every level of the Bank's structures, example: direct supervisor oversight, dual control and so forth.
 - d.
 - e. Information and communication system, example: information in the Data Warehouse (DWH)
 - f. Monitoring, evaluation and follow up on internal control activities, example: risk management device implementation policy.
- BRI's Oversight Policy consists of:
2. Internal oversight policy, among others covering the internal audit policy, Anti Fraud Strategy, legal analysis and compliance examination.
 3. External oversight policy, which is the oversight by the external auditors and banking oversight regulators in accordance with the prevailing provisions.
1. Internal control policy that developed by taking into account the scopes of:
 - a. Control environment, example: three line of defense concept implementation

Information Technology Governance

TRANSPARENCY AND DISCLOSURES POLICY

The Bank's internal policy on transparency and disclosures is stated in:

1. Transparency and Disclosure Guidelines.
2. Bank Confidentiality Policy.
3. Reporting policy, both internal and external including reports to the Bank's authorities and regulators, which is stated under separate policy according to the report types.

CREDITOR RIGHTS PROTECTION POLICY

In general, the fulfillment of creditors' rights, namely certainty that the payment of interest and principal is made on time, information on financial reports can be accessed by creditors, and assurance that all requirements in the loan agreement are met. Apart from this, the policy regarding the fulfillment of creditors' rights briefly regulates:

1. The right to obtain an adequate explanation of the characteristics of the product
2. The right to access the terms and conditions of fund products through the BRI Bank website
3. Ease of transactions via branches, e-banking services or other means as stipulated by BRI
4. Receive interest in accordance with the applicable provisions in BRI
5. Procedures for handling and resolving customer complaints

CUSTOMER PROTECTION POLICY

In carrying out its responsibilities to customers, BRI refers to several stipulations including the POJK No. 1/POJK.07/2013 on the Consumer Protection in the Financial Services Sector and Bank Indonesia Regulation No. 10/10/PBI/2008 regarding the Settlement of Customer Complaints and Bank Indonesia Circular No. 16/16/DKSP/2014 dated 30 September 2014 on the Procedures for the Implementation of Consumer Protection for Payment System Services and SEOJK No. 2/SEOJK.07/2014 regarding the Services and Settlement of Consumer Complaints in Business Service Practitioners. Furthermore, BRI has also compiled the policy guidelines and procedures to resolve customer complaints through the Decree of NOKEP S.1051-DIR/LCC/12/2016 on the Policy and Procedures for Settlement of Customer Complaints of PT Bank Rakyat Indonesia (Persero) Tbk.

Information Technology Governance










The service policy to customers at BRI is also outlined in a service guide called the BRI Service Culture “SMART” from Sigap (Quick), Mudah (Easy), Akurat (Accurate), Ramah (Friendly) and Terampil (Skilled). The explanation is as follows:



In its customer services, BRI is committed to completing every customer complaint in a timely and good manner in accordance with the applicable provisions and/or service level agreement. In terms of customer satisfaction assessment, BRI routinely conducts customer satisfaction surveys which are expected to continue to be an evaluation in improving the quality of service to customers which ultimately results in an increase in customer loyalty to the company.

Information Technology Governance

BRI views each customer complaint as an important input for improving the quality of services and products. Through a system of centralizing complaint handling, BRI provides a means for customers to submit complaints and become recommendations for improvements in the future. Therefore, so that every customer complaint can be identified and known quickly, BRI currently uses omni-channel media, namely facilities and access where BRI customers can get information about BRI products and services in full and submit complaints through available channels, namely:

				
Face to face through Customer Service in all BRI operating units;	Telephone via 14017, and 1500017/Premium call via 021-5758899 and 08001017017;	Webchat through website www.bri.co.id ;	Email at callbri@bri.co.id ;	
				
Service menu on Internet banking at https://ib.bri.co.id ;	Twitter social media at @BankBRI_ID, @Promo_ID, @Kontakbri;	Facebook social media at BANK BRI Fanpage	Instagram social media @BankBRI_ID	Whatsapp, Telegram and SMS on 0812 12 14017

Complaint Procedure:

- 

Customers report complaints that can be made verbally or in writing to BRI through the Operational Work Unit or the BRI Bank contact center
- 

The deadline for resolving customer complaints submitted orally is 2 (two) working days while according to POJK No. 18/POJK.07/2018 the maximum time for resolving customer complaints submitted in writing is 20 (twenty) working days.
- 

In the event that the settlement of complaints related to financial losses has not satisfied the customer, it can be resolved by facilitating through mediation.

Information Technology Governance

ACCOUNTING POLICY

In preparing the Financial Statements as a result of the optimal implementation of bank operational activities, an accounting policy guideline is based on the applicable accounting provisions issued by Bank Indonesia, the Financial Services Authority (OJK), and the Financial Accounting Standards Board - Indonesian Accountants Association (DSAK-IAI).

BRI's accounting policies are prepared with the following objectives:

1. Improve BRI accounting to be adjusted to the provisions of PSAK, PAPI, and OJK Regulations.
2. Provide guidelines for banks in implementing sound accounting practices;
3. Uniformity application of accounting treatment in the recording and reporting of Headquarters and Branch Offices;
4. Facilitate the preparation and presentation of BRI financial statements, so that Financial Reports can be presented in a timely and accurate manner, and can provide easy-to-understand information for management and other parties that require consideration in decision making.

Accounting policy is the basic principles, regulations and practices implemented by banks so that the preparation and presentation of financial statements meet the requirements of Financial Accounting Standards (SAK), Bank Indonesia regulations, and OJK provisions. With the existence of a written accounting policy, BRI has standard guidelines/guidelines for implementing and applying sound accounting principles.

Furthermore, in connection with financial accounting standards that continue to develop and improve, BRI also continues to make improvements to the accounting policy guidelines in order to comply with the applicable provisions.

FSAS Convergence to IFRS Implementation

In the framework of the preparation and presentation of the Financial Statements, BRI is guided by accounting policies, one of which is based on applicable accounting rules issued by the Financial Accounting Standards Board - Indonesian Institute of Accountants (DSAK-IAI), where DSAKIAI has launched a program the convergence of IFRS to IFRS with the support of regulators.

Incompatibility of Presentation of Financial Statements with the applicable PSAK

There is no inconsistency in the Presentation of Financial Statements with the applicable PSAK.

Changes & Impact of Changes in Accounting Policies 2020

BRI and its subsidiaries have applied accounting standards on January 1, 2020, which are considered relevant to the consolidated financial statements, namely:

1. PSAK No.1 "Presentation of Financial Statements" and PSAK No. 25 "Accounting Policies". Clarify the definition of material with the aim of harmonizing the definitions used in the conceptual framework and several related PSAKs. In addition, it also provides clear guidance regarding the definition of material in the context of reducing excessive disclosure due to changes in material definition thresholds. Changes in accounting policies did not cause significant changes to financial reporting and disclosures in financial statements.
2. PSAK No. 15 "Investments in Associates and Joint Venture Entities". Regulates that the entity also applies PSAK No. 71 on financial instruments in associates or joint ventures for which the equity method is not applied. This includes long-term interests that substantially form part of the entity's net investment in associates or joint ventures as referred to in PSAK No. 15 paragraph 38. This change in accounting policy did not result in a significant change in financial reporting and disclosures in the financial statements.

Information Technology Governance

3. PSAK No. 62 "Insurance Contract". This amendment allows insurers who meet certain criteria to apply temporary exemptions from PSAK No. 71 (deferral approach) or choose to apply a layered approach (overlay approach). Changes in accounting policies did not cause significant changes to financial reporting and disclosures in financial statements.
4. PSAK No. 71 "Financial Instruments". Regulate the classification and measurement of financial instruments based on the characteristics of the entity's contractual cash flows and business model; the expected credit loss method for impairment that produces information that is timely, relevant and understandable to users of financial statements; accounting for hedges that better reflect the entity's risk management by introducing more general terms based on management's judgment. This change in accounting policy has a significant impact on the entity in terms of changes in the method of measurement, recognition and presentation.
5. PSAK No. 72 "Revenue from Contracts with Customers". Set a model for recognizing revenue from contracts with customers, so that the entity is expected to perform the analysis before recognizing revenue. Changes in accounting policies did not cause significant changes to financial reporting and disclosures in financial statements.
6. PSAK No. 73 "Lease". Establishes the principles for recognizing, measuring, presenting and disclosing leases by introducing a single accounting model which requires the recognition of right-of-use assets and lease liabilities. There are 2 optional exceptions to the recognition of leased assets and liabilities, namely: (1) short-term leases and (2) leases with low underlying assets. This change in accounting policy has a significant impact on the entity in terms of changes in the method of measurement, recognition and presentation.
7. All of the above changes do not cause significant changes to the financial reporting and disclosures in the consolidated financial statements.

Reasons for Changes in Accounting Policies in 2020

Changes in accounting policies in 2020 were due to the adoption of Financial Accounting Standards Statements (PSAK) as a form of adoption of International Financial Reporting Standards (IFRS) which were approved by the Financial Accounting Standards Board - Indonesian Institute of Accountants (DSAK-IAI) effective January 1, 2020. Changes in accounting policies include the application of PSAK No. 71 "Financial Instruments" adopting IFRS 9, PSAK No. 72 "Revenue from Contracts with Customers" adopting IFRS 15, and PSAK No. 73 "Leases" adopting IFRS 16.

SUBSIDIARY MANAGEMENT POLICY

BRI has set a vision for the next 5 years as stated in the Corporate Long Term Plan (Corporate Plan), namely to become "The Most Valuable Bank In Southeast Asia and Home to The Best Talent" by 2022. To realize this vision, BRI has established a subsidiary company as one of BRI's growth pillars. Strengthening Subsidiaries and increasing synergy between ibisnis and Subsidiaries are aimed at adding value to the BRI Group as a whole.

To follow up on this matter, BRI considers the need for a policy, guidance and foundation related to equity participation activities and the management of Subsidiaries in accordance with applicable regulations. With these considerations, BRI has formulated a Policy for Equity Participation and Management of the Subsidiary Company, PT. Bank Rakyat Indonesia (Persero), Tbk No. KB.03-DIR/SBM/12/2019 dated 31 December 2019.

The matters stipulated in KPMPPA include the principle of prudence in equity participation and the management of Subsidiary Companies; organizational management and human capital; management of equity participation; Subsidiary planning and strategy; synergy, business harmony, and joint infrastructure / resource sharing; reporting, monitoring and assessment of the performance of the Subsidiary; integration of risk management, integration of compliance and governance with Subsidiaries; accounting and taxation; communication; internal audit integration; and management of overseas subsidiaries,

LITIGATION OF THE COMPANY, SUBSIDIARIES, AND MEMBERS OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Material litigation encountered by BRI during 2020 is as follows:

1	Credit Case (Collateral Auction Delay)	:	279 cases (69%)
2	Credit Case (Non-Collateral Auction)	:	105 cases (26%)
3	Operations & Services Case	:	10 cases (2.5%)
4	Support Case (HR, Logistics, etc)	:	8 cases (2%)
5	Treasury, Trade Finance & IT Cases	:	0 cases (0%)

The details are as follows:

2020					
Subject	Q I	Q II	Q III	Q IV	TOTAL
Credit (Auction Delay)	66	41	81	92	280
Credit Non Auction	18	25	24	38	105
Operations & Services	1	0	3	6	10
Supports	3	1	3	1	8
Treasury, Trade Finance & IT	0	0	0	0	0

Total cases that have obtained permanent legal status (Inkracht Van Gewijsde) are 50 cases, consisting of:

1. Resolved Inkracht Cases

The resolved Inkracht cases in 2020 was 46 (92%), consisting of:

1	Credit Case (Collateral Auction Delay)	:	33 cases (71.74%)
2	Credit Case (Non-Collateral Auction)	:	11 cases (23.91%)
3	Operations & Services Case	:	1 case (2.17%)
4	Support Case (HR, Logistics, etc)	:	1 case (2.17%)
5	Treasury, Trade Finance & IT Cases	:	0 case (0,00%)

Litigation of the Company, Subsidiaries, and Members of the Board of Commissioners and the Board of Directors

2020					
Subject	Q I	Q II	Q III	Q IV	TOTAL
Credit (Auction Delay)	10	12	10	1	33
Credit (Non-Collateral Auction)	6	3	0	2	11
Operations & Services	0	0	1	0	1
Supports	1	0	0	0	1
Treasury, Trade Finance & IT	0	0	0	0	0

2. Lost Inkracht Cases

The lost Inkracht cases in 2020 was 4 Cases (8.00%), consisting of:

1	Credit Case (Collateral Auction Delay)	:	2 cases (50.00%)
2	Credit Case (Non-Collateral Auction)	:	1 case (25.00%)
3	Operations & Services Case	:	1 case (25.00%)
4	Support Case (HR, Logistics, etc)	:	0 case (0.00%)
5	Treasury, Trade Finance & IT Cases	:	0 case (0.00%)

2020					
Subject	Q I	Q II	Q III	Q IV	TOTAL
Credit (Collateral Auction Delay)	1	0	0	1	2
Credit (Non-Colateral Auction)	1	0	0	0	1
Operations & Services	0	0	1	0	1
Supports	0	0	0	1	0
Treasury, Trade Finance & IT	0	0	0	0	0

Litigation of the Company, Subsidiaries, and Members of the Board of Commissioners and the Board of Directors

THE COMPANY LITIGATION

From 403 cases, there was 1 (one) important case encountered by BRI, as follows:

No	Principal Cases	Settlement Status	Impact to BRI	Administration Sanction
1	<p>Case No.22/Pdt.Sus-PKPU/2019/PN.Smg concerning Postponement of PT Duniatex Group's Debt Payment Obligations</p> <p>PT. Delta Duniatex (Duniatex Group) has credit facilities at BRI in the form of:</p> <p>Foreign Exchange Facility with a ceiling of USD70,000,000 Investment Credit Facility with a ceiling of Rp23,796,000,000 Working Capital Facility, amounting to Rp727,520,000,000 Import Working Capital Facility, amounting to USD30,000,000 USD30,000,000 Import Deferment Guarantee Facility Trade Line Credit Facility, amounting to IDR 40,000,000,000</p> <p>Furthermore, PT Dunia Setia Sandang Asli Textile has a credit facility with BRI in the form of an investment loan of IDR 700,000,000,000.</p> <p>On December 10, 2019, a PKPU request for Duniatex Group was filed by PT Shine Golden Bridge at the Commercial Court at the Central Jakarta District Court and on this request the Panel of Judges granted the PKPU Application on September 30, 2019.</p> <p>Regarding the PKPU above, BRI and other creditors were present and voted at the Creditors Meeting, the Debt Matching Meeting, the Peace Plan Discussion Meeting so that in the end the Parties in the case agreed to sign a Peace Agreement (Homologation) which was ratified by the Panel of Judges of the Court. Niaga at the Central Jakarta District Court on June 26, 2020.</p>	Peace Agreement (Homologation)	Can have an impact - on the company's reputation if there is no agreement between BRI and PT Duniatex Group.	-

LITIGATION FACED BY THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

No BRI Board of Commissioners and Board of Directors members who had legal cases related to Civil and Criminal law with BRI's business activities during 2020.

ADMINISTRATIVE SANCTIONS

No administrative sanctions imposed on members of the Company's Board of Commissioners and Board of Directors during 2020.

CORPORATE INFORMATION AND DATA ACCESS

BRI has in place the policy for the management of information disclosure as set forth in the Board of Directors' Circular NOSE: S.08-DIR/SKP/06/2014 regarding the Information Services and Management Policies of PT Bank Rakyat Indonesia (Persero) Tbk.



AVAILABILITY OF CORPORATE INFORMATION ACCESS

BRI transparently provides the up-to-date financial statements information and company information that can be accessed by the public through a variety of print and electronic media including the Company's website, Social Media, the Indonesia Stock Exchange, and the SOE portal.

Corporate Secretary

AESTIKA ORYZA GUNARTO
 Phone : (+62 21) 575 1966
 Fax : (+62 21) 570 0916
 Email : humas@bri.co.id

Press Release

BRI press releases during 2020 can be found in the sub-chapter of the duties implementation of the corporate secretary and can be found on the Company's website.

Corporate Address

BRI Head Office
 Jl. Jendral Sudirman Kav. 44-46
 Jakarta 1210, Indonesia
 Phone : (+62 21) 251 0244, 251 0254
 Fax : (+62 21) 250 0065, 250 0077

Corporate Information and Data Access

Corporate Website

www.bri.co.id

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 messenger and

whatsapp/telegram: 081-212-14017

BRI Magazines

BRI has an Internal magazine in full digital form accessible through Android and iOS apps. Called "BRILian News", this magazine is published monthly since November 2019. The "BRILian News" published during 2020 is as follows:

Month	Theme
January	Technology To Serve
February	Micro Business Transformation
March	Home To The Best Talent
April	Digital Touch
May	Risk Management That Is More Ready For Change
June	Balance Sheet Transformation amidst the Pandemic
July	Guarding the Transformation with GCG
August	Systems and People in the Middle of Off Balance Sheet Transformation
September	Brivolution 2.0 Anticipating a New World Business Model
October	Implementation and Resegmentation for the Future
November	Realizing GCG
December	BRI Is Honest, Sincere Just As It Is

Report Submission Transparency

Report Types	Periods	Total	Reporting To
Annual Report	Annually	1	OJK and IDX
Consolidated Financial Statements of the Company and Subsidiaries	Quarter	4	OJK, BI, Finance Ministry, SOE Ministry
Shareholding Composition Report	Monthly	12	OJK
Foreign Currency Payable Report	Monthly	12	OJK
IPO Proceeds Allocation Realization Report	Monthly	12	OJK and IDX
Securities Holders Registration Report	Monthly	12	IDX

CORPORATE CODE OF CONDUCT IMPLEMENTATION

LEGAL REFERENCES

BRI's code of conduct is an important part of BRI's GCG framework and provides ethical guidelines for BRI people in carrying out their duties, authorities, obligations and responsibilities. The policies governing the elements of BRI's code of ethics and their implementation are stated in the Joint Decree of the BRI Board of Commissioners and Directors Number: 06-KOM/ BRI/12/2013 and Nokep: S.65-DIR/DKP/12/2013 concerning the BRI Code of Conduct.

CODE OF CONDUCT COMMITMENT

The Code of Conduct applies to all employees in all organization levels. The continuous application of code of conduct is carried out through attitudes, actions, commitments and provisions that foster the creation of a corporate culture.

COMPLIANCE WITH THE CODE OF CONDUCT

BRI has a code of conduct which is the basic value for all employees in carrying out their work professionally. All BRI employees sign a statement of compliance with the code of conduct every year as a form of commitment in compliance with the company's code of conduct.

CODE OF CONDUCT KEY POINTS

BRI's code of conduct has 9 (nine) elements, which are:

1. Compliance with Law and Bank Policies
The Bank's commitment to comply with applicable laws and regulations to strengthen the Bank's compliance culture.
2. Relationships with Stakeholders
 - a. Ethics to Customers
The Bank's commitment to providing excellent service to customers by prioritizing the principle of prudence.
 - b. Ethics to Working Partners
The Bank Commitment's with Business Partners is based on legitimate and fair business practice and uphold professionalism by always prioritizing the interests of the company.
 - c. Ethics to Competitor
The Bank's commitment to promote healthy competition in carrying out its business, by increasing competitor banks as a driver of increased performance.
 - d. Ethics for Regulator
The Bank's commitment to fulfill the obligations and conditions set by the banking regulator and other authorized authorities.
 - e. Ethics to Shareholders
The Bank's commitment in an effort to provide positive and optimal contributions to shareholders.
3. Relation with Community and the Environment
The Bank's commitment to uphold the values of the local wisdom and providing benefits and supporting environmental preservation where the Bank performs its operations.
4. Company Relations with Bank Employees
 - a. The Bank's commitment in providing equal opportunities to all employees to participate in achieving the Bank's vision and mission.

Corporate Code of Conduct Implementation

- b. The Bank's commitment in creating a favorable work environment to increase the productivity and ethics of fellow employees.
- 5. Bank Information Confidentiality
The Bank's commitment to protect all customer and internal Bank information from outside/unauthorized parties.
- 6. Bank Report Integrity and Accuracy
The commitment of employee to submit the Bank reports promptly, accurately and accountable to the management, shareholders and other interested parties.
- 7. Conflict of Interest
The commitment of employee to implement a policy of conflicts of interest handling and does not place in conditions/situations where conflicts of interest arise between themselves and the Bank, Customers, and Third Parties which can be detrimental to the company.
- 8. Political Contributions and Activities
The commitment of employee to not contribute to political activities or other similar businesses.
- 9. Prohibition of Receiving Gifts
Employees are not permitted to ask for and receive any gifts or rewards that are not in accordance with the applicable laws and regulations.

STATEMENT THAT THE CODE OF CONDUCT APPLIES TO ALL ORGANIZATIONAL LEVELS

- 1. Board of Directors, Board of Commissioners and all BRI Personnel are required to know, understand, and implement the BRI's Code of Conduct.
- 2. All Bank's personnel must submit in writing the Statement of Compliance with BRI's Code of Conduct. The signed BRI's Statement of Compliance with Code of Conduct is a condition in continuing the working relationship with the Bank.

CODE OF CONDUCT DISSEMINATION

The company has communicated the code of conduct policy to all BRI personnel (Directors, Board of Commissioners and BRI employees) in 2020, including through:

- 1. Company website.
- 2. Landing Page on the BRISTARS application.
- 3. Collective Labor Agreement between the Company's Workers Union and the Company's Management.
- 4. Implementation of the Performance Improvement Forum.
- 5. Posters, videos and other advertising media at the Company's offices.

ENFORCEMENT OF CORPORATE CODE OF CONDUCT

In the effort to enforce the code of conduct in the company, the Board of Commissioners, Directors and All BRI Employees are committed to running the Bank's business by implementing ethics in the banking system. This commitment is manifested in:

- 1. Statement of Compliance with BRI's Code of Conduct
All BRI personnel are required to know and understand well and state a "Statement of Compliance with the Code of Ethics" every year.
- 2. Commitment of Management and All BRI Employees
The commitment of the management and all employees not to receive and give gratuities in the form of money and/or goods related to their obligations or responsibilities which are published in the mass media and the Company's website.

Corporate Code of Conduct Implementation

3. Annual Disclosure Conflicts of Interest
All BRI personnel are required to make an annual disclosure that does not have a conflict of interest every year, and all work units are required to submit transaction reports/decisions that contain conflict of interest every month.
4. Integrity Pact
The signing of the integrity pact is carried out by the procurement committee, user work unit, vendor or partner in the entire procurement process for goods and services at BRI. In addition, every year the Board of Directors and the Board of Commissioners sign the GCG Statement as a form of commitment to carry out the principles of Good Corporate Governance, while all employees sign a commitment to anti-fraud and gratuity control at the Performance Improvement Forum which is held annually.
5. Awareness Program
One form of implementing a code of ethics to become a culture at BRI is by strengthening the corporate culture through 5 corporate culture values, 10 corporate culture behaviors and 20 actions that reflect corporate culture behavior. In addition, to ensure & oversee the implementation of a code of ethics and corporate culture for every employee, BRI forms Culture Heroes (Work Unit Heads) and Culture Agents in each BRI work unit.
6. Whistleblowing System
All violations of BRI's code of ethics are reported through the Whistleblowing System (WBS) mechanism. If based on the results of the investigation the violation of the code of ethics is proven, it will be subject to sanctions in accordance with BRI's disciplinary violations.

CODE OF CONDUCT VIOLATIONS

During 2020 there were violations of the Code of Conduct committed by 51 BRI organic employees with the following details:

Sanction Category	Total
Written Warning Letters	4
Written Reprimand	2
Demotion 1	6
Demotion 2	3
Work Termination	36
Total	51

The number of code of conduct violations based on settlement status is as follows:

Internal Violations	Total Violations							
	Board of Commissioners		Board of Directors		Permanent Employee		Contract Employee	
	2019	2020	2019	2020	2019	2020	2019	2020
Total	-	-	-	-	283	148	239	48
Has been resolved	-	-	-	-	253	51	239	35
In Ongoing process	-	-	-	-	30	97	0	13

BAD CORPORATE GOVERNANCE PRACTICES INFORMATION

In accordance with the commitment of BRI to implement GCG, until the end of 2020, BRI has not taken any actions or policies which are Bad Corporate Governance practices as follows:

No	Description	Practice
1	Reports on Bank activities that pollute the environment	None
2	Important cases currently being faced by the Bank, its subsidiaries, members of the Board of Directors and/or members of the Board of Commissioners who are currently serving are not disclosed in the Annual Report.	None
3	Non-compliance in disclosure of fulfillment of tax obligations	None
4	The inconsistency in the presentation of the Annual Report and Financial Report with the applicable regulations and Indonesian GAAP	None
5	No disclosure of operating segments in the Financial Statements	None
6	A discrepancy between the Annual Report Book and the Digital Annual Report	None

STATEMENT OF THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES

All members of the Board of Commissioners, Directors and Employees of BRI are always committed and implement the principles of good corporate governance and there are no material violations of the prevailing laws and regulations. In addition, BRI has implemented governance in accordance with the ASEAN Corporate Governance Scorecard (ACGS). The principles that have not been implemented by BRI have been explained on the Bank's website.

CORPORATE CULTURE

In carrying out the internalization and externalization of work culture, BRI Group uses the core values of the Ministry of SOE, AKHLAK which is an acronym for Amanah (Trustworthy), Kompeten (Competent), Harmonis (Harmonious), Loyal, Adaptif (Adaptive) and Kolaboratif (Collaborative). In addition, there are BRILiaN keywords and code of conduct/ behavior according to the Circular of the Minister for State-Owned Enterprises (SOE) No.: SE-7/MBU/07/2020 concerning Core Values of Human Resources of State-Owned Enterprises. Countries as follows:

<p>TRUSTWORTHY</p>  <p>Keywords</p> <p>Integrity, Sincere, Consistent, Trustworthy</p> <p>BRILiaN Behavior</p> <ol style="list-style-type: none"> 1. Fulfilling promises and commitments 2. Responsible for one's tasks, decisions, and actions 3. Upholding moral and ethical values 	<p>COMPETENT</p>  <p>Keywords</p> <p>Best performance, success, learning agility, expert in the field</p> <p>BRILiaN Behavior</p> <ol style="list-style-type: none"> 1. Enhancing personal competence to respond to evolving challenges 2. Helping others to learn 3. Completing tasks with best results 	<p>HARMONIOUS</p>  <p>Keywords</p> <p>Caring, diversity</p> <p>BRILiaN Behavior</p> <ol style="list-style-type: none"> 1. Enhancing personal competence to respond to evolving challenges 2. Helping others to learn 3. Completing tasks with best results
<p>LOYAL</p>  <p>Keywords</p> <p>Committed, dedicated (willing to sacrifice), demonstrate professional contribution</p> <p>BRILiaN Behavior</p> <ol style="list-style-type: none"> 1. Maintain the reputation of fellow employees, leaders, SOEs, and the state 2. Willing to sacrifice for a greater goal 3. Follow leaders' instructions as long as the instructions are not in contravention with the law and code of conduct 	<p>ADAPTIVE</p>  <p>Keywords</p> <p>Innovative, embracing change, productive</p> <p>BRILiaN Behavior</p> <ol style="list-style-type: none"> 1. Quick to adapt to improve performance 2. Demonstrate continuous improvement to keep up with technological changes 3. Proactive 	

WHISTLEBLOWING SYSTEM

In improving Good Corporate Governance, the management is committed to performing the company professionally based on behavior guided by the code of conduct and corporate culture. To that end, for violations of the code of ethics, the management has prepared a reporting media which is transparently and fairly managed through the Whistleblowing System.

EXISTENCE AND PURPOSE OF THE WHISTLEBLOWING SYSTEM (WBS)

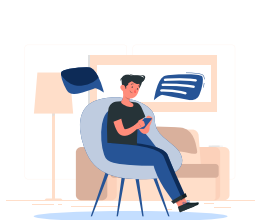
The Whistleblowing System (WBS) is a reporting tool for BRI personnels in particular, and the public to report any behavior or actions that were indicated to have violated the code of conduct, GCG principles, and both BRI internal applicable regulations and prevailing laws, by BRI personnel. The Whistleblowing System is a form of BRI management’s commitment to creating a clean work environment and BRI personel with integrity in the form of active participation to report violations ocurung within BRI.

WBS POLICY

BRI Whistleblowing System policy has been stipulated in Board of Directors Circular No: S.08-DIR/KPT/05/2018 which regulates the, mechanism and procedures for handling reports of indication of violations that are managed confidentially and independently.

WBS REPORT FILING

Whistleblowing System reporting can be done through:



SMS Number
0812 8200 600



Written Letter to
PO BOX 1895 JKP 10900



Webmail
whistleblower@corp.bri.co.id



Website
www.bri.co.id/whistleblowing-system

Whistleblowing System

WBS DISSEMINATION

BRI WBS dissemination has been implemented to Internal Parties (BRI Employees) and External Parties, such as:

1. WBS policy information to all employees through BRI internal portal.
2. Delivering WBS material on the BRI employee development and enhancement program
3. WBS dissemination regularly to all Work Units
4. Poster campaign on WBS information at the Branch Offices, Sub Branch Offices and BRI Units.
5. Installing the landing page on the Bristars application dashboard (BRI internal portal).
6. Implement WBS e-learning for all BRI employees.
7. Submission of WBS information through the company's website.

WHISTLEBLOWERS PROTECTION

BRI provides protection to whistleblower confidentiality of personal data and reported information. The protection is also given to internal whistleblowers from pressure, postponement of promotions, discrimination, dismissal, and physical actions.

WBS MANAGEMENT

The WBS management is done by the WBS Management Unit under the President Director and monitored by the Board of Commissioners through the Audit Committee. The WBS Management Unit is responsible in managing and following up reports of indications of violations

WBS REPORT CRITERIA

Information on reporting violations that can be submitted and followed up through the Whistleblowing System (WBS), namely:

1. Fraud
2. Embezzlement/Counterfeiting/Theft
3. Gratuity/Bribery/Corruption
4. Conflict of Interest
5. Violation of BRI's accounting and financial reporting processes
6. Violation of company regulations/procedures
7. Ethical violations, including disclosing bank secrets for personal gain, insider perpetrators, immoral acts inside and outside the Company, harassment, drug use and being involved in prohibited community activities.

WHISTLEBLOWING SYSTEM REPORT

Reports on indications of violations should at least contain the following:

1. Reported Violations
Subject of reporting of violations and amount of losses (if known)
2. Parties Involved
BRI personnel and the parties involved indicated violations

Whistleblowing System

3. Time of Violation
The period of time the indication of the violation occurred
4. Place of Violation
Location/place of work unit where the violation occurred
5. Chronology of Events
Description of events/chronology of events so that there are indications of violations
6. Evidence of Violation
Documentation of indications of violations in the form of documents, photos, videos and other supporting information.

WBS REPORTING MECHANISM

1. The whistleblower submits a violation indication report through the Whistleblowing System.
2. A whistleblower submitting a violation indication report receives a report code and keywords to see the follow-up process for the report on the whistleblowing system website (www.whistleblowing-system.bri.co.id).
3. If a whistleblower submits an indication of a violation through means other than the website (SMS, Whatsapp, Letter and Email), the Whistleblowing System (WBS) Officer will provide the report code and password to the Reporting Person who submits his/her identity or email.
4. Whistleblowing System Officer records all reports of indications of violations in the whistleblowing system application.
5. WBS officers conduct preliminary analysis (verification) of reports of violation indications according to the whistleblowing system report criteria.
6. If necessary, the WBS Officer can request additional information and confirmation from the whistleblower in fulfilling the information and report data.
7. The leader of the WBS Management Unit validates the results of the verification of the violation indication report and decides on the follow-up to the report, namely:
 8. Follow up for investigations; or
 9. No follow-up was taken (the report was rejected) because it did not match the criteria for the WBS report.
10. The WBS Management Unit appoints an Investigation Unit to investigate the WBS report.
11. The WBS Management Unit prepares an assignment letter and submits a letter of assignment to the Investigation Unit.
12. The Investigation Unit submits a report on the results of the investigation (including recommendations for follow-up improvements) if:
 - a. Investigation is carried out by the Internal Audit Unit (SKAI): The investigation report is submitted in the form of an Audit Result Report to the authorized Work Unit with a copy of the WBS Management Unit. Monitoring of the follow-up corrections to the results of the investigation is carried out by the Investigation Unit.
 - b. Investigation is carried out by a consultant or independent party: The investigation result report is submitted to the WBS Management Unit. Monitoring of the follow-up corrections to the results of the investigation is carried out by the WBS Management Unit.
13. Reports of follow-up improvements include:
 - a. Follow-up to the perpetrator of the indication of the violation and improvement of the weaknesses that occurred as well as the risk mitigation carried out
 - b. Provide information to the reported superior in order to maintain the good name of the reported party if the WBS report is not proven.
14. The work unit is authorized to carry out follow-up improvements in accordance with applicable regulations.
15. The work unit has the authority to submit a follow-up improvement report to the WBS Management Unit.

Whistleblowing System

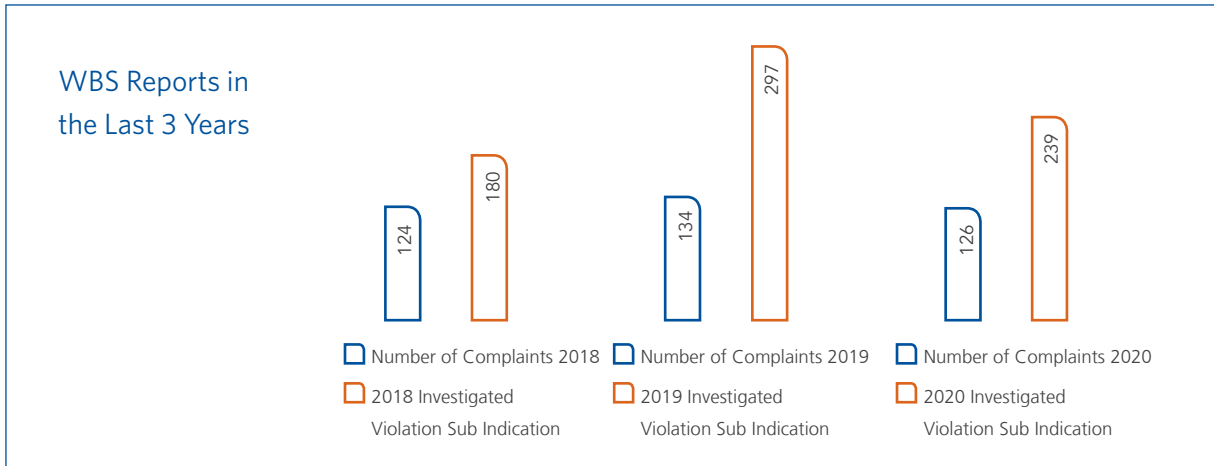
WBS SUBMISSION FLOW



Whistleblowing System

TOTAL REPORTS AND COMPLAINTS FOLLOW UP

During 2020, 126 reports of violations (WBS) were received containing 239 sub indications of violations, and the trend of WBS reports for the last 3 (three) years is as follows:

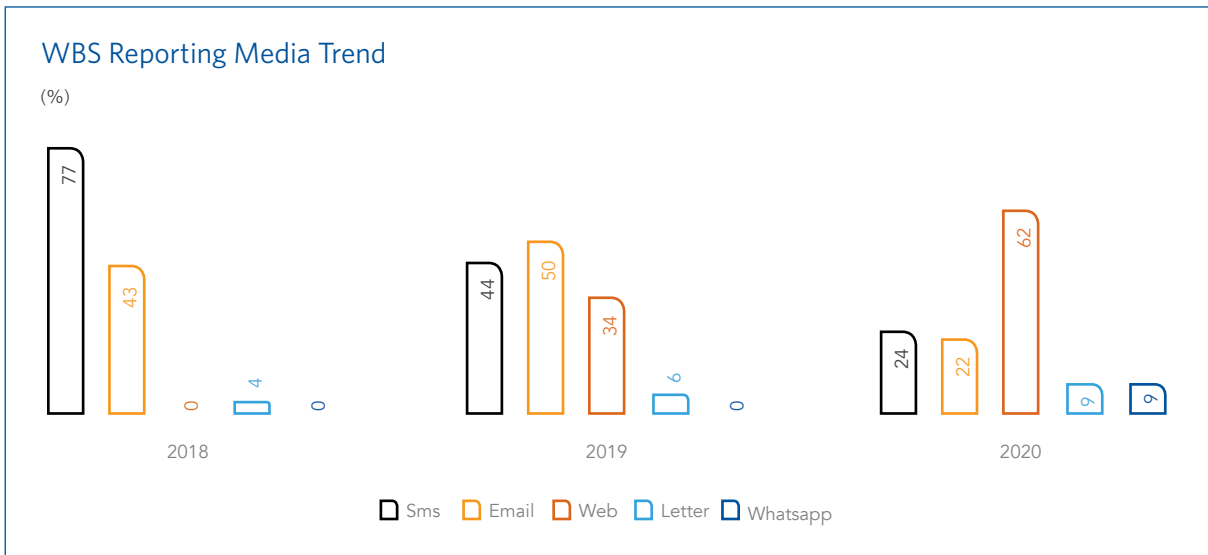


Based on the data, the most reported and proven sub indications of violations in 2020 are violations of SOPs, indications of fraud and violations of the code of ethics and GCG as shown in the following data:

Category	Received Complaints	Status		
		Proven	Not proven	In Process
Fraud	57	25	21	11
Violati the Law	0	0	0	0
Violating the SOP	108	40	59	9
Code of Ethics and GCG violations	59	22	31	6
Ethics Violation	11	4	7	0
Dangerous Acts	0	0	0	0
Accounting Process Violation	4	1	1	2
TOTAL	239	92	119	28

Whistleblowing System

The most widely used WBS reporting media during 2020 was through the website with a total of 62 reports (48%), through SMS 24 reports (20%) and email 22 reports (18%). For the purpose of simplifying WBS reporting, in 2020 a reporting media will be implemented through the WhatsApp application. The trends in the use of WBS reporting media for the last 3 (three) years are as follows:



GRATUITY CONTROL AND ANTI-BRIBERY

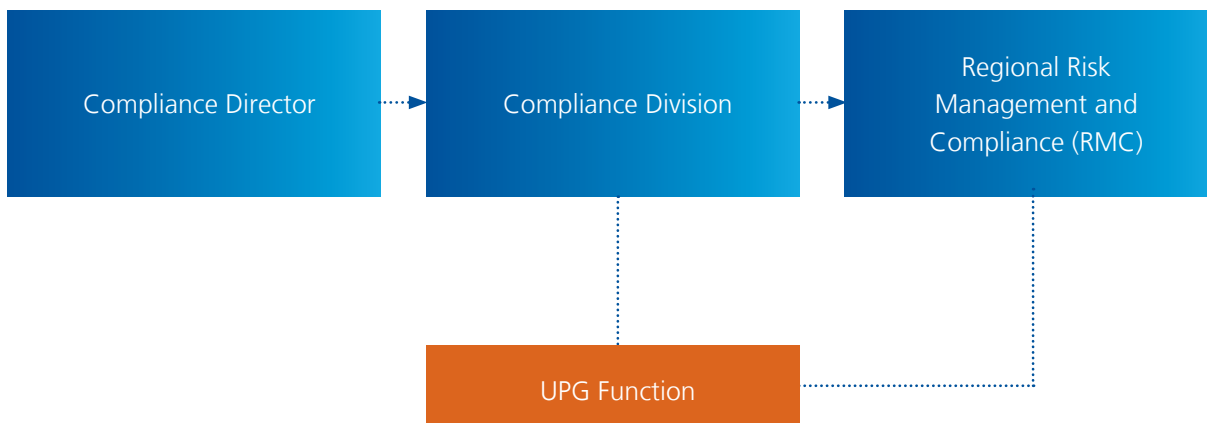
To increase corporate value and code of conduct in relationships between business relations and corporate partners, BRI is committed to implementing gratuity and anti-bribery controls to support efforts to eradicate corruption within the company.

Gratuity, Anti-Bribery and Anti-Corruption Control Policy

As a form of BRI's commitment to supporting efforts to eradicate corruption within the company environment, BRI Bank has updated the Anti-Bribery & Gratuity Control provisions in accordance with BRI Directors Circular Letter No: SE.63-DIR/KEP/12/2020 dated December 8, 2020. In addition to these provisions, other provisions that support the eradication of corruption are contained in the Circular Letter of the Directors of BRI Number S.18-DIR/MOP/03/2020 concerning the Anti-Fraud Strategy of PT. Bank Rakyat Indonesia (Persero) Tbk and the BRI Code of Ethics Policy

Gratuity Control Unit

The Gratuity Control Unit is a unit or function within BRI that functions to control the practice of receiving and giving gratuities. Gratuity control at BRI is carried out by the Gratuity Control Unit (UPG) which was formed in 2017 and is attached to the BRI Compliance Unit, namely the Compliance Division and BRI Regional Risk Management and Compliance (RMC) at Regional Offices with the following details:



The Gratuity Control Unit in the Compliance Division has the duties and responsibilities including:

1. develop gratuity control provisions.
2. Socialized the gratuity control provisions to BRI internal and external parties.
3. Managing gratuity reports in the form of analyzing and administering reports of acceptance and rejection of gratuities for BRI personnel.
4. Become the admin of the GCG Online System and KPK Online Gratuities application.
5. Forward the gratuity receipt report to the KPK through the online gratuity system.
6. Managing the gratuity goods until the status of the gratuity goods is determined.
7. Monitoring and evaluating the implementation of gratuity control.

Gratuity Control and Anti-Bribery

8. Deliver the implementation of the gratuity control program to the Board of Directors, which at least contains the following:
9. Recapitulation of gratuity reports reported by BRI personnel;
10. Mapping areas prone to receiving gratuities.
11. Ensure that follow-up actions on reports of acceptance and/or rejection of gratuities are in accordance with the provisions.
12. Give approval of the letter of determination of the ownership of the gratuity goods whether they belong to the Company or become the property of the Gratuity Recipient.

The Gratuity Control Unit in the Regional Risk Management & Compliance has duties and responsibilities including:

1. Performing the gratuity control programs prepared by the Compliance Division;
2. Monitoring the compliance of gratuities reporting in the Regional Offices and their Supervision Work Units through the GCG Online System;
3. Outreach the gratuity control provisions to BRI internal and external parties at Regional Offices;
4. Confirmation to the Gratuity Whistleblower regarding the gratuity report.
5. Deliver the decision on the status of gratuities and management of gratuity items to the Gratuity Whistleblowers based on a letter from the Compliance Division.

Types of Gratuities

BRI classifies 2 types of gratuities:

1. Gratuities that must be reported.
Acceptance and/or rejection of gratuities made by BRI personnel based on/related to their position or authority and contrary to their obligations or duties.
2. Gratuities that do not have to be reported
Gratuities that are not required to be reported are gifts received by BRI personnel, are not related to their position or authority and are not contrary to their obligations or duties.

Implementation of Gratuity Control in 2020

During 2020, BRI implemented gratification control programs, including:

Integrity Pact

As a form of BRI's support in exercising gratification control, all BRI personnel, including the Board of Commissioners, Directors, and all BRI employees throughout Indonesia have signed an anti-gratuity and bribery commitment as stated in:

1. GCG Statement for the Board of Commissioners and Directors
2. Commitment to the Performance Improvement Forum for BRI Selindo Employees

In addition to this commitment, the signing of the integrity pact is also carried out during the goods and service procurement process by the goods and services procurement committee with BRI vendors/partners to maintain integrity and independence in the process of procuring goods and services.

Gratuity Control and Anti-Bribery

Education and Dissemination Program on Gratification Control

The BRI Gratification Control Unit (UPG BRI) routinely delivers gratuity policies to all employees through educational media, routine socialization, and through other communication media in collaboration with BRI Corporate University, Human Capital Business Partner Division, Culture Transformation Division, Service & Contact Division, Center, Corporate Secretary, and Marketing & Communication Division.

Several forms of education and outreach that have been carried out by UPG BRI during 2020, include:

1. Development & Enhancement education for employees as well as implementation of e-learning to measure the level of employee understanding of gratuity control policies. BRI collaborates with BRI Corporate University.
2. BRI E-College through a webinar by UPG BRI, namely the Compliance Division and Regional Risk Management & Compliance at the Regional Office to BRI Selindo employees and BRI Subsidiaries with a total of +/- 30 thousand participants.
3. Screening of anti-corruption and gratification videos on BRI Vision in all BRI work units and BRI Videotron in Solo, BSD and Bandung in collaboration with the Service & Contact Center Division and the Marketing & Communication Division.
4. Anti-gratuity posted digital display on the landing page on the BRISStars application (BRI's internal portal)
5. Giving rewards to Work Units through the GRC Culture Carnival event.
6. Submitting a reminder for the prohibition of receiving / giving gratuities to all BRI Selindo employees
7. Publication of anti-gratification commitments in national print media.

Reporting of Acceptance/Rejection of Gratuities

Apart from education and outreach, one of BRI's steps to increase awareness of gratification control is by requiring gratification reporting for all BRI personnel. During 2020, there were 287 gratuity reports in BRI.

Gratuity Reporting Mechanism


In reporting gratuities, all BRI personnel are required to report it to the BRI Gratification Control Unit through the provided reporting media, namely:



Human Capital System (BRISStars)
GCG Online System



Email: upg.bri@corp.bri.co.id

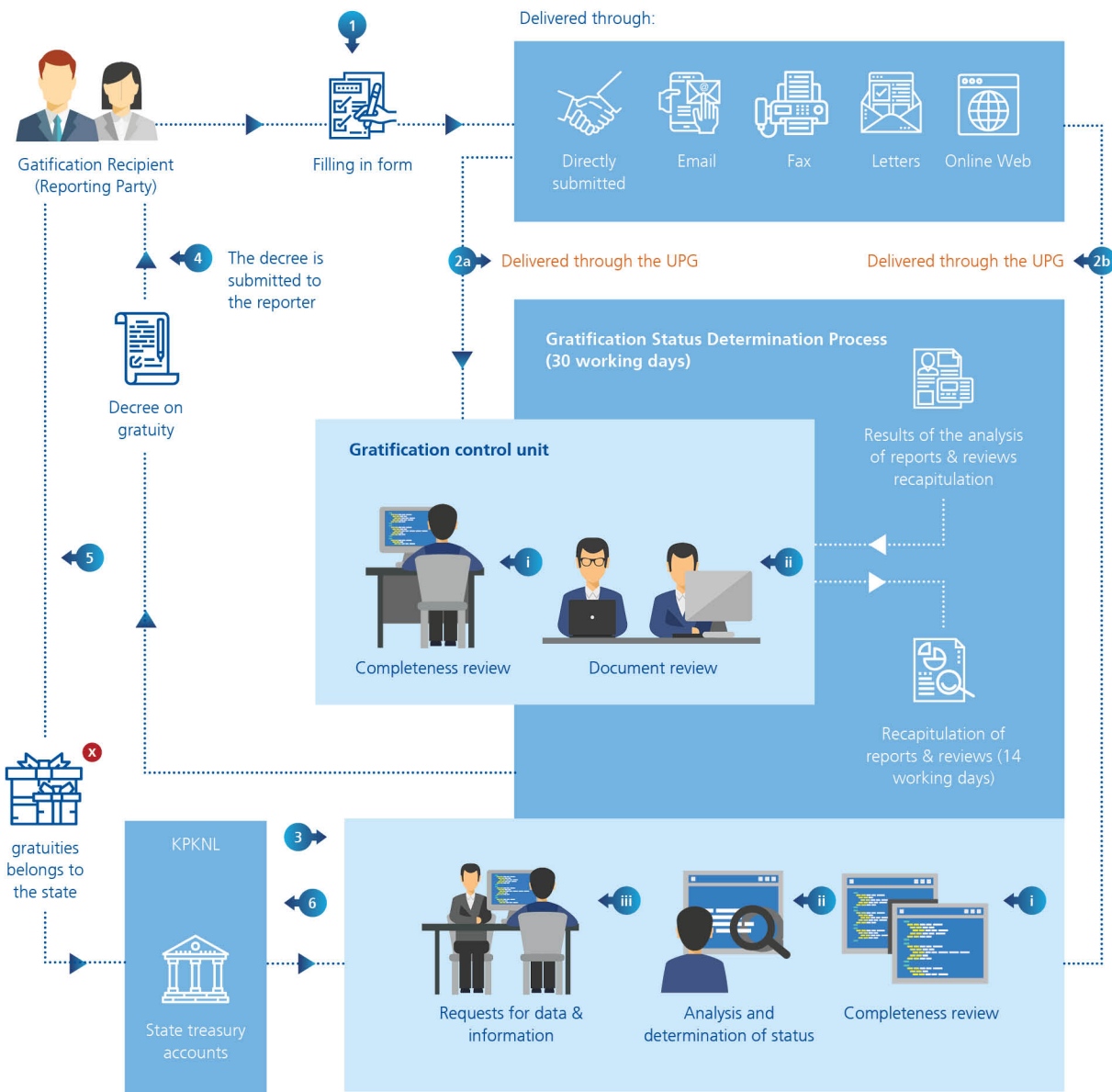


Letter to the Compliance Division
BRI BRI Building 2, 10th floor, Jl.
Jendral Sudirman kav. 44-46

Gratuity Control and Anti-Bribery

The explanation of the gratification reporting mechanism at BRI is as follows:

Gratuity Reporting Mechanism



Gratuity Control and Anti-Bribery

State Officials' Assets Report (LHKPN)

To improve the quality of GCG implementation, BRI also complies with the reporting regulation of State Official's Assets Report (LHKPN) under the stipulation of Corruption Eradication Commission (KPK).

Policies

1. Executives required to report LHKPN
As a realization to enhance transparency, prevent corruption and support the clean culture of corruption, collusion, and nepotism, members of the Board of Commissioners, Board of Directors, SEVP, EVP, and VP at BRI are required to report assets in accordance with the internal requirements of the Directors' Letter Nokep. SE.65-DIR/KEP/12/2020 dated 16 December 2020. The data reported in the report covers the position of the property before and after it has taken office. These reporting provisions are continually updated to comply with the prevailing regulations.
2. LHKPN Reporting Coordinator
The reporting coordinator appointed by BRI to manage and monitor the LHKPN reporting process is the Head of Secretariat and Protocol and Head of Human Resource Policy and Development Division. Based on BRI's current organizational structure, there are 264 BRI employees (outside the Board of Directors, Board of Commissioners and Subsidiaries) who are required to report assets to the KPK. Of all the officials, the majority has reported their assets in accordance with the reporting obligations of LHKPN.

LHKPN Reporting

BRI has submitted the LHKPN report for 2019 period in 2020 as follows:

No	Position	LHKPN Mandatory	LHKPN Mandatory Reported		LHKPN Mandatory non yet reported	
			Total	%	Total	%
1	Board of Commissioners	8	8	100%	0	0%
2	Board of Directors	12	12	100%	0	0%
3	BRI Employee	299	283	94.65%	16	5.35%
	Total	319	303	94.98%	16	5.02%

CONFLICT OF INTEREST

Conflict of interest is a condition/situation in which a person because of the position or authority in BRI has a personal interest that can affect the quality and performance of the implementation of objective mandated duties.

POLICIES

To prevent the occurrence of a conflict of interest, the Bank has a policy stated in the BRI's Joint Decree of the Board of Commissioners and the Board of Directors No. 02-KOM/BRI/05/2012 and Nokep: S.104-DIR/ DKP/05/2012 on PT Bank Rakyat Indonesia (Persero) Tbk General Guidelines on Conflict of Interest Handling.

The basic principles to handle Conflict of Interest are:

1. Prioritizing public interest
2. Creating transparency of handling and supervision of conflicts of interest.
3. Encouraging personal responsibility and exemplary attitude.
4. Creating and fostering an organizational culture capable of handling conflict of interests.

COMMITMENT

The Board of Commissioners, Board of Directors and all BRI personnel are committed and professional in implementing the conflict of interest policy.

As a manifestation of BRI's commitment to the implementation of policies and disclosure of conflicts of interest are as follows:

1. All BRI personnel are required to make an Annual Disclosure that has no conflict of interest with respect to any decisions made by them and has carried out the behavior set by the company.
2. Each work unit must submit a transaction/ decision report containing a conflict of interest.

DISSEMINATION

BRI continues to disseminate the GCG and conflict of interest policy to BRI employees through educational program, workshop, On House Training, Guidance and onsite Monitoring to BRI work units, e-learning through BRI's internal portal, and statement of conflict of interest.

CONFLICT OF INTEREST TRANSACTION REPORT 2020

There were no conflict of interest transaction which has the potential to cause losses to the Company during 2020.

PREVENTION OF INSIDER TRADING

Insider Trading is the trading of company shares or other securities (bonds or stock options) carried out by company's individual with access to non-public information about the company. The Company has a policy that regulates insider trading activities for all BRI people. Insider trading policies are contained in the Joint Decree (SKB) of the Board of Commissioners and Directors of BRI No: 02-KOM/BRI/05/2012 and Nokep: S.104-DIR/DKP/05/2012 dated 24 May 2012 on the General Guidelines for Conflict of Interests Handling.

Policy related to insider trading activity regulates that:

1. Every BRI person must avoid personal actions that benefit from "inside information" or inside information obtained from his position, while this information is not open to the public.
2. All BRI employees do not use confidential company information and business data for interests outside the company.
3. All BRI personnel are prohibited from carrying out any activities related to insider trading that refer to illegal activities in the financial market environment to seek profits which are usually carried out by utilizing internal information such as published plans or company decisions/corporate actions.
4. Violation of the above activities will be subject to disciplinary sanctions according to those applicable at BRI.

In supporting good corporate governance practice, all BRI personnel are required to make Annual Disclosure statements, including disclosure of insider trading transactions carried out by BRI personnel.

PROCUREMENT OF GOODS AND SERVICES

Procurement is an activity process to fulfill or provide the need of goods and/or services by buying or leasing or collaboration with other parties, in which implementation is conducted through vendors or other parties' appointment. BRI Procurement of Goods and Services aims at supporting the bank's operations and business performance in general. In an effort to provide excellent services and adheres to the principles of GCG, BRI firmly adheres to create secure, effective and efficient procurement of goods and services

GENERAL POLICY

Fixed Asset Management and Logistics Policy of PT. Bank Rakyat Indonesia (Persero), Tbk is a guideline for managing fixed assets and procurement of goods and services to support BRI's operational activities according to the quality, quantity and time set at the best price while still observing the principles of GCG (Good Corporate Governance). BRI's Fixed Asset Management and Procurement Policy refers to the Decree of the Board of Directors Number KB.01-DIR/MAT/03/2020 dated March 31, 2020 concerning PT. Bank Rakyat Indonesia (Persero), Tbk which took effect starting March 2020. The BRI's Fixed Asset and Logistics Management Policy is guided by the Regulation of the Minister of BUMN No. PER-08/MBU/12/2019 dated 12 December 2019 concerning General Guidelines for the Procurement of Goods and Services for State-Owned Enterprises.

BRI's Fixed Asset and Logistics Management Policy contains integrated management of BRI's fixed assets and logistics, which includes planning, determining needs, funding, procurement, payment, distribution, insurance, maintenance, optimization of assets, administration and reporting as well as monitoring and evaluation.

The objectives of the formulation of BRI's Fixed Asset and Logistics Management Policy are:

1. As a guideline in managing fixed assets and quality logistics services to all BRI work units.
2. As a guide in the process of procuring goods and/or services at BRI.

BRI's Fixed Asset and Logistics Management Policy has been improved on an ongoing basis by taking into account the company's needs, business developments and existing regulations. Thus it can better suit business needs, priority scale, budget availability, and budget efficiency.

Procurement of Goods and Services

PERMANENT ASSETS MANAGEMENT IMPLEMENTATION

In carrying out the management of Fixed Assets and Logistics, the Directorate of Fixed Asset Management and Procurement refers to the Fixed Asset Management and Logistics Policy of BRI in accordance with the Decree of the Board of Directors No. KB.01-DIR/MAT/03/2020 dated 31 March 2020 concerning PT Bank Rakyat Indonesia (Persero), Tbk Fixed Asset Management and Logistics Policies and its Implementation Guidelines.

CODE OF CONDUCT IN PROCUREMENT OF GOODS AND SERVICES

The code of conduct for the procurement of goods and/or services at BRI is as follows:

1. To carry out tasks in an orderly manner, accompanied by a sense of responsibility to achieve the smoothness and accuracy of achieving the objectives of the procurement of goods and/or services.
2. To work professionally, independently on the basis of honesty, and maintain the confidentiality of procurement documents for goods and/or services to prevent irregularities in the procurement of goods and/or services.
3. Do not influence each other, either directly or indirectly, to prevent and avoid unfair competition.
4. To accept and to be responsible for all decisions that have been determined in accordance with the agreement of the parties.
5. To avoid and prevent conflicts of interest of the parties involved, directly or indirectly in the process of procuring goods and services.
6. To avoid and prevent waste and financial leakage of BRI in the procurement of goods and services.
7. To avoid and prevent abuse of authority and/or carry out joint activities for the benefit of personal, group or other parties that directly or indirectly harm BRI.
8. Not accepting, not offering or promising to give or receive gifts, rewards of any kind to anyone known or reasonably suspected to be related to the procurement of goods and services.

GOODS AND SERVICES PROCUREMENT PRINCIPLES

In procurement process, the Bank refers to the basic principles of procurement, which include:

Efficient	Procurement of goods/services shall obtain optimum and best results within a swift timeframe by using as minimal as funding and capabilities fairly and not based solely on the lowest price.
Effective	Procurement of goods/services shall be in line with the set requirements and provide significant benefits according to the set targets.
Competitive	Procurement of goods/services shall be an open opportunity for vendors of goods/services that meet the requirements and shall be done through sound competition between the equal vendors and meet certain requirements/criteria based on clear and transparent rules and procedures.
Transparent	All rules and information on procurement of goods/services, including technical requirement of procurement administration, evaluation procedures, evaluation results, determination of prospective vendors, are conducted transparently for interested parties.
Open	Procurement of goods and services can be participated by all vendor of goods/services that fulfill the set requirements.
Fair and Reasonable	The procurement of goods and services can be participated by all providers of goods/services that meet the stipulated requirements.
Accountable	Shall meet the target and accountable, hence preventing form the potential of abuse and fraud.

Procurement of Goods and Services

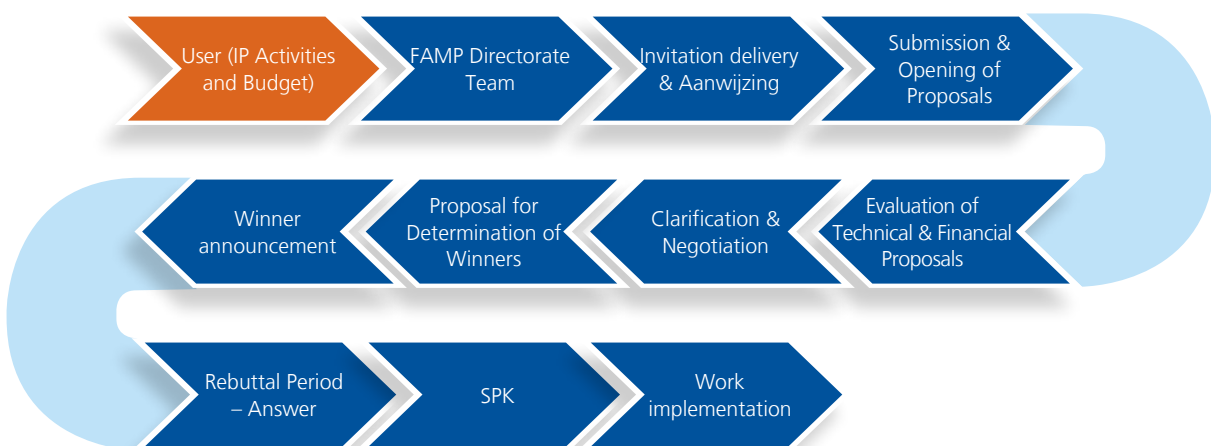
Goods and/or Services Standardization	The goods and/or services to be procured shall refer to the standardization of goods and/or services and/or have been used by other banks/companies.
Centralization	Procurement of goods and/or services is carried out by the Procurement & Logistic Operation Division, if it is carried out by another work unit, it must first obtain a Principle License from an Authorized Officer.
Decentralization	Procurement of goods and/or services can be delegated to work units other than the Procurement & Logistic Operation Division up to the limits of the authority given. In excess of the given authority, approval must be sought from the Competent Authority.
Determined in DRP and/or RKAP	The procurement of goods and/or services can be carried out if it is stated/determined in the DRP and/or RKAP that has been approved by the Commissioner. In the event that the plan for procuring goods and/or services is not listed in the DRP and/or RKAP, the procurement can be carried out after a revision of the DRP and/or RKAP or budget reallocation (switching) with the approval of the Competent Authority.

To realize procurement with the above principles, BRI implements the principles through the following:

1. Transparency and Independency of Procurement of Goods and Services Process.
2. Always in compliance with the internal and external regulations.
3. Implementation of risk management principles, including risk identification, measurement, monitoring and control.
4. Always guided by BRI Corporate Culture that founded upon the values of:
 - a. AKHLAK BUMN (Amanah, Competent, Harmonious, Loyal, Adaptive and Collaborative)
 - b. BRILIAN (Integrity, Professionalism, Trust, Innovation, Customer Centric);
 - c. Good Corporate Governance; and
 - d. Code of Conduct and prudence principles.

PROCUREMENT OF GOODS AND SERVICES PROCEDURES/MECHANISMS

The stages of the procurement of goods and services at BRI are as follows:



*) there are activities, including: Budget Allocation, Self Estimated Price Determination (HPS) and Permit to Implement Procurement to Competent Officials

Procurement of Goods and Services

1. In order to support BRI operational activities, the adequate facilities, infrastructure and infrastructure are required to achieve the Company's objectives. To meet the needs of facilities, infrastructure and infrastructure a procurement process is required.
2. With the establishment of a more agile organization in the MAT & Procurement Directorate, the procurement process can be carried out more quickly with the formation of the Procurement Team. This team involves functions in the MAT & Procurement Directorate, including: Budget & Cost Control Functions, Procurement Operational Functions, and Estimation Functions. The Estimation function is in charge of setting the Estimated Own Price (HPS) which is used as one of the bases for determining the procurement method. Since 2017, BRI has established an Estimation Work Unit, which is an independent work unit that has the task and responsibility of compiling and determining the HPS for procurement of goods and / or services at BRI. In the current organization of the MAT and Procurement Directorate, the Estimation Work Unit or Appraisal & Cost Estimation Department is supervised by the Procurement, Logistic Policy & Fixed Assets Management Division.
3. The procurement process can be undertaken with several methods, including self-management, direct purchase, direct appointment, direct election and open auction.
4. In the procurement process an evaluation of the offer submitted by the prospective Provider of Goods/Services will be carried out to obtain the best quality and price.
5. In order to obtain conformity between the needs of BRI and the bids submitted by prospective suppliers of goods/ services, Clarification and Negotiation will be carried out in the procurement process until the winner of the goods/services provider is determined.
6. If a winner has been determined, BRI provides a refutation time if there are any parties objecting the implemented procurement process or on the winner's determination. This is done in order to realize the procurement of goods and services process that meet the rules of Good Corporate Governance.

VENDOR MANAGEMENT

1. Vendor management includes the process of registration and selection of prospective vendors, monitoring and evaluation vendors performance to the determination of black list, hence with vendor management BRI has the supplier's database that are ready and able to support the implementation of its procurement of goods and services.
2. Providers of goods/services that will participate in the procurement of goods and services in BRI in principle have to attain BRI Vendor Certificate. This is a statement in the certificate or letter format explaining that the provider of goods/ services listed therein has been registered as BRI Vendor, as a condition for participating in the procurement of goods/services at BRI.
3. The Vendor Certificate is selectively issued to the prospective vendors that are considered feasible and meet the set requirements, and are not being limited into certain business activities as long as the product/services rendered are required by BRI.
4. BRI has in place the vendor list of goods/ services that can be used in the procurement of goods and services process at BRI. The vendor list is obtained from the selection of qualifications and requirements determined by BRI. The requirements set out to become BRI vendors to suppliers of goods/ services that have passed the vendor selection have been carried out transparently, in compliance with Good Corporate Governance principles.
5. Evaluation on Vendors is carried out with variable valuation including procurement process, quality, delivery, responsiveness, and maintenance period.
6. BRI has developed a Vendor management application that is integrated with BRISMILE, from vendor registration conducted independently by vendors (SKT Online), legality and vendor business evaluation process to the issuance of BRI Vendor Certificate (SKT BRI) through SKT Online app.

Procurement of Goods and Services

EDUCATION PROGRAM FOR PARTNERS (VENDOR GATHERING)

In 2020, BRI has organized Vendor Gathering through the Bank’s Partners/Suppliers Forum Group Discussion (FGD). The program presentation in this gathering includes:

1. Sharing on BRI future vision and mission.
2. Strengthening harmonious collaboration between BRI with its working partners.
3. Communication forum to obtain vendors’ inputs for improvement of procurement process in BRI.
4. ISO 3700:2016 dissemination and partners’ evaluation.

EXTERNAL CUSTOMER/PARTNERS SATISFACTION INDEX

In order to improve quality standards in the process of procuring goods and services at Bank BRI, in 2020 BRI Bank conducted a survey of service provider partners with a survey result score of 3.13 (maximum scale of 4).

EDUCATION AND CERTIFICATION

In order to realize the vision and mission of the Directorate of Fixed Asset Management and Procurement, it is necessary to strengthen the quality and quality of human resources. This strengthening is done through education and certification. Certain education must be carried out by the ranks of the Directorate of Fixed Asset Management and Procurement, including: supply chain management, negotiation skills, estimation procedures, etc. Furthermore, the Directorate of Fixed Asset Management and Procurement will carry out professional certification (professional certification for the procurement of goods and services, professional certification for estimation, certification for archiving, and other certifications) in a programmatic manner both national and international certification.

IMPLEMENTATION OF ISO ISO 37001: 2016 AND ISO 9001: 2016



Procurement of Goods and Services

PROCUREMENT OF GOODS AND SERVICES REPORT IN 2020

In implementing prudence principle, the procurement of goods and services within certain value of limits shall be done with joint decision making mechanisms by the Procurement Deciding Executives through the forum of Procurement of Goods and Services Committee. With the Procurement of Goods and Services Committee, the decision taken in the procurement of goods and services is expected to be properly given by taking into account effective and efficient principles and within the process of procurement of goods and services.

AUDIT OF PROCUREMENT OF GOODS AND SERVICES

To ensure the implementation of procurement of goods and services according to applicable rules and procedures, BRI conducts the periodical audit by internal and external auditors.

TRANSPARENCY OF FINANCIAL AND NON FINANCIAL CONDITIONS

Bank BRI transparently publish the company's financial and non-financial condition and report to regulator in accordance with applicable regulations. Publication of financial and non-financial condition is conveyed to the public either through print media or company websites (www.bri.co.id/laporan) as follows:

1. Monthly Financial Reports submitted to the regulator and published on the company's website.
2. Quarterly Financial Reports submitted to regulators and published on print media and company websites.
3. Annual reports submitted to regulators and published on print media and company websites.
4. Information on corporate governance such as:
 - a. Corporate Vision and mission
 - 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 and corporate websites.

FUNDING TO RELATED PARTIES AND LARGE EXPOSURES

One of the causes of the Bank's business failure is the funding that are not supported by the Bank's ability to effectively manage the Funding concentration. To reduce the potential for failure of the Bank's business as a result of the Funding concentration, the Banks are required to disburse and diversify Funding portfolio primarily through Funding restrictions, both to Related Parties and others Parties at a certain percentage of the Bank Capital or Core Capital (tier 1), known as LLL and Large Exposure.

Furthermore, in enhancing Indonesia's economic growth and national competitiveness, efforts are needed to encourage the banking intermediation function which is carried out by providing concessions or exceptions in the application of LLL and Large Exposure while remain observing the precautionary principle.

BRI has a policy on Funding to Related Parties or Large Exposure and/or Funding to other parties that have an interest in the Bank as stipulated in the BRI Board of Directors Circular No.: SE.36-DIR/KRD/06/2019 on 27 June 2019.

CREDIT POLICY TO THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

Lending to the Board of Directors and Commissioners is included in the provision to Related Parties, and this must be approved by the Board of Commissioners. Funding to Related Parties has been regulated by the Financial Services Authority and the Company's rules, which is BRI Legal Lending Limit.

The stipulations and procedures of lending to the Board of Directors and Board of Commissioners apply the same lending facility to prospective borrowers of BRI in general and are given according to market rates and reasonable with due observance to the precautionary principle.

Transparency of Financial and Non Financial Conditions

TRANSACTIONS FAIRNESS TO RELATED PARTIES

Pursuant to PSAK No.7 concerning "Disclosure of Related Parties" and Bapepam-LK Regulation No. KEP-347/BL/2012 dated 25 June 2012 on the "Presentation and Disclosure of Financial Statements of Issuers or Public Companies", related parties are defined as follows:

1. Person who:
 - a. Has control or joint control over the reporting entity;
 - b. Has significant influence over the reporting entity; or
 - c. Is the key management personnel of the reporting entity or the parent of the reporting entity.
2. An entity is related to a reporting entity if any of the following:
 - a. Entity and the reporting entity are members of the same group
 - b. An entity is an associate or joint venture of the entity
 - c. Both entities are joint ventures of the same third party
 - d. An entity is a joint venture of a third entity and the other entity is an associate of the third entity
 - e. The entity is a post-employment benefit plan for employees of either the reporting entity or an entity related to the reporting entity.
 - f. Entity controlled or jointly controlled by a person identified as referred to in point 1); or
 - g. People who are identified as referred to in point 1) letter a) has significant influence over the entity or the entity's key management personnel.

FUNDING MECHANISMS TO RELATED PARTIES

1. Funding to Related Parties are submitted independently or collectively through the Credit Operations Division (OPK) and must obtain the approval of the Board of Commissioners.
2. Funding to Related Parties must be reviewed in advance by BRI Independent Committee prior to requesting approval from the Board of Commissioners.
3. Funding (specifically for credit) to the Board of Directors and Board of Commissioners must be carried out fairly and with equal treatment.

FUNDING TO RELATED PARTIES

The stipulation on Legal Lending Limit is as follows:

The portfolio of Funding to Related Parties with the Bank as a whole is set at a maximum of 10% (ten percent) of the Bank's Capital. Other parties' rules that are regulated are:

1. Banks are prohibited from providing Funding to Related Parties in contravention of general Funding procedures.
2. Banks are prohibited from providing Funding to Related Parties without the approval of the Bank's Board of Commissioners.
3. Banks are prohibited from buying assets with substandard, doubtful or loss quality and/or restructuring from the Related Parties.
4. In the event that the quality of Funding to Related Parties decreases to substandard, doubtful or loss, the Bank is required to take steps to resolve it by:
 - a. Repayment of credit no later than 60 (sixty) days after the decline in the quality of funding; and/or
 - b. Conducting credit restructuring upon the decline in quality of Funding.

Transparency of Financial and Non Financial Conditions

5. In the event that a Bank provides Funding through Equity Investment which results in the party where the Bank makes an Equity Investment into a Related Party, the Bank is obliged to ensure:
 - a. Funding Plan is set no higher than 10% (ten percent) of Bank Capital;
 - b. Funding that will be and have been given to parties where the Bank has entered into Capital Participation after being added to the entire portfolio of Funding to Related Parties is set no higher than 10% (ten percent) of the Bank Capital;
 - c. Fulfill the conditions referred to in points 1, 2, 3 and 4.

Related parties include:

1. Individual or company that is the controller of the Bank.
2. Legal entity in the case of a Bank acting as 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 Executives of the Bank.
5. Parties that have family relations horizontally or vertically.
6. Members of the Board of Directors and/or Board of Commissioners of the company as referred to in points 1, 2 and/or 3.
7. Companies that are members of the Board of Directors and/or members of the Board of Commissioners are members of the Board of Commissioners of the Bank.
8. Companies that 50% (fifty percent) or more members of the Board of Directors and/or Board of Commissioners are Directors and/or Commissioners in the company as referred to in points 1, 2 and 3. The amount of 50% (fifty percent) or more is calculated from the total cumulative Directors and/or Commissioners.
9. Companies that:
 - a. Members of the Board of Directors, members of the Board of Commissioners, and/or Executives of the Bank act as controllers; and
 - b. Members of the Board of Directors and/or members of the Board of Commissioners of the parties referred to in points 1, 2 and/or 3 act as controllers.
10. Collective Investment Contract where the Bank and/or parties as referred to in points 1 to 9 have 10% (ten percent) or more shares in the investment manager of the collective investment contract.
11. Companies that have financial relationships with banks and/or parties as referred to in points 1 to 9 above.
12. Borrowers of individuals or non-bank companies that have financial relations through guarantees provided by parties as referred to in points 1 to 11.
13. Borrowers who have a financial relationship through guarantees provided by parties as referred to in points 1 to 11.
14. Other banks that have financial relations through guarantees provided by parties as referred to in points 1 to 11 in the event of a counter guarantee from the Bank and/or parties as referred to in points 1 to 11 to the other bank.
15. Other companies in which there is an interest in the share ownership of 10% (ten percent) or more individually or jointly, from the party referred to in point 5.

FUNDING TO NON-RELATED PARTIES

1. Funding to:
 - a. 1 (one) Borrower other than Related Parties; or
 - b. 1 (one) group of Borrowers other than Related Parties
2. Funding to 1 (one) borrower other than Related Parties or 1 (one) group of Borrowers other than Related Parties shall be determined no more than 25% (twenty-five percent) of Core Capital (tier 1) of the Bank.
3. Banks must determine the classification of Borrowers in a group of borrowers in the event that the Borrower has a controlling relationship with other Borrowers through ownership, management, and/or financial relations.

Transparency of Financial and Non Financial Conditions

4. Classification of Borrowers with the following criteria:
 - a. The Borrower is the controller of another Borrower;
 - b. 1 (one) same party is the controller of several Borrowers;
 - c. 50% (fifty percent) members of the Board of Directors and/or members of the Board of Commissioners of Borrowers become members of the Board of Directors and/or members of the Board of Commissioners of other Borrowers;
 - d. The Borrower has a financial relationship with another Borrower; and/or
 - e. The Borrower has a financial relationship in the form of issuance of collateral to take over and/or pay off part or all of the obligations of other Borrowers in the event that another Borrower fails to meet obligations to the Bank.
5. The Borrowers Group classification does not apply to:
 - a. Funding Facility provided by the Bank to debtors in the Bank's business activities in general;
 - b. Providing guarantees by insurance companies, guarantee companies, the Government of the Republic of Indonesia, and/or other countries' governments.
 - c. Lending to debtors through companies using the forwarding method.
 - d. Lending with a plasma-core partnership scheme with a core company scheme guarantees Credit to plasma.
 - e. Provincial and Regency/City Governments and between Regency/City Governments.

FUNDING

Funding calculated in the LLL calculation and Large Exposure are all Funding in the banking book and trading book positions.

1. Funding Types:
 - a. Placement
 - b. Derivative Transactions
 - c. Bonds
 - d. Acceptance ReceivableS
 - e. Loans
 - f. Equity Investment
 - g. Administrative Account Transactions.
2. Bank Funding to SOEs for development purposes is set at a maximum of 30% (thirty percent) of the Bank's Capital.
3. Funding to SOEs for development purposes include Funding to:
 - a. Food procurement;
 - b. Procurement of simple housing;
 - c. Procurement, supply and/or management of oil and natural gas and other natural energy substitute sources which are equivalent;
 - d. Water procurement, supply and/or management;
 - e. Electricity procurement, supply and/or management;
 - f. Procurement and/or management of export-oriented commodities;
 - g. Procurement of supporting instructors for land, sea and air transportation in construction of roads, bridges, railroads, seaports and airports; and/or
 - h. Development of the National Tourism Strategic Area (KPSN) which is determined and prioritized by the government.

Transparency of Financial and Non Financial Conditions

EXCEPTIONS FROM LLL CALCULATION

Placements with each Prime Bank are exempted from the LLL calculation, provided that:

1. Placement in each Prime Bank;
2. Part of Funding to Borrowers who obtain collateral from Prime Bank;
3. Funding to the Central Government;
4. Placement in Bank Indonesia;
5. Purchase of Securities issued by the Government of the Republic of Indonesia and/or Bank Indonesia.
6. Part of Funding which obtain a guarantee from the Government of the Republic of Indonesia.
7. Export-oriented Funding to financial institutions and Funding which obtain guarantees from financial institutions that meet certain requirements.
8. Part of Funding guaranteed by certain collateral.
9. Funding which has become a deduction factor for Capital.

LLL	Related Party	Non-Related Party	Non Related Party (Borrowers Group)	SOE
LLL Violations	-	-	-	-
Exceeding LLL	-	-	-	-

RELATED PARTIES TRANSACTION

In 2020, the Related Party Transaction were carried out fairly, under normal commercial terms, in an arm length basis with the following details:

Funding	Total Borrowers	Outstanding (Millions)
Related Parties	614	5,992,379
Individual	50	109,361,728
top 25 SOEs	25	71,231,545
top 25 non SOEs	25	58,646,765
Group	50	152,548,248
Top 25 Group SOE	25	82,558,723
Top 25 Group Non SOEs	25	68,745,599

FUNDING FOR POLITICAL ACTIVITIES

During the reporting period, the Bank did not provide/disburse any funding for political activities.

BANK STRATEGIC PLANS

BRI SHORT TERM PLAN IN 2021

The Covid-19 pandemic disruption does not only affect national economic activities, including the banking industry. As a business entity, BRI plays a role in supporting national economic resilience through the banking services it provides. BRI has reviewed the business plans that have been prepared to accommodate the continued impact of the Covid-19 pandemic. To realize the annual theme that has been set in 2021, namely "The Most Valuable Banking Group in Indonesia", BRI has strengthened its foundation through the formulation of corporate strategies. The digital transformation carried out by BRI and the development of mobile support systems and digital banking services is expected to be able to support the achievement of sustainable performance.

In the short term, BRI has developed a survival strategy, including:

1. Efficiency
Maintaining company efficiency through re-engineering of business processes with a digital approach, improving the composition of CASA and reducing COF.
2. Selective Credit Growth
Credit expansion continues to be carried out carefully and selectively in low risk products, especially products related to government programs, business sector expansion not negatively affected by Covid-19 and exploration of new sources of growth, including the Ultra Micro segment.
3. Asset Quality Improvement
Focus on improving credit quality, monitoring the restructuring of non-performing loans so as to reduce CKPN costs and optimizing the recovery rate.
4. Strengthening the BRI Group Synergy
Focus on strengthening business and non-business synergies between the parent BRI and Subsidiaries as well as fellow Subsidiaries through various programs.
5. Encouraging Increased Transactions
Encouraging more massive transactions to increase FBI earnings as well as potential CASA. The development of value chain and transaction banking businesses in all business segments as well as the implementation of digital banking services are expected to optimize fee-based income, which is one of the main sources of income in 2021.

The Short Term Program is part of the Bank's Business Plan which is guided by BRI's vision and mission statement as well as the factors that will influence the future development of the banking industry in Indonesia. Some of these factors include:

1. The dynamics of the Covid-19 pandemic and its handling which put pressure on the world economy.
2. Implementing government policies related to the National Economic Recovery program.
3. Uncertainty in the Indonesian economy led to a slowdown in credit growth, an increase in Non-Performing Loans (NPL), but led to an increase in funds (CASA) in general.
4. Technological developments and rapidly changing customer behavior patterns as a result of the use of technology and the development of products and features pose a threat to substitute products in the banking industry.

Bank Strategic Plans

MEDIUM TERM PLAN

BRI's medium-term plan is a milestone for achieving the vision and mission of Bank BRI. Adjustments have been made to BRI's medium-term target projections, both in qualitative and quantitative targets to maintain BRI's sustainable business growth amid the disruption of the Covid-19 pandemic.

In the medium term, BRI focuses on the following:

1. **Financial**
On the financial aspect, BRI focuses on efficiency through improving the composition of CASA and lowering special interest rates, exploring new sources of growth, increasing recovery rates and developing business in line with the Government's stimulus.
2. **Customer**
In order to improve service to customers, BRI optimizes the value chain for medium and corporate customers, develops a customer centric omni channel, develops a micro payment ecosystem, and cross-sells BRI Group service products.
3. **Product & Process**
In order to provide optimal service, BRI digitizes products and business processes, increases IT reliability, improves risk scoring system, and optimizes big data analytics.
4. **Channel**
With the aim of providing excellent service, BRI restructured its work network, optimized the BRILink Agent, and utilized the BRI API (Application Program Interface) as a channel for collaboration with third parties.
5. **Culture**
BRI conducted a performance-based culture transformation to support the company's vision and mission.

LONG-TERM PLAN

BRI made adjustments to its long-term plans and performance strategies due to the various challenges during 2020, both caused by the Covid-19 pandemic, the rapid development of technology, as well as the challenges of internal growth prompted. To that end, BRI has reviewed the BRI Corporate Plan 2021-2025 which was later referred to as BRIVolution 2.0. As a result of this review, BRI made adjustments to BRI's vision for 2025, namely to become "The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion".

INTEGRATED GOVERNANCE

The GCG commitment by BRI Group in implementing integrated governance has been carried out according to regulatory requirements. BRI as the Main Entity always conducts its own assessment and reports on the implementation of Integrated Governance of the Financial Conglomerate of PT Bank Rakyat Indonesia (Persero) Tbk.

The Integrated Governance was prepared in accordance with:

1. Financial Services Authority Regulation No. 18/POJK.03/2014 dated 18 November 2014 concerning Implementation of Integrated Governance for Financial Conglomerates.
2. Republic of Indonesia Financial Services Authority Circular Letter No. 14/SEOJK.03/2015 dated 25 May 2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
3. Financial Services Authority Circular Letter No. 15/SEOJK.03/2015 dated 25 May 2015 concerning Implementation of Integrated Governance for Financial Conglomerates.
4. Republic of Indonesia Financial Services Authority Circular Letter No. 14/SEOJK.03/2015 dated 25 May 2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
5. Financial Services Authority Regulation No. 55/POJK.03/2016 dated 07 December 2016 concerning Implementation of Governance for Commercial Banks.
6. Financial Services Authority Circular Letter No.13/SEOJK.03/2017 dated 17 March 2017 concerning Implementation of Commercial Bank Governance
7. Financial Services Authority Regulation No. 45/POJK.03/2020 dated 16 October 2020 concerning Financial Conglomerates.

In accordance with the Financial Services Authority Circular Letter No. 15/SEOJK.03/2015, the Annual Report on the Implementation of Integrated Governance contains at least:

1. Self-Assessment Report on the Implementation of Integrated Governance for 1 (one) financial year;
2. Structure of the Financial Conglomerate and the broader structure of the conglomerate, in different terms;
3. Share ownership structure in the Financial Conglomerate, which describes the parties who are the shareholders of the LJK in the Financial Conglomerate up to the last controlling shareholder;
4. Management structure of the Main Entity and LJK in the Financial Conglomerate; and
5. Intra-group transaction policies that at least contain policies to identify, manage and mitigate intra-group transactions.

SELF ASSESSMENT OF INTEGRATED GOVERNANCE IMPLEMENTATION

BRI as the Main Entity has carried out a self-assessment of the implementation of Integrated Governance in 2020 for the semester I and semester II. The results of the self-assessment are as follows:

Rating	Remarks
2	The Financial Conglomerate is considered to have implemented an Integrated Governance that is generally good. This is reflected in adequate fulfillment of the application of Integrated Governance principles. If there are weaknesses in the implementation of Integrated Governance, in general these weaknesses are less significant and can be resolved by normal actions by the Main Entity and/or LJK

Integrated Governance

INTRA GROUP TRANSACTIONS POLICY

The ownership and/or management relationships in various financial sectors have a direct or indirect impact on risk exposures arising in the business continuity of the Financial Services Institution (LJK) in the Financial Conglomerate.

Pursuant to POJK No.:17/POJK.03/2014 regarding the Implementation of Integrated Risk Management for Financial Conglomerates, BRI as the Main Entity in the financial conglomerate must identify, manage and mitigate risks of intragroup transactions.

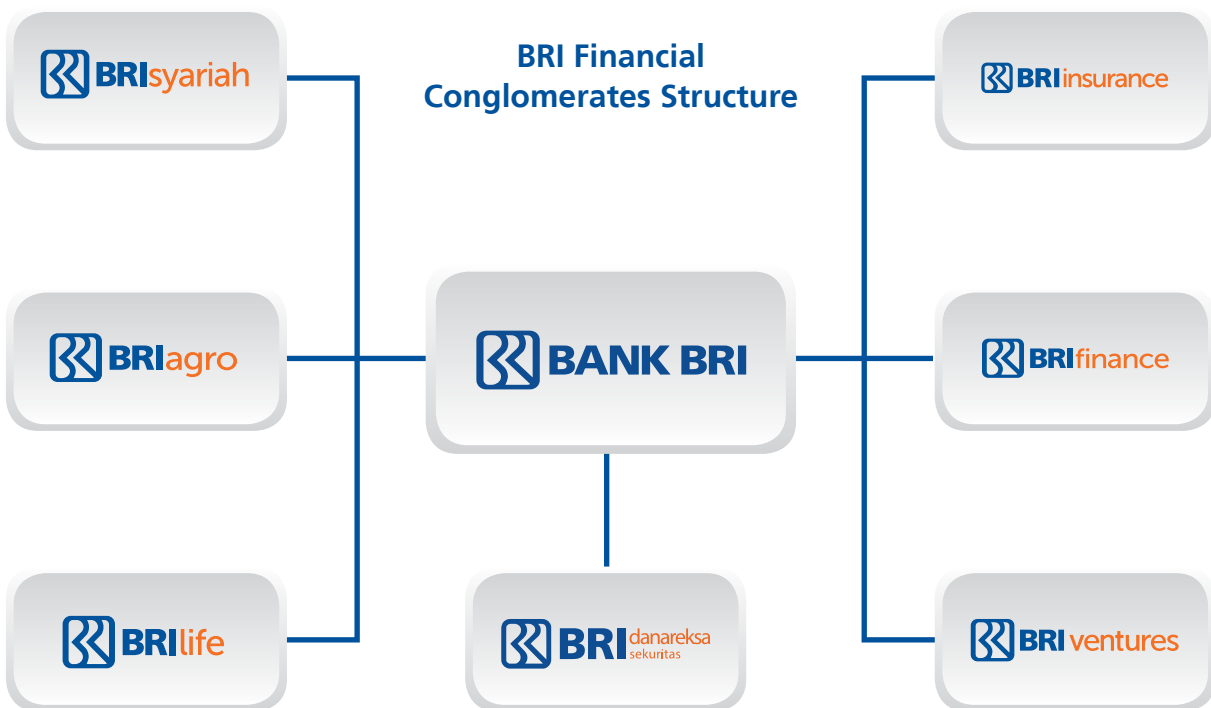
The intra-group transaction policy is regulated in BRI internal regulations stipulated in BRI Board of Directors

Decree No: S.72-DIR/DMR/12/2016 on BRI Integrated Risk Management and and Circular (SE) BRI No. SE.47-DIR/SBM/09/2020 concerning Management of the BRI Group Synergy. The intra-group risk control aims to minimize the possibility of negative impacts resulted by LJK dependency either directly or indirectly on other LJK in financial conglomerates.

BRI always monitors the performance and business risks arise in subsidiaries by ensuring intra-group transactions in accordance with the rules and limits set by the regulator.

BRI FINANCIAL CONGLOMERATE STRUCTURE

Pursuant to BRI letter to OJK No.B.72-DIR/KPT/GCG/10/2019 dated 21 October 2019, BRI Financial Conglomerate Structure is as follows:



Integrated Governance

OWNERSHIP STRUCTURE OF BRI'S FINANCIAL CONGLOMERATES

Ownership Structure as reported in the Company Profile chapter.

MANAGEMENT STRUCTURE

The management structure of BRI's financial conglomerates in accordance with POJK No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates is as follows:

Subsidiary	Integrated Governance Committee	Compliance Function	Internal Audit Function	Risk Management Function
BRI Syariah	√	√	√	√
BRI Agro	√	√	√	√
BRI Life	√	√	√	√
BRI Finance	√	√	√	√
BRI Venture	√	√	√	√
Danareksa Sekuritas	√	√	√	√
BRINS	√	√	√	√

ORGANIZATIONAL STRUCTURE OF MAIN ENTITIES AND MEMBERS OF BRI FINANCIAL CONGLOMERATES**MAIN ENTITIES**

Organizational Structure of the Main Entity is discussed in the Chapter of the Board of Commissioners and Directors in this Annual Report.

MEMBERS OF BRI FINANCIAL CONGLOMERATES**BRI Syariah**

Board of Commissioners	
Parman Nataatmadja *)	President Commissioner
Ernie Tisnawati Sule *)	Independent Commissioner*
Eko Suwardi	Independent Commissioner
Sutanto	Commissioner

*) All of them are appointed at the Annual GMS on 29 April 9 2019 and will be effective after obtaining OJK approval for the Fit and Proper Test. However, as of 5 November 2020, Mr. Parman Nataatmadja and Mrs. Ernie Tisnawati Sule have been dismissed as members of the Board of Commissioners of BRI Syariah at the EGMS on 5 November 2020. anggota Dewan Komisaris BRI Syariah pada RUPSLB tanggal 5 November 2020.

Integrated Governance

Board of Directors	
Ngatari	President Director
Kokok Alun Akbar	Director
Fidri Arnaldy	Director
Fahmi Subandi	Director
Yana Soeprianan	Director

SHARIA SUPERVISORY BOARD - BRISYARIAH

The Sharia Supervisory Board (DPS) has the oversight duties that all products and services offered and BRISyariah's banking operations are in accordance with Sharia regulations. The Sharia Supervisory Board not only provides opinions on BRISyariah new products and activities, but also provides certainty to the implementation of sharia principles in the Bank's business and operational activities by coordinating and assisting related work units in the Bank. In carrying out its supervisory duties, the Sharia Supervisory Board collaborates with the Compliance Unit and Internal Audit Unit to ensure the implementation of the bank compliance with sharia principles

Supervisory Board	
KH. Didin Hafidhuddin	DPS Chairman
M. Gunawan Yasni	DPS Member

*) All Board members live and reside in Indonesia. This is in accordance with the relevant stipulations governing the composition and requirements of the Sharia Supervisory Board.

BRI Agro

Board of Commissioners	
Budi Satria	President Commissioner
Anna Maria Tjiadarma	Independent Commissioner
A.Y. Soepadmo	Independent Commissioner
I.B.K. Suamba Manuaba*	Commissioner

Board of Directors	
Ebeneser Girsang	President Director
Sigit Murtiyoso	Director
Herry Prayudi	Director
Arif Wicaksono	Director
Ernawan	Director

Integrated Governance

BRI Life

Board of Commissioners	
Muhammad Syafri Rozi *	President Commissioner
Premita Fifi Widhiawati **	Independent Commissioner
Mulabasa Hutabarat	Independent Commissioner
Eko Wahyu Andriastono	Independent Commissioner

Board of Directors	
Iwan Pasila*	President Director
Khairi Setiawan	Director
Ansar Arifin	Director
Danny Cahya Rukmana	Director
Anik Hidayati	Director

*) Appointed at the EGMS on 14 August 2020 and will be effective after obtaining OJK approval for the Fit and Proper Test

**) Appointed in the Shareholders Circular Decree dated 30 June 2020 and has obtained OJK approval for the Fit and Proper Test as of 10 November 2020

SHARIA SUPERVISORY BOARD - BRILIFE

BRI Life Sharia Supervisory Board is a Company Organ recommended by DSN MUI that carries out a supervisory function on the operation of insurance business to comply with sharia principles. The Sharia Supervisory Board is the sharia aspects supervisory board, in which each Sharia Supervisory Board member cannot act individually, but based on the decision of the Sharia Supervisory Board. To support the effectiveness of duties implementation and responsibilities, the Sharia Supervisory Board is supported the secretary and or special staffs.

Supervisory Board	
KH. DR.Mohamad Hidayat, MBA, MH	DPS Chairman
Ir. H. Agus Haryadi.AAAIJ, FIIS	DPS Member
Hj. Siti Haniatunnisa, LLB, MH	DPS Member

BRI Finance

Board of Commissioners	
I Komang Sudiarsa	President Commissioner
Ngalim Sawega	Commissioners
Sumantri Soemarno	Independent Commissioner

Integrated Governance

Board of Directors	
Azizatun Azimah	President Director
Ari Prayuwana	Director
Primartono Gunawan	Director
Willy Halim Sugiarda	Director

BRI Venture

Board of Commissioners	
Hadi Susanto	President Commissioner
Arip Tirta*	Independent Commissioner
Agoosh Yoosran*	Independent Commissioner

Board of Directors	
Nicko Widjaja	President Director
Yosephine Ajeng Sekar Putih	Director
William Gozali	Director

*) Appointed in the Shareholders Circular Decree dated 30 June 2020 and will be effective after obtaining OJK approval for the Fit and Proper Test.

Danareksa Sekuritas

Board of Commissioners	
Rico Rizal B*	President Commissioner
Soehandjono	Commissioner
Sumihar Manullang	Independent Commissioner

*) Appointed on 10 February 2021 and will be effective after obtaining OJK approval for the Fit and Proper Test.

Board of Directors	
Friderica Widyasari	President Director
Budi Susanto	Director
Santri Suryandari	Director
Boumediene Samurung Halomoan	Director

BRINS

Board of Commissioners	
Darnawi	President Commissioner
Alfonso Napitupulu	Independent Commissioner
Imam Sundoro	Independent Commissioner

Integrated Governance

Board of Directors	
Fankar Umran	President Director
Arif Suhirman	Director
Sonny Harsono	Director
Adi Setianto	Director
Ade Zulfikar	Director

SHARIA SUPERVISORY BOARD - BRINS

Has the duty that is not limited to providing advice and recommendation to the Board of Directors, but also ensuring the company's operational activities are performed according to sharia principles

Sharia Supervisory Board	
Ibu Hj. Nilmayetty Yusri	DPS Chairman
Bapak Muhammad Syukhandri	DPS Member

DUTIES AND RESPONSIBILITIES

In implementing integrated governance for BRI financial conglomerates, the Main Entity has the guidelines to foster a more prudent governance for LJK Financial conglomerates in accordance with GCG principles. In implementing the guidelines, all main entity organs and financial conglomerate LJK have the duties and responsibilities in the oversight and internal control function.

MAIN ENTITY'S BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Board of Commissioners of the Main Entity

1. Oversight to the Financial Services of BRI Financial Conglomerate is in accordance with the integrated governance guidelines.
2. Oversight of duties and responsibilities of BRI Board of Directors on the implementation of integrated governance.
3. Evaluating the guidelines and implementation of integrated governance

Board of Directors of the Main Entity

1. Compiling guidelines for integrated governance.
2. Directing, monitoring, and evaluating the implementation of integrated governance.
3. Following-up the direction and evaluation of the Board of Commissioners on the guidelines and implementation of integrated governance.
4. Ensuring findings and recommendations from OJK supervision or regulators, external auditors, integrated audit work units, have been acted upon.

Board of Commissioners of the Financial Services Institutions

Duties and Responsibilities of the Financial Conglomerate Financial Service Institution Board of Commissioners:

1. Oversight the implementation of governance, duties, and responsibilities of the Board of Directors, and following up audit findings.
2. Establish the Audit Monitoring Committee and Compliance Monitoring Committee.
3. Holding the Board of Commissioners Meeting, which covers the frequency, attendance, and decision making mechanism.
4. Establish the BOC Charter.

Integrated Governance

BRISyariah Sharia Supervisory Board

Duties and responsibilities of the Sharia Supervisory Board are as follows:

1. Ensuring and monitoring the conformity of the bank operations to the fatwas issued by the National Sharia Board - Indonesian Ulema Council (DSN-MUI);
2. Assessing sharia aspects of the operational guidelines and product issued by the bank;
3. Providing opinion from the sharia aspect towards the comprehensive bank operations in the bank's publication report;
4. Assessing new products and services for which there is no fatwa, or requesting fatwas to the DSN-MUI;
5. Reviewing the compliance of sharia principles with the mechanism for the fund collection, fund disbursement, and bank's services;
6. Submitting a sharia supervision report at least every 6 (six) months to the Board of Directors, Commissioners, National Sharia Board, and the Financial Services Authority;
7. Providing sufficient time to carry out their duties and responsibilities optimally.

Frequency and Advisory and Recommendations of BRISyariah Sharia Supervisory Board

1. In carrying out its duties and responsibilities, the Sharia Supervisory Board will hold the Sharia Supervisory Board meeting at least once in a month as required in PBI No.11/33/PBI/2009 and SEBI No.12/13/DPbS regarding GCG Implementation For Sharia Commercial Banks (BUS) and Sharia Business Unit (UUS).
2. All decisions are set forth in the meeting minutes which are joint decisions of all Board members. The meeting minutes state the sharia decisions and opinions taken at the meeting.

BRILife Sharia Supervisory Board

BRILife Sharia Supervisory Board (DPS) has the oversight duties and advisory and recommendation to the Board of Directors that the Insurance Company activities shall comply with sharia principles, which technically supported by the management on:

1. Insurance Company activities in managing wealth and liabilities, both and or new, company funds and participant investment funds;
2. Sharia insurance products marketed by Insurance Companies; and

3. The practice of sharia insurance products marketing carried out by insurance companies.

Obligations of Sharia Supervisory Board

The Sharia Supervisory Board also has the obligations to:

1. Ensure effective, appropriate, and prompt decision making and act independently with no interest that may interfere with its ability to perform its tasks independently and critically.
2. Carry out supervisory duties and advice and suggestions provisions to the Board of Directors for the Insurance Company's activities in accordance with the sharia principles;
3. Organize regular meetings between the Sharia Supervisory Board and/or management at least 6 (six) times a year;
4. Compile the Minutes of Meeting comprehensively, through management's assistance, including in the case of dissenting opinion of the Sharia Supervisory Board, which shall be well documented, and shall be submitted to all members of the Sharia Supervisory Board;
5. Prepare annual report with the management's assistance, on Supervision of the Company's Sharia Supervisory Board in accordance with the forms and ordinances set by the Regulator.
6. Deliver the results of the supervisory report to OJK and submit a copy to Management, and be the part of the Good Corporate Governance compliance report.
7. Examine and review the periodic reports and Annual Report prepared by the Directors, and sign the said report;
8. Request explanation to the Board of Directors on the policies or actions of members of the Board of Directors assessed by the Sharia Supervisory Board that is not in accordance with the sharia principles;
9. In the event that the Board of Directors refuses the results of Sharia Supervisory Board assessment, the Sharia Supervisory Board shall report to the Chief Executive and forward to the Board of Directors no later than 7 (seven) working days after the Board of Directors' explanation is received by the Sharia Supervisory Board.
10. In the event that the Board of Directors receives the results of the Sharia Supervisory Board assessment as referred to in item 8, the Sharia Supervisory Board requests the Board of Directors to make corrections to the policies or actions of

Integrated Governance

the members of the Board of Directors to be in accordance with the Sharia Principles.

11. In the event that a member of the Board of Directors does not revise the policy or action as referred to in point 10, the Sharia Supervisory Board shall immediately report to the Chief Executive and forward to the Board of Directors no later than 7 (seven) working days after it is known that the member of the Board of Directors does not make such efforts.

Frequency and Advisory and Recommendation of the BRILife

Sharia Supervisory Board In providing advice and recommendation, the Sharia Supervisory Board conducts meetings based on the Sharia Supervisory Board Charter which is regulated as follows:

1. Sharia Supervisory Board meetings must be held periodically at least 6 (six) times in 1 (one) year.
2. Meetings can be held at any time at the request of 1 (one) or several Sharia Supervisory Board Members or at the request of the Board of Directors, stating the matters that will be discussed.
3. The decision of Sharia Supervisory Board Meeting must be taken based on deliberation to reach consensus. If a decision based on deliberation to reach consensus is not reached, then the decision must be taken by voting based on agreed votes of more than 1/2 (one half) of the total legitimate votes issued at the meeting.
4. All decisions of the meeting are binding for all Sharia Supervisory Board Members.

Board of Directors of the Financial Conglomerate Financial Services

1. Implementing the GCG principles, including the fulfillment of sharia principles.
2. Following-up audit findings, both internal and external audits.
3. Ensuring the availability of work rules at Financial Services' Financial Conglomerate.
4. Convene the Board of Commissioners' Meeting, which covers the frequency, attendance, and decision-making mechanism.

Integrated Governance Committee

1. Evaluating the implementation of integrated governance through an adequacy assessment of internal controls and integrated compliance

functions implementation, including the sharia principles fulfillment.

2. Providing recommendation to the Parent Company's Board of Commissioners to refine the integrated governance guidelines.
3. Providing strategic input to the Board of Commissioners in the integrated governance implementation.
4. Communicating with the Integrated Compliance Work Unit, the Integrated Internal Audit Work Unit, the Integrated Internal Audit Work Unit and the Integrated Risk Management Work Unit to obtain necessary information, clarifications and reports.

Integrated Compliance Unit

In carrying out the integrated compliance function, the Integrated Compliance Unit has the following duties and responsibilities:

1. Monitoring and evaluating the Integrated Compliance Function on each BRI's Financial Conglomerate Financial Services, including the sharia principles.
2. Preparing and submitting report on the duties and responsibilities implementation of the Compliance Function to the Compliance Director.

Integrated Internal Audit Unit

Pursuant to POJK on Integrated Governance, POJK on Internal Audit Function at Commercial Banks and Joint Decree of the Board of Commissioners and Directors of the Main Entity of BRI Financial Conglomerate and approval of the Directors of BRI Financial Conglomerate regarding the Integrated Internal Audit Charter of BRI Financial Conglomerate, the duties and responsibilities of Integrated IAU is outlined below:

1. Assisting the duties of Main Entity Board of Directors, Main Entity Board of Commissioners and the Integrated Corporate Governance Committee in overseeing the internal audit function in the Financial Conglomerate.
2. Oversight the internal audit function in financial conglomerates to at least include:
 - a. Audit activities reports and audit main point's reports of subsidiaries.
 - b. Areas that experience a significant increase in risk and significant fraud incidents that occur in the Subsidiaries.
 - c. Quality of IAU Subsidiaries which includes but is not limited to audit methods and procedures, Human Resources (HR) and audit tools.

Integrated Governance

3. Carry out audits or join audits with the Subsidiary's IAU or based on reports and internal audits of the Subsidiaries independently, objectively and professionally while taking into account the size, characteristics and complexity of the Subsidiary's business after obtaining approval from the Main Entity Board of Directors.
4. Prepare standards for the internal audit function that at least covers the issues arranged in the Internal Audit Professional Standards as a guide for Internal Audit in carrying out its duties.
5. Integrated IAU communicates with the Subsidiary's IAU regularly, at least twice a year.
6. Integrated IAU can communicate with the Board of Commissioners and the Integrated Governance Committee in implementing Integrated Governance supervision.
7. Inform the latest and significant audit findings to the President Director and President Commissioner through the Integrated Governance Committee at the first opportunity, with a copy to the Compliance Director and Director who supervises the Financial Conglomerate Financial Service Institutions.
8. Integrated IAU can work together with work units that perform other control functions, including integrated risk management and integrated compliance with companies by enhancing the effectiveness of the control function.

INTEGRATED GOVERNANCE IMPLEMENTATION 2020

Integrated Governance Committee

During 2020, the Integrated Governance Committee held two meetings with the Financial Conglomerate LJK with the following agenda:

1. Integrated Risk Profile Semester II 2019, Implementation of Integrated Risk Management Semester II 2019, Implementation of Integrated Governance Semester II 2019, and Integrated Governance Report
2. Implementation of Integrated Compliance Function & Integrated Internal Control Semester II 2019.
3. Internal Compliance and Internal Control Functions in Semester I 2020
4. Evaluation of BRI Integrated Risk Profile Semester I 2020.

Integrated Compliance Unit

The implementation of Integrated Compliance Unit during 2020 is as follows:

1. Maintaining the IGC structure to comply with IGC principles and regulatory rules including the Board of Commissioners, Directors, Committees, Integrated Units and policies/procedures.
2. Evaluation of the implementation of Integrated Compliance Function in the financial conglomerate.
3. IGC self assessment in BRI Financial Conglomerate.
4. Submission of IGC implementation reporting to the Financial Services Authority.

Integrated Internal Audit Unit

To encourage the BRI financial conglomerate in having a reliable internal audit function to become a strategic business partner in supporting the objectives of the company in the financial conglomerate and to ensure internal audit in subsidiaries is carried out using audit standards at the Bank, then during 2020 the Integrated IAU has carried out various work programs, including:

1. Evaluation of the focus and audit strategy of the LJK IAU as stated in the 2020 Annual Audit Planning (PAT) of each Financial Conglomerate LJK.
2. Monitoring the implementation of the internal audit function regularly every Quarterly with the scope of monitoring, as follows:
 - a. Monitoring the performance achievement of LJK
 - b. Monitoring on the Audit Report of the LJK IAU
 - c. Follow-up monitoring of LJK's significant findings
 - d. Monitoring the fulfillment of HR Audit of LJK
3. Individual audits of BRI Danareksa Sekuritas and BRINS.
4. Joint audit with IAU LJK BRI Syariah related to the Qanun and IAU BRI Agro projects.

Integrated Governance

5. Implementing the Quality Assurance Review and Improvement Program (QAIP) at IAU LJK in order to develop and maintain an audit quality improvement program covering all internal audit activities. QAIP implemented by the Integrated IAU against IAU LJK is also carried out in order to evaluate the suitability of the internal audit activity against standards, the Auditor's code of ethics and to assess the efficiency and effectiveness of the internal audit activity to then identify opportunities for improvement. During 2020, Integrated IAU has implemented Quality Assurance for all IAU LJK (BRI Syariah, BRI Life, BRI Danareksa Sekuritas, BRI Agro, BRI Finance, BRI Insurance)
6. Efforts to improve the quality and competence of the Financial Conglomerate IAU LJK through the provision of education by involving representatives of LJK auditors with a total of 61 participants, as follows:
 - a. In House Training for Head of Internal Audit (6-7 February 2020): 6 participants
 - b. Root cause analysis training: 22 participants
 - c. Audit Report Writing Training: 12 participants
 - d. Investigative technique training: 3 participants
 - e. Audit Report Writing Review Training: 10 participants
 - f. Risk Based Audit Training: 6 participants
 - g. Lateral Joiner Internal Audit Guide: 2 participants
7. Methodology & tools development assistance:
 - a. Preparation of the BRI Danareksa Sekuritas IAU audit program for HR & logistics activities.
 - b. Brainstorming on the development of IAU BRINS audit tools.
 - c. Development of fraud indicators for IAU BRI Finance
8. Submission of the Integrated Internal Audit Report which is conducted every semester.
9. Integrated Governance Self Assessment is conducted every semester. The results of self-assessment of Factor 5 Indicators of the Integrated Internal Audit Unit both covering aspects of the structure, process and results are 1 (very good).

Based on this assessment, it can be concluded that in general the Integrated Internal Audit Unit of the BRI Financial Conglomerate has implemented integrated governance which is generally very good. This is reflected in the very adequate fulfillment of the implementation of integrated governance. If there are weaknesses in the implementation of integrated governance, in general these weaknesses are not significant and immediately corrected by the Main Entity and/or LJK.

10. In order to accelerate the process of transferring knowledge from IAU BRI to IAU LJK, BRI Auditors have been assigned to the IAU LJK with the following details:
 - a. BRI Agro: Head of IAU (1 Person), Deputy Head of IAU (1 Person), IT Auditor (1 Person), Auditor (2 Person)
 - b. BRI Life: KTA (1 Person), Auditor (3 Person)
 - c. BRI Finance: Group Head (1 Person), Auditor (2 Person)

Integrated Risk Management Unit

The work implementation of the Integrated Risk Management Unit during the 2020 period is as follows:

1. Implementation of an Integrated Risk Management Committee (RMC).
2. Implementation of Integrated Risk Profiles.
3. BRI Consolidated Bank Soundness Report
4. Consolidated Minimum Capital Adequacy Requirement (CAR).
5. Integrated Minimum Capital Adequacy Requirement (CAR).
6. Integrated Stress Test.

CORPORATE SOCIAL RESPONSIBILITY

The Corporate Social Responsibility (CSR) programs and activities in BRI are indispensable from the Bank's sustainability strategy that BRI implements through sustainable finance and best GCG practices. BRI is fully committed to attain the Sustainable Development Goals (SDGs), which form a fundamental element of the Government of Indonesia's national development policies. As a state-owned enterprise and the largest financial institution in Indonesia, BRI plays a critical financial intermediary role.

BRI's Commitment to Corporate Social Responsibility

The implementation of social responsibility demonstrates the Bank's ethics in delivering sustainable business performance. More than providing financial assistance, social responsibility has taken a more holistic meaning of the 3Ps, Pro People, Pro Planet, and Pro Profit, to be carried out in line with the Bank's work. This responsibility is also in line with the Bank's mission of providing optimal values and benefits to stakeholders by implementing sustainable finance and best good corporate governance practices.

Consistent with its mission, BRI is committed to support the attainment of Sustainable Development Goals (SDGs) by employing sustainable finance and best good corporate governance practices in its entire operations. A global joint initiative, the SDGs seek to balance

environmental, social, and economic achievements in public and private sector activities. Articulated as 17 Global Goals, SDGs' main objective is to safeguard sustain the quality of social life, environment, and inclusive development as well as governance to create a better future for next generations.

The Government of the Republic of Indonesia has pledged its support to SDGs by issuing Presidential Regulation No.59/2017 on the Implementation of the Attainment of Sustainable Development Goals. As the largest bank in Indonesia, BRI backs this support by practicing sustainable finance in compliance with Financial Services Authority (OJK) Regulation No.51/POJK.03/2017.

In supporting sustainable development and demonstrating its corporate social responsibility, BRI has defined the following strategic initiatives:

- To support the development of priority economic sectors, namely sectors with significant multiplier effects such as energy, agriculture, manufacturing, infrastructure, and Micro, Small and Medium Enterprises (MSMEs)
- To provide universal financial access, including to disadvantaged groups and the population in remote areas.
- To actively participate in efforts to improve people's welfare and encourage their participation in preserving the environment.
- To apply green financing, focusing on sustainability-oriented sectors and projects certified with consistent environmental impact analysis.
- To run efficient and green operations.
- To develop staff member's competence in understanding social and environmental policies as well as procedures and their application in every business activity.

Corporate Social Responsibility

FIRST MOVER ON SUSTAINABLE BANKING – BRI’S INITIATIVES IN ESG (ENVIRONMENTAL, SOCIAL & GOVERNANCE)

In 2017, BRI, along with six national banks and one sharia bank were designated as as ‘First Movers on Sustainable Banking’ by OJK. This designation is part of OJK’s implementation of its Sustainability Financial Road Map 2015-2019. As set out in the plan, in 2018 BRI and other seven banks formed the Indonesian Sustainable Finance Initiative (ISFI), a forum for the seven banks to support the implementation of all programs in a sustainable finance roadmap according to OJK Regulation No.51/POJK.03/2017.

The role of BRI in ISFI shows the extent of the Bank’s support and commitment towards the achievement of sustainable development goals through the implementation of sustainable finance in Indonesia.

BRI seeks to prioritize strategic programs, conduct outreach and build partnerships, and initiate various pilot projects in order to develop an applicable green business model.

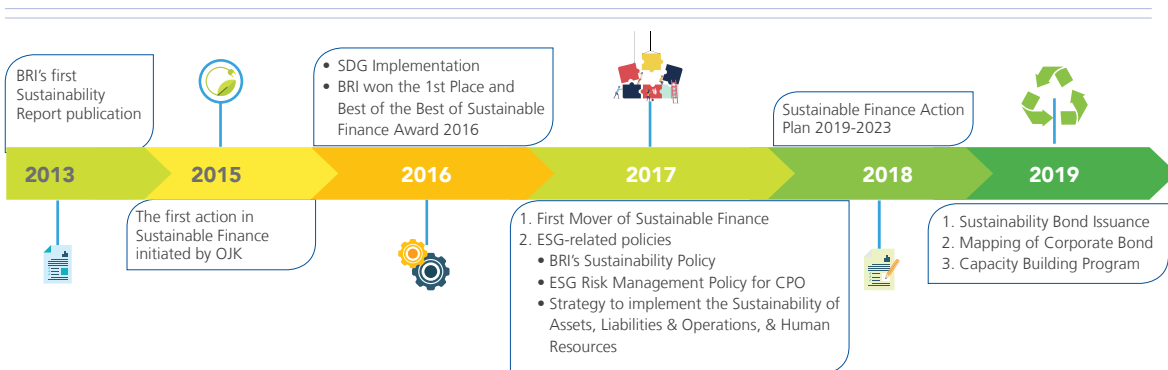
BRI ESG Initiatives



2020:

In 2020, BRI has carried out various activities related to ESG, including:

1. **Capacity Building Program**
Throughout 2020, a variety of capacity building programs were delivered through sharing sessions, webinars, as well as training of BRI employees and customers.
2. **Plastic reduction campaign**
To reduce plastic waste, BRI conducted a campaign to use a reusable tumbler to cut down the consumption of plastic bottled water. The campaign was launched for all employees through BRI’s social media.
3. **Community Empowerment**
Socialization, education, and training programs for entrepreneurs at SEO Creative Houses aimed to share economics and green business understandings.
4. **Portfolio mapping to identify debtors with environmental certification**
Mapping of debtors with environmental certification i.e., RSPO, ISPO, Proper or the EIA.
5. **Cooperation with environmentally friendly merchants**
Partnership through the sale of environmentally friendly products/goods to merchants with digital platforms.
6. **Green Sector Policy**
BRI has launched the newest policy that regulates the mapping/classification of loan products included in green portfolio.
7. **Audit of sustainable products**
Audit activities for BRI products and services included in the sustainable product category.
8. **Sustainable Finance Award**
Award for BRI Head Office work units that have the initiative to raise awareness of and implement f sustainable finance.



DUE DILIGENCE AND MITIGATION ON SOCIAL, ECONOMIC AND ENVIRONMENTAL IMPACTS

While banking as an industry is not directly in contact with the environment and society, BRI realizes that the Bank's operations may have direct or indirect impacts on society and the environment. To anticipate the potential impacts, the Bank always performs due diligence to examine the social, economic, and environmental impacts. The results inform the Bank's measures to increase favorable impacts and minimize adverse impacts of its business activities.

The Bank develops its social, economic, and environmental impact study regularly based on the Bank's business interests and to provide added value to stakeholders. The study informs the Bank's policies and approach in distributing social, economic and environmental benefits along with the factors related to them, and their effects on society so that both the Bank and its stakeholders can benefit from social responsibility programs for the long term.

The social impact assessment on community is carried out through CSR programs that synergize efforts to improve the quality of life of the community. Meanwhile, the social impact assessment on workers is conducted through the implementation of Occupational Safety and Health (OSH). To obtain feedback on its CSR and OSH programs, BRI carries out regular employee engagement survey.

The economic impact assessment is carried out through Bank Business Plan (RBB) and a Sustainable Finance Action Plan (RAKB) as stipulated in OJK Regulation No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Service Institutions, Issuers, and Publicly Listed Companies. These two documents will serve as guidelines for BRI in aligning the total funding

and financing portfolios with the efforts to realize SDGs and in increasing the share of sustainable finance financing portfolios.

Aside from CSR programs in the environment preservation, the Bank also delivers environmental impact mitigation through green financing policy. This policy is applied to loan application assessment, taking into consideration the result of the Environmental Impact Analysis (EIA) before deciding to approve or reject loan application. This policy is outlined in BRI's Loan Portfolio Guidelines. Every type of business and/or activity that has an impact on the environment must hold a license in accordance with the applicable provisions, including:

- Environmental Management-Environmental Monitoring (UKL-UPL), EIA
- Assessment/documents on the quality/standard criteria to measure environmental damage,
- Environmental permit,
- Wastewater management assessment documents, and others.

In addition to these documents, the Bank's loan requirements include direct monitoring on site to ensure that debtors meet environmental requirements. In the agribusiness sector, for example, to finance palm oil commodities, a debtor must have obtained palm oil certification, namely ISPO (Indonesian Sustainable Palm Oil) or RSPO (Roundtable on Sustainable Palm Oil).

BRI also provides financial aid for organizations engaged in renewable energy development, green transportation development, implementation of various energy efficiency initiatives, and organizations that apply the concept of sustainability.

Corporate Social Responsibility

Therefore, in carrying out its social environmental responsibility programs BRI has fulfilled the principles of:

1. Positive contribution to the achievement of SDGs.
2. Supporting equal income distribution and increasing the economic and social welfare of the community.
3. Involving and promoting harmonious cooperation to meet the expectation of stakeholders.
4. Complying with statutory provisions.
5. Understanding and empathizing with the concerns of the global community on sustainability issues.
6. Becoming one entity with all BRI business activities.

To mitigate impacts on products/services and consumers/customers, the Bank applies Standard Operating Procedure (SOP) on Customer Complaint Management. BRI complements the SOP with efforts to improve customer experience when transacting at BRI through three aspects, namely People, Business Process, dan IT Process. Each aspect has a specific role according to each phase of customer experience:

1. Customer interaction, where customers meet BRI's products/services.
 - People (frontline staff/Contact Center agent): able to understand the customer's expectations for the products/services and communicate the products/services to BRI customers
 - Business Process and IT Process: ensuring that customers' expectations are met with effective procedures and reliable IT system

2. Complaint handling, the phase when a customer may be dissatisfied with BRI's products/services
 - People: recover complaints by resolving and notifying the results of the complaints
 - Business Process and IT Process: create efficient complaint resolution process by automating system, providing self-service features, and empowering frontline staff.

The cause of dissatisfaction is analysed and used as feedback for improvements of the products/services used

3. When customer rejects initial complaint resolution, the case may be escalated to dispute resolution phase.
 - People: customer can escalate problems through the mediation process at OJK, Alternative Settlement Institutions, or other dispute resolution institutions
 - Business Process and IT Process: ensure that the procedures, systems, supporting documents, and transaction records to support the dispute resolution process are complete and accurate.

The cause of disputes emergence is analysed and used as feedback to improve complaint handling mechanism.

By examining customer experience, BRI gains insights that are important to improve the quality of its products and services. BRI provides an integrated means for customers to convey their input and expectations. Through omni-channel media, BRI provides complete information about BRI's products and services and accepts customer complaints. The following channels are available for complaint submission and settlement:

Corporate Social Responsibility

<p>1</p>  <p>Face to face with Customer Service Officers at any of BRI's operating units;</p>	<p>2</p>  <p>Telephone via 14017, and 1500017/Premium call via 021-5758899 and 08001017017;</p>	
<p>3</p>  <p>Webchat via the website www.bri.co.id;</p>	<p>4</p>  <p>Email at callbri@bri.co.id;</p>	<p>5</p>  <p>Social media on Twitter @BankBRI_ID @Promo_ID @kontakbri</p>
<p>6</p>  <p>Social media on Facebook on the BANK BRI Fanpage</p>	<p>7</p>  <p>Social media on Instagram @BankBRI_ID</p>	<p>8</p>  <p>Whatsapp, Telegram and SMS via 0812 12 14017</p>

To support the customer-centric transaction experience, BRI implements a SMART service culture, which stands for *SIGAP* (Alert), *MUDAH* (Convenient), *AKURAT* (Accurate) *RAMAH* (Genial), and *TERAMPIL* (Skilled). SMART expects BRI's employees to be alert when providing services, prioritize customers' convenience, accurate and genial when serving customers, and skilled in conveying solutions for customers' needs.

To monitor the implementation of SMART Service Culture and gauge Customer Satisfaction Index (CSI) and Customer Loyalty Index (CLI), BRI engages third parties to carry out the following surveys:

1. Measuring Consistency of Service Quality of BRI Work Units by using Mystery Shopping method to obtain an accurate and objective picture of the service quality of Work Units that include People (CS, Teller, Security Guard), Process, E-Channel (ATM/CRM), and Premises.
2. Customer Satisfaction Survey, employing Computer Assisted Telephonic Interview (CATI) method to interview customers who have completed a transaction in BRI (maximum 3 days after transaction)

Corporate Social Responsibility

Based on the results of the satisfaction (CSI) and loyalty (CLI) surveys, the customers are satisfied to BRI products/ service and will continue to use it for the future.

No	Parameter	Definition	BRI Score	Banking Industry
1	CSI	An Index that describes the level of BRI customer satisfaction	84.57%	78.03%
2	CLI	An index that describes customer loyalty or the likelihood to use BRI products and services in the future	84.36%	60.64 %

Knowing that the result of customer satisfaction survey is critical to improve the quality of its products/services in the future, BRI has taken follow-up actions to increase Customer Experience when doing transactions in BRI, as well as to achieve BRI's target as the best bank in terms of service quality in 2021.

KEY STAKEHOLDERS AFFECTED BY AND OR INFLUENCE BANK’S ACTIVITIES

BRI has identified its priority stakeholders to learn of the stakeholders with mutual interests with the Bank, existing relationships, relevant information that the stakeholders ened, and how to leverage communications media to allow the Bank to communicate effectively with all stakeholders and reach the Bank's goals. In addition, by identifying stakeholders, the Bank is able to manage stakeholders' engagement and to control the issues that are unique to each group of stakeholders.

Based on the Bank's due diligence activities, the stakeholders affected by the Banking activities or have influence in Banking activities, are:

- Investors
- Customers
- Employee and Labor Unions
- Local community
- Government
- Non-Governmental Organizations (NGOs)

BRI listed 9 (nine) material topics with significant impact to the Bank's business sustainability, as well as crucial for stakeholders based on the result of identification process, namely:

- Digitization & Greenhouse Gas Emission
- Economic Performance & Financial Inclusion
- Protection of Customer Information
- Implementation of Sustainable Finance based on RAKB
- Anti-Corruption Policy
- Employment
- Sustainable Governance
- Indirect Economic Effects
- Local Community

BRI then prepares a Strategic Initiative for Sustainable Finance that was developed to mitigate the economic, social, and environmental impacts. The Strategic Initiatives cover:

- Greenhouse gas emission calculation
- Strengthening bank products & services through digitalization
- Build awareness and understanding of sustainable finance among BRI's customers and employees through capacity building
- Creating green portfolio policy on loan products
- Implementing audits of sustainable products
- Providing business training about green business to micro entrepreneurs
- Identifying debtors that comply with environmental certifications

In terms of the economy, as one of the largest financial business groups in Indonesia, BRI's business expansion was carried out in line with the sustainable finance concept:

1. BRI adopts loan policy that provides financing only to green sectors or sectors certified with EIA
2. BRI refrains from providing loans to businesses that harm the environment.
3. BRI is committed to run efficient and green operations with minimized damage to the environment
4. BRI participates in the awareness-raising, education, training, and community empowerment to create clean and sustainable environment.

GOVERNANCE AND STRATEGIES TO IMPLEMENT SOCIAL RESPONSIBILITY

To ensure corporate social responsibility is met, especially the RAKB, BRI has issued BRI Sustainability General Policy through the Decision Letter of the Board of Directors No.05-DIR/EMP/O&/2018 and Number S.17-DIR/DMR/04/2017.

The BRI RAKB development was directly supervised by the Director of Risk Management and members of a Steering Committee, consisting of the Director of Finance, Director of Corporate Business, and Director of Compliance. They were assisted by sustainable finance (SF) team from Division of MPE, CDS, Corporate Secretary, Stated-Owned Enterprises 2 (BUMN 2), Agribusiness Division, Retail and Medium Business, Compliance Division, ARK Division and KR Division as well as BRI's Internal Audit Unit. The SF team was coordinated by Enterprise Risk Division and Portfolio Management.

In developing social activities and community development program, BRI assigned a working unit called Small Sales Management Division (SSM) and Corporate Secretary Division (SKP) as the persons in charge of the program. Community development activities are delivered through community partnership and empowerment programs (PKBL). SSM and SKP are also responsible for the PKBL program planning, implementation, and evaluation.

Community development program aims to grow the welfare of community and to gain community's support to BRI's operations and work units. The programs are mapped into several flagship initiatives: Indonesia Peduli, Indonesia Cerdas, Indonesia Sehat, Indonesia Membangun, Indonesia Takwa, Indonesia Lestari, and Indonesia Sejahtera. These Programs are implemented through partnership loans and grants to empower local economy. More details on our CSR Programs are available in the relevant sections of this Chapter.

Corporate Social Responsibility

SOCIAL RESPONSIBILITY CONCERNING HUMAN RIGHTS

Commitment

BRI is committed to respect and observe the human rights of its employees and stakeholders. The Bank fulfils human rights by guaranteeing the freedom of association, non-discrimination, freedom of worship, and equal treatment without prejudice based on an ethnic, religious, or race background of employees, customers, and stakeholders. In conducting its business, the Bank ensures that the employees are also upholding human rights.

Policy and Implementation Strategy

The scope of responsibility concerning human rights fulfillment in the Bank includes upholding the principle of diversity and equality for all employees, freedom of association, application of remuneration and employee welfare system, commitment to the Labor Agreement (PKB), and ensuring the quality of banking products and service that is provided for all stakeholders without discrimination.

In the Bank's operations and business activities, human rights are fulfilled through the Bank's commitment to providing decent pay and jobs, guaranteeing the right to associate and assemble, the right to develop and so on. BRI has several procedures and policies that ensure human rights of its employees are met; the documents are evaluated and updated to reflect current development in human rights.

In terms of human capital management, the governing rule is equality for all employees. The management strategy of human capital in BRI refers to the human capital architecture which aims to improve the human resources competencies at all level organization and create a comfortable and dignified work environment.

Human Rights Implementation

In satisfying the human rights element of corporate social responsibility, BRI guarantees:

- Freedom of Association and to Assemble
BRI understands the freedom of association and assembly is one of the basic rights of employees guaranteed by law. Therefore, the Bank gives its employees the right to associate and assemble.

BRI has facilitated the establishment of BRI Workers' Union in June 1999, and the Union has obtained a registration number from the Indonesian Manpower and Transmigration Office, under register No. 357 //PV/2005 dated 17 May 2005. The Union becomes an effective, democratic, transparent and accountable communications forum between the Bank management and employees.

Moreover, to establish dignified and respectful industrial relations, on 18 December 2019 BRI agreed to the 9th Collective Labor Agreement (CLA). The CLA has been registered to the Indonesian Ministry of Manpower and Transmigration, Register No. KEP.013/PHIJSK-PK/PKB//2020. The CLA is valid from 1 November 2019 to 1 November 2021. The rights of all BRI employees are entirely protected by the CLA.

- Work time certainty
Every employee has the right to have a clearly defined work hours. BRI meets this right by identifying the working hours in CLA. The aim is to ensure a work-life balance, and to avoid forced labor within the Bank. The working hours determined by the Bank are in accordance with the applicable laws and regulations. Should employees are required to work outside of the

Corporate Social Responsibility

regular working hours, BRI will provide receive adequate compensation, in accordance with the applicable laws and regulations and the provisions of Employee Guidelines.

Facing the Covid-19 pandemic, BRI together with Covid-19 taskforce initiated a New Way of Working, prioritizing employees' health and safety.

The initiative included the implementation and campaign of health protocols in Work Units, vaccination, regular rapid tests and antigen swabs, distribution of masks and vitamins, periodic workspace disinfection, daily health self-check, enforcing working From Home (remote working), culture campaign concerning BRISMART e-learning, pilot projects related to productivity tools, shuttle bus for employees to reduce the use of public transportation, and the provision of BRIWORK - remote working facilities in satellite cities called to support work flexibility. BRI also set up a safe house for employees who are infected with Covid-19 but are asymptomatic.

- Right to leave and permit of absence
Work leave is part of employees' human rights. Employees may exercise leave, maternity leave, and permission of absence by submitting a leave application to their supervisors. In addition to maternity leave, BRI also affords paternity leave beyond the minimum set out in the law. While on leave, BRI guarantees' that employees continue to receive their financial rights, according to the agreements in CLA and Employee Guidelines. Employees can apply for the following types of paid leave: Annual Leave, Extended Block Leave, Menstrual Leave, Maternity Leave, Miscarriage Leave and Special Duty Leave. BRI may also issue permit of absence under certain conditions, including wedding occasion, wedding of an employee's child registered to the Bank, childbirth from an employee's registered wife, circumcision

of an employee's child registered to the Bank, death of immediate family members and so on. The number of permits is regulated in the Employees Regulations.

- Freedom of Worship
Religious worship is part of the fundamental human rights. Therefore, BRI respects to the rights of employees to get sufficient time to exercise worship according to their beliefs. BRI may also allow employees to carry out religious pilgrimage upon employees' requests.
- Decent Pay
BRI has in place employee remuneration and welfare policies to ensure decent pay. This policy is stated in the Board of Directors' Decision Letter No. Kep.208-DIR/SDM/08/2011 concerning wages in BRI. According to the policy, the Bank applies internal remuneration and welfare system that is fair and competitive in the market based on employee's performance and responsibility, as well as in accordance with the applicable laws and regulations.

Corporate Social Responsibility

Gender equality

Number of employees in the past three years (in Leadership/Management positions)

Position	2018				2019				2020			
	Female		Male		Female		Male		Female		Male	
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
SEVP	1	25%	3	75%	2	50%	2	50%	3	60%	2	40%
EVP	10	10%	93	90%	13	12%	96	88%	13	13%	89	87%
VP & SVP	25	13%	173	87%	24	14%	153	86%	31	16%	161	84%
Branch & Sub-Branch Leader	140	14%	876	86%	150	15%	847	85%	158	15%	873	85%
Equivalent to managers (MP, MO, Deputy Section Head)	123	29%	302	71%	117	21%	435	79%	102	22%	358	78%

SOCIAL RESPONSIBILITY CONCERNING FAIR OPERATIONS

Commitment

As a public company, BRI is subject to various regulations and supervisions. Therefore, the Bank is committed to carrying out all operational activities in accordance with the prevailing laws and regulations.

BRI continues to improve its competitiveness by increasing the quality and capacity of the organization so that BRI can compete healthily in the industry. The Bank prohibits all forms of corruption and gratification, especially to be ahead of the competition in this era of global competition. The Bank applies high ethical standards for all employees and consistently complies with all laws and regulations.

Policy

Fair operation emphasizes the importance of managing the Bank based on applicable business ethics, including anti-corruption, political involvement, fair and healthy competition, and promoting social responsibility in the value chain. The implementation of fair operations cannot be separated from the Bank’s management and the basic principles of Good Corporate Governance, namely transparency, accountability, responsibility, independence, fairness, and equality.

Fair banking operations are embedded to the goods and services procurement policy, anti-corruption and fraud policy, fair competition policy, conflict of interest policy, code of conduct, anti-gratification policy, and whistleblowing system (WBS) policy.

Implementation

BRI implements fair banking operations through the following:

- **Transparent Procurement of Goods and Services**
The Bank has goods and services procurement policy as its vendor selection basis to ensure the quality of goods and services that the Bank obtains. Fixed Asset Management and Procurement Policy of BRI refers to the Board of Directors’ Decision Letter dated 31 March 2020 No. KB.01-DIR/MAT/03/2020 concerning Fixed Asset and Logistics Management Policy in BRI, in force starting March 2020. The Bank regularly reviews its procurement policies to adjust to the Bank’s and industry development.

Corporate Social Responsibility

- **Anti Corruption and Fraud**
The Bank is committed to support the government's efforts to eradicate corruption. This support is implemented through the Bank's regulation of Anti-Corruption and Anti-Fraud policies according to the Circular Number 18-DIR/MOP/03/2020 on BRI Anti-Fraud Strategies.

Anti-corruption self-learning table

Program Name	Starting Date	Concluding Date	Participants
Fraud Awareness	06 February 2020	28 February 2020	79,712
Anti Money Laundering (AML) & Counter-Terrorism Financing (CTF)			77,080
Quiz- AML/CFT Introduction	09 April 2020	15 May 2020	
Quiz- AML/CFT Implementation			76,012
Quiz- AML/CFT Implementation Activities			75,801
Quiz- AML/CFT sanctions			76,297
Gratification	17 July 2020	17 August 2020	77,324
Compliance Culture			71,711
Compliance Culture e-learning video test	18 August 2020	18 November 2020	
Compliance Culture e-learning infographics test			72,276
Quiz - GRC Culture 2020 Program, DOR Division			66,013
Risk Awareness Culture, GRC Culture 2020	19 October 2020	15 November 2020	
Anti Fraud Strategy, GRC Culture 2020			64,580
Disaster Response, GRC Culture 2020			64,623

- **Fair competition and anti-monopoly**
The Bank is subject to and comply with Law No.5 of 1999 concerning the Prohibition of Monopolistic Behaviour and Unfair Business Competition. The Bank continuously strives to improve its competitiveness and perform appropriate business development strategies in order to win the competition.

In 2020, the Bank did not accept any report about violations of unfair business competition, especially from the Business Competition Supervisory Commission (KPPU).

- **Conflict of Interest Prevention**
BRI's management and employees across all levels are prohibited from being involved in decision making that potentially create a conflict of interest. Where such conflict may occur, the relevant parties, the management, top management officials, and employees may not be involved in the entire decision making.
- **Compliance to the Code of Conduct**
BRI requires management officials and employees at all levels to make and regularly update their statement of integrity and compliance with the Bank's Code of Conduct. The first statement is issued during hiring process, following the induction stage that covers introduction to the Bank's values and code of conduct.

Corporate Social Responsibility

- **Prohibition of gratification**
BRI prohibits its management and employees from giving or accepting gratuities in any form. BRI has established a Gratification Control Unit under the Compliance Directorate to ensure this rule is enforced. In collaboration with Human Capital Directorate, this unit requires all BRI's management and employees to sign an Integrity Pact as previously stated. As part of information disclosure, BRI publishes this policy through mass media.
- **Whistleblowing System (Whistleblowing System)**
The Bank has built a Whistleblowing System (WBS) to establish good corporate governance. BRI is committed to manage the Bank professionally according to code of conduct and appropriate work culture to improve the governance effectiveness. To detect potential violations early on and mitigate the violations' possible impacts to the Bank's image and finance, the Bank has in place the Whistleblowing System (WBS).

Corporate Social Responsibility Towards The Environmental

BRI is fully committed to conducting operational activities that are environmentally friendly. Moreover, through its financing activities, BRI is also determined to support the development of green economy.



Corporate Social Responsibility Towards The Environmental

COMMITMENT

To realize this commitment, BRI has formed a special division that manages environmental aspects under Procurement, Logistics Policy, and Fixed Asset Management Division and Procurement & Logistics Operation Division. The special division has policy making, monitoring, and strategic oversight mandate. In its operations, BRI translates environmental sustainability into initiatives to improve water efficiency, paper use, energy consumption, and consumption of other natural resources.

To report the Bank's activities in environmental preservation and in the attainment of sustainable development goals, BRI periodically publishes a Sustainability Report Global Reporting Initiative (GRI) standard as the reporting framework.

Policy and Implementation Strategy

Complying to OJK Regulation No.51/POJK.03/2017 and referring to the relevant environmental laws, BRI has compiled a comprehensive corporate policy, that integrates environmental, social and governance risks with existing economic/business aspects. This policy is set out in BRI's General Policy in Sustainability Number S.16-DIR/DMR/04/2017, as the highest sustainable finance implementation policy in BRI. Based on this policy, BRI has established an integrated framework to mitigate environment, social, and governance (ESG) risks when serving customers and conducting loan assessment. The ESG framework includes policies on specific commodity sectors that are exposed to environmental risks, such as forest degradation. To implement the policy, BRI has Decision Letter Number 17-DIR/DMR/04/2017 that articulates specific strategies for assets, liabilities, operations, and human capital.

BRI also issued special policies on green banking, namely the Environment, Social and Governance (ESG) Risk Management for the Palm Oil Sub-Sector (Circular Number S.27-DIR/DMR/04/2017), considering that this sub-sector is believed to have a major impact on

Indonesia's tropical forest ecosystem. This policy sets out ESG indicators to be considered when dealing with the palm oil sector and a document requirement checklist.

Generally, BRI's strategy in implementing sustainable finance aims to ensure that BRI has a sustainable business for the long term. Sustainable finance observes the following principles.

1. Energy saving, environmental conservation, attention to social aspects and good governance as well as energy conservation.
2. Communications and public relations strategy are designed to support the Bank's corporate image through energy efficiency
3. Operational initiatives: paperless, e-office, green building, green IT infrastructure, digital operation, 3R (Reduce, Reuse, Recycle), BRI Cares Program, E-Learning, Facilitate Bike Parking "Bike to Work" and others.

Activities

BRI maps its environmental activities into four groups according to its RKAB: Green Financing, Green Funding, "BRI Peduli", and Green Banking Operations.

Green Financing

BRI is committed to exercise green financing that emphasizes on the sustainability aspect of business projects and companies financed by the Bank. Presently, BRI has developed a green financing policy for the Palm Oil sector that considers not only environmental but also social performance of a plantation to avoid overlap with indigenous and conservation lands.

According to the policy, BRI's palm oil-debtors are required to have been registered or certified by the Roundtable Sustainable Palm Oil (RSPO) or Indonesia Sustainable Palm Oil (ISPO). This requirement applies to all corporate debtors.

Corporate Social Responsibility Towards The Environmental

The same approachment is also applied to similar financing in other plantation sectors, in the other sectors that require extensive land management, and in the manufacturing sector.

BRI also provides opportunity to finance the development of new and renewable energy power plant projects, such as wind, hydro, and solar power plants, including micro hydro plants located in settlements nearby protected forest areas.

Green Funding

BRI has initiated green funding by issuing the first Sustainability Bond in Indonesia with a nominal value of US\$500 million and a five-year tenor in March 2019. The funds raised through this bond issuance must be used exclusively to finance sustainability-linked projects.

Aside from Sustainability Bond issuance, BRI also pursues collaboration with various global financial institutions that strongly support sustainability goals.

Green Banking Operations

BRI has in place the following various green initiatives:

- **Energy Management**

BRI pursues energy saving based on the Letter of the JBR Division No.B.612-JBR/KJR/07/2013 dated 9 July 2013. The letter reminds of the importance of saving energy, water, and other natural resource consumption. BRI aims to save energy use both in electricity and fuel. Optimal energy management will also mean significant reduction of carbon dioxide (greenhouse gas) emission.

Power efficiency is realized through several approaches:

1. The use of energy-efficient LED lamps
2. The application of work culture to turn off electricity in empty rooms.
3. Elevator operating hours setting.

To maintain a clean environment BRI also shows its commitment of using non-subsidized fuel for the Bank's operational vehicles. This is in line with the Government's policy in 2012 which requires operational vehicles of all SOEs to use non-subsidized fuel.

To save fuel consumption, BRI caps the service life of operational vehicles and carry out periodic maintenance, so that fuel consumption is remains optimal. BRI also requires every vehicle to use non-subsidized fuel that is more environmentally friendly. Through these measures, BRI is able to control fuel consumption of its operational vehicles.

For more information on BRI's power and fuel consumption in 2020, please refer to our Sustainability Report 2020.

- **Emission Management**

BRI also participates to in reducing greenhouse gas (GHG) emission, the exhaust gas from the use of fossil fuels (gasoline, coal, and gas) both for power generation and transportation activities. Since the intensity of resource consumption, including in business trips, directly correlates with the GHG emission produced, BRI's approach is to control resource consumption to minimize the GHG effect.

Corporate Social Responsibility Towards The Environmental

BRI's policy in managing GHG emission is to achieve efficiency in power consumption, use of operational vehicles, and business trips.

Through the development of digital telecommunications system BRISat, the Bank seeks to reduce the official trips intensity for coordination meetings with the Regional offices and Branch Offices. Recently, the meetings have been replaced with teleconference. Business trips are now prioritized only for the purpose of visiting prospective customers or for site visits to monitor the business performance of existing customers.

For more information on BRI's emission and business trip management in 2020, please refer to our Sustainability Report 2020.

- **Paperless System**

BRI is committed to develop operational efficiency through saving paper use, by improving technology supporting system. The integrated information systems, supported by applications, benefit BRI and its customers, and greatly affected operational efficiency. Various paperless applications that have been implemented to BRI customers are:

1. E-tax, the first of its kind in Indonesia for tax reporting purposes.
2. e-Form, paperless form for frontline services in BRI Work Units;
3. e-Statement, account information via registered email;

4. New account swap to help customers apply for loan products and current accounts, without having to open two separate accounts;
5. ATM 'without print receipt;
6. BRISPOT, an Android-based application that allows micro loan decisions to be taken on the spot for a faster and paperless process;
7. MY BRI, an Android-based application that allows consumer loan decisions to be taken on the spot for a faster and paperless process.

These various paperless-based operational activities have resulted in a reducing BRI paper consumption, as shown in the following table.

- **Management of other environmental impacts**

BRI also applies various other initiatives to support the attainment of sustainable development goals, including:

1. Solid waste management in collaboration with licensed companies;
2. Use of light fire extinguishers, made of environmentally friendly materials;
3. Replacing freon containing chlorofluorocarbon (CFC), with halotron type freon.

Digitalization Process-Supporting BRI Operational Efficiency

There are various digital technology-based applications that have been developed today, such as:

1. Intranet and internet to enable real time communication.
2. Use of EDC to record staff's attendance.
3. The BRISTARS integrated application that implements operational efficiency, containing the following integrated applications:
 - a. e-Recruitment, a facility for prospective employees to join BRI via this online job application channel
 - b. Digitalized assessment app, online employee competency assessment.
 - c. e-Mutation, the automated processing of employee transfer between BRI work units.
 - d. Automated employee database
 - e. e-Leave, leave application submission and online approval process by supervisors.
 - f. e-SPJ, paperless business trip application for trip documentation and approval of decision makers.
 - g. e-Loan Facility for employees to apply for loan online.
 - h. e-Health Insurance, online facility for employees to apply for the reimbursement of medical expenses.
 - i. e-Overtime, a facility to issue overtime work orders online and automate overtime payments
4. BRIHC (BRI Human Capital), human resource business processes.
5. Performance Management System to monitor employees' performance.
6. Industrial Relations Portal, to monitor disciplinary violations.
7. e-Pension, containing information on benefits of regular retirement.
8. e-Corporate Culture, to monitor the implementation of the work culture of BRI employees.
9. Human Resource Consultation and Information, containing the latest information of Human Resources.
10. e-Filing, to capture reporting obligations as taxpayers.
11. Digital Office, for efficiency and effectiveness of internal correspondence.
12. Online Survey, customer satisfaction survey through BRI worker/work unit respondents.
13. BRISMILE (Electronic Logistics Information Management System), consisting of a Fixed Asset Procurement Module, Fixed Asset Management Module, and Budget Module.
14. BRIPEDIA, containing information on BRI policies and procedures.
15. Innovation portal, a forum for ideas and innovation of BRI employees.
16. BRISmart, an e-learning management system application for BRI employees.
17. BRIShare, a knowledge management system application for BRI employees.
18. BRISPOT, a loan approval system application for micro loan.

Corporate Social Responsibility for Employment, Occupational Health and Safety

Commitment

The Bank is committed to becoming a world class human capital system and practices in order to realize BRI's vision as Home to the Best Talent.



Corporate Social Responsibility for Employment, Occupational Health and Safety

To realize this commitment, the Bank continues to improve the strategic architecture of the Bank's HC management, supported by 3 pillars – People, Culture, and Organization. Guided by these three pillars, the Bank expects to fulfill the rights of BRI employees, ensuring they equal chance and opportunities in professional development, performance assessment, and career progression. By doing so, BRI is confident it can create a conducive work environment to growth, where all employees are motivated to perform and support the Bank's vision and mission.

Policy and Implementation Strategy

The basic policies in BRI cover the three pillars (people, culture, organization) and they are managed within key interrelated ecosystems in HC: Employees, Customers, Government, National & Global Alliances, Media, and Partners. The pillars and ecosystems are buttressed by Human Capital (HC) system and practices, consisting of Human Capital (HC) Communications, Certified HC Practitioners, HC Information System and Healthy Industrial Relations.

To fulfill its responsibilities concerning employment and OHS, the Bank observes the Collective Labor Agreement signed between Bank and the Workers' Union. The CLA is reviewed periodically and is valid for 2 years with a maximum extension of 1 year.

In addition to CLA, the Bank prepares and enforces internal policies as part of its responsibilities in the manpower sector, including:

1. Career Development;
2. Compensation and Benefits;
3. Performance Management; and
4. Industrial Relations.

These policies are applied to ensure that all provisions in the CLA are respected and enforced. Please refer to the Human Capital chapter to see a complete discussion on Human Capital Management.

Scope and Formulation of Employment and Occupational Health and Safety Responsibility

The scope of corporate social responsibility implementation concerning employment and OHS is:

- Implementation of employment programs (non-discrimination, gender equality in employment opportunities, use of local labor, equality opportunity to participate in education and training programs as well as in obtaining fair remuneration, freedom of association, complaint mechanisms and pension programs)
- Health facility program (fitness clubs, sports club and BPJS Insurance),
- Work safety program (inspection/periodic inspection of fire extinguishers and emergency training).

Activities

The implementation of the policies and scope above is further explained in the following section:

Anti-Discrimination

BRI always upholds the principle of equality and implements anti-discrimination policies in all human capital management function, both in career development, remuneration and other aspects of human capital management. One example of the equality principle is the Bank's decision to provide employment opportunity for persons with disabilities, offering positions and types of work that are adjusted to their level of expertise and skills of each individual. This is because BRI understands that employing persons with disabilities can have a positive impact on employees' morale, increases diversity, improves the quality of customer service for persons with disabilities, and at the same time raises the productivity of employees being among a diverse work setting.

Corporate Social Responsibility for Employment, Occupational Health and Safety

This commitment to diversity can be seen from the ratio of female and male workers in BRI in 2020, with 42.36% female employees (2019: 42.92%) and 57.64% male employees (2019: 57.08%) of a total of 88,184 employees (2019: 91,620 workers).

Personal Development Opportunities

The Bank provides equal opportunities for all employees, both men and women to participate in improvement and training programs and to have career opportunities to reach higher positions based on their competence and performance results.

Since 2016, BRI has applied Blended Learning, an educational method with a combination of onsite in class learning and e-learning. The Bank has organized various training programs with the total 5,274,114 participants during the period of January - December 2020 (2019: 4,231,199 participants).

Health & Well-being

BRI is always committed to support employees' work-life balance. On 25 April 2018, BRI established BRILiaN Community, groups formed by BRI employees based on a shared interest in an activity. All employees are given equal access to the community through the BRILiaNApps application. Today, BRI has 24 groups, each with their own management structure chosen by its members, and cover a variety of activities.

BRI has also established a BRILIAN CENTRE, a place for employees to grow their talents, channelling hobbies, and to be involved in work life balance programs.

BRI has a forum that provides employee counselling to help resolving employees' personal problems that affect their performance at work. To support employees' health and well-being, BRI requires all employees to take a block leave for 5 consecutive days every year. BRI also

provides child day care facility at the office premises to provide mothers, with young children under five, a peace of mind while working.

Remuneration and Benefits

Employee's remuneration structure was designed based on several factors, such as performance assessment, competence, and the standard of living costs in each geographical Work Unit, to ensure a fair, competitive system and matches the needs and capabilities of the Bank. Employee remuneration is divided into 2 (two) types, fixed remuneration that consisting of basic salary and allowance, as well as variable remuneration which amount depends on employee's performance. The Bank also provides benefits to employees, earned during their tenure, such as a health care program, and benefits earned after post-tenure such as retirement. The Bank also provides other facilities that are common in the banking industry.

In terms of wage increase, the Bank applies merit-based wage progression. This way, employees wage increase is tied to their results. In addition, in order to encourage optimal work performance, BRI has a variable compensation program that is given to employees who achieve and exceed their performance targets. High-performing employees will also receive high variable compensation. On the other hand, underperformance will receive low to no incentive.

For new recruits, BRI's policy is to set a minimum salary level that is already higher than the regulatory minimum wage applicable in any of BRI's office region. Providing decent minimum salary is part of the Bank's commitment to support employees' rights, despite its impact on overhead costs. Nevertheless, BRI considers that this budget allocation, that includes comprehensive employee competency improvement, is a measurable and sound investment.

Corporate Social Responsibility for Employment, Occupational Health and Safety

Given the policy, and in line with growth of business scale and increase in the number of employees, BRI's manpower expenses have increased proportionally year by year as shown in the following table.

Manpower Expenses

Component	Amount, Bank Only (million Rp)				
	2016	2017	2018	2019	2020
Salary, Wage, Benefits	8,542,413	9,096,616	10,590,613	14,061,266	14,351,172
Bonuses, Incentives, and Tantiem	5,816,691	6,234,168	5,874,193	5,926,232	4,120,242
Education and development	578,568	534,097	603,053	697,354	342,079
Health benefits	358,918	371,686	397,009	444,399	333,998
Society security benefits	522,249	606,823	678,206	758,300	817,676
Severance pay for permanent employees	153,281	304,976	309,403	310,478	120,846
Defined pension contribution	231,105	256,675	291,569	325,460	351,954
Extended paid leave	308,429	289,150	442,565	538,594	284,847
Defined pension benefits	513,384	457,552	744,509	432,692	365,455
Tenure rewards	150,349	155,894	129,291	267,737	224,901
Other costs	472,964	508,695	1,157,543	748,286	4,472,882
Total	17,648,351	18,816,332	21,217,954	24,510,799	25,786,053

Employee Engagement

Every year BRI conducts an Employee Engagement survey which aims to determine the level of employee's engagement with the Bank. To maintain the independence and to avoid the conflict of interest, the engagement survey of BRI employee is conducted by a work unit in charge in corporate research, outside the Human Capital Directorate.

An internal Employee Engagement Survey in 2020 revealed that 93.30% of employees felt engaged in the Bank, which was higher than 83.99% in 2019. At the same time, 98.40% of employees felt satisfied with their jobs in the Bank. Meanwhile, the Net Promoter Score in 2020 was 48.4, higher than the previous year's score of 37. The Bank believes that these achievements resulted from BRI's initiatives in human capital management. Going forward, the Bank will continue to create policies that increase employee engagement, particularly for Generation Y employees who make up 80% of total employees at BRI.

Corporate Social Responsibility for Employment, Occupational Health and Safety

Turnover rate

One of the measurements of employee satisfaction toward human capital management is turnover rate. In 2020, the turnover rate was 1.73%, lower than the industry turnover of 12%. This achievement indicated a positive result of BRI's efforts to retain its employees, which were carried out by granting competitive compensation compared to the industry, benefits that provide a sense of security and comfort, a motivating career path, and a favorable working environment.

Freedom of Association

BRI employees are allowed to convene, associate, and form a workers' union that acts as an employee representative forum in negotiating collective agreements, and create meaningful and harmonious industrial relations.

BRI has one Workers' Union that represent the majority of employees in raising the aspirations of employees to the Bank. The Union is a strategic partner in creating meaningful and harmonious industrial relations. The Bank supports the Union, providing both material and non-material resources for the Union's regional and national level activities.

The Bank also actively involves the Union in the process in formulating human resource management policies through co-creation activities. The Bank also facilitates a partnership forum for employees to express their aspirations to the management.

Employee Complaint Handling Mechanism

The Bank always strives to handle employee complaints as best possible. This is part of BRI's commitment to maintain harmonious relationships between the Management and the employees. Showing its commitment to complaining handling, the management has set up a policy on the Whistle Blowing System (WBS).

Besides the WBS, BRI also has HR Call Center communication channel to handle employee's complaints in human resource management. Through the Call Center, employees can convey various issues, both work-related and personal problems that may affect their work. These channels show BRI's strong commitment to maintain harmonious relations with employees.

Pension Program

BRI pays attention to the welfare of former employees who retire. Acting upon this commitment, BRI enrolls all active employees in a pension program, with options of defined benefit and contribution schemes. In addition, the Bank also organizes a pension preparation program. The program mainly focuses on entrepreneurship training, inviting former BRI employees with successful business ventures after retirement.

Impact of Manpower Activities

The impact of manpower management activities can be seen from three indicators, the low turnover rates, high levels of employee engagement, and employee productivity.

Corporate Social Responsibility for Employment, Occupational Health and Safety

In 2020, the level of employee productivity, measured as Earnings per Employee (EPE) stood at Rp285 million per permanent employee. This number decreased compared to the EPE of Rp556.16 million per permanent employee in 2019. The decline was due to the Covid-19 pandemic that disrupted the Bank’s business performance and earnings, which translated into the EPE.

Occupational Health and Safety

Occupational health and safety (OHS) is an important of operational risks that need to be carefully managed. BRI has identified several strategies to mitigate the risk and prioritize the safety BRI’s employees and stakeholders, both in normal and emergency situations:

1. Business Continuity Management Policy
2. Emergency Response Plan Guide
3. Occupational Health and Safety Management System Policy

BRI has taken the following efforts to protect its employees and stakeholders:

1. Internalizing emergency response culture among employees
2. Communicating emergency response procedures to stakeholders that are present in BRI’s premises
3. Providing emergency response equipment
4. Providing medical equipment in the workspace environment
5. Performing regular emergency response simulations
6. Identifying disaster risks around BRI work environment

Workplace accident management in business areas

Business Area	Non-Business Area
Multi-storey buildings, office houses, shop houses, and e-channel mobile working units	Location of project development planning and customer visit activities
Building management policies that support OHS	OHS implementation facilitated by project managers
Regular evacuation drill in multi-storey buildings and safety announcements	Requirement for workers to follow safety induction
Basic training in using fire extinguishers	Covering all workers with a work accident insurance policy that includes personal accidents and a work accident insurance program
Mandatory victim rescue training for security personnel	
Provisionin of complete safety equipment, including oxygen cylinders (O2), first aid kits, and emergency slides on exit windows	
First aid training for workers, security personnel, and building management	
Provisioning of two ambulance units on stand by at the head office in collaboration with BRI Medika (BRI’s subsidiary)	

Corporate Social Responsibility Towards Social and Community Development

Commitment and Policy

BRI is a bank with the largest network of work units in Indonesia that are spread throughout the country. BRI continues to contribute to improving people's lives through the Bank's corporate social and environmental responsibility program, BRI Peduli, utilizing this extensive network.



Corporate Social Responsibility Towards Social and Community Development

BRI Peduli implements the SOE Minister Regulation Number Per-09/MBU/07/ 2015 dated 3 July 2015 and its amendment, Regulation No. Per-02/MBU/04/2020 dated 2 April 2020 on the Implementation of Community Partnership and Development Program. Internally, BRI has specified in details about the execution of BRI Peduli by virtue of Circular No SE S. 36 – DIR/SKP/07/2020 dated 4 July 2020 on the Implementation of BRI Peduli Community Development Program in PT Bank Rakyat Indonesia (Persero) Tbk.

Through BRI Peduli, BRI endeavors to raise the welfare level of community. The programs under this initiative are expected to sustainably contribute to the Bank’s attainment of its goals.

Scope and Formulation of Social Responsibility in the Social and Community Development

BRI Peduli Program implementation refers to the 3Ps concept
3P (Pro People, Pro Planet dan Pro Profit)

Pro People

BRI’s concern for people’s welfare

Pro Planet

BRI’s concern for the environment

Pro Profit

Financial and or non-financial benefits provided to by beneficiaries, who are expected to create a sustainable impact on the Bank’s business.



BRI incorporates the 3Ps concept into the following 7 (seven) sectors that BRI Peduli provides assistance for:

1. Aid for victims of natural and non-natural disasters, including those caused by health outbreak, under INDONESIA PEDULI
2. Educational assistance focuses on training and education infrastructure and facilities under INDONESIA CERDAS
3. 3Health improvement, under INDONESIA SEHAT
4. Public infrastructure and or public facilities development, under INDONESIA MEMBANGUN
5. Religious facilities, under INDONESIA TAKWA
6. Nature conservation, under INDONESIA LESTARI
7. Social assistance for poverty alleviation, under INDONESIA SEJAHTERA

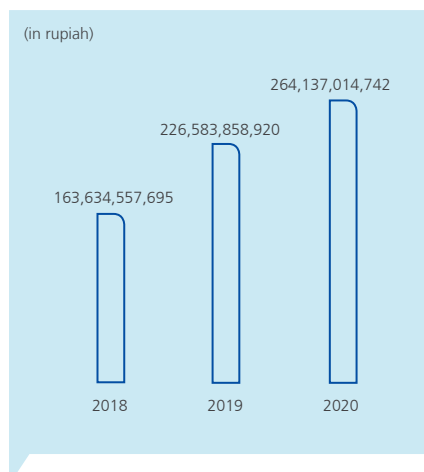
Corporate Social Responsibility Towards Social and Community Development



Realization of the BRI Peduli Program in 2020

In 2020, BRI disbursed a total of Rp264.14 billion for the BRI Peduli Program or up 16.57% from Rp226.58 billion in 2019.

BRI Peduli Disbursement 2018-2020



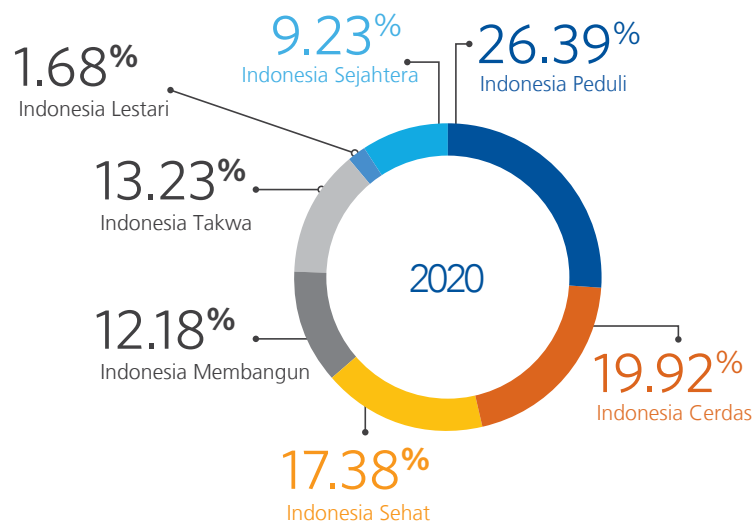
Corporate Social Responsibility Towards Social and Community Development

The detailed allocation of the assistance to the seven sectors of the BRI Peduli Program is as follows:

(in Rupiah)

Sektor	2018	%	2019	%	2020	%
Indonesia Peduli	6,845,484,366	4.18%	6,336,123,862	2.80%	69,708,958,366	26.39%
Indonesia Cerdas	53,087,712,848	32.44%	70,191,707,124	30.98%	52,606,616,869	19.92%
Indonesia Sehat	22,384,597,948	13.68%	44,759,761,982	19.75%	45,906,885,735	17.38%
Indonesia Membangun	22,895,422,555	13.99%	29,302,833,387	12.93%	32,164,851,423	12.18%
Indonesia Takwa	27,404,110,789	16.75%	43,785,086,953	19.32%	34,947,924,395	13.23%
Indonesia Lestari	722,965,000	0.44%	866,344,000	0.38%	4,432,451,725	1.68%
Indonesia Sejahtera	30,294,264,189	18.51%	31,342,001,612	13.83%	24,369,326,229	9.23%
Total	163,634,557,695	100.00%	226,583,858,920	100.00%	264,137,014,742	100.00%

Distribution of BRI Peduli Disrbusement in 2020 by Program



Corporate Social Responsibility Towards Social and Community Development

Awards

In 2020, BRI received several awards and recognition for the implementation of its social and environmental responsibilities, including:

1. Asiamoney 2020 – Indonesia’s Best Bank for CSR 2020 (BRI received this award for three consecutive years in 2018, 2019, and 2020)
2. Top CSR Award 2020 # Star 5
3. Top CSR Award 2020 – Top Leader on CSR Commitment 2020



BRI PEDULI PROGRAM IN 2020

Throughout 2020, BRI carried out the following BRI Peduli Program:

A. INDONESIA PEDULI



The Indonesia Peduli Program is an aid program related to natural and non-natural disasters, including those caused by health outbreak. Since the first quarter of 2020, the world, including Indonesia, has been hit by Coronavirus Disease 2019 (COVID-19) outbreak. The impact of the COVID-19 pandemic on people’s lives is extensive, with business closures, dwindling revenues from business, employee terminations, hundreds of thousands of people infected, and thousands of people died. Through the Indonesia Peduli Program, BRI provided assistance in the context of overcoming the COVID-19 outbreak, including the distribution of Personal Protective Equipment (PPE), masks, infrared thermometers, hand sanitizers, and handwashing stations, accommodation assistance for medical personnel, and basic food assistance.

Corporate Social Responsibility Towards Social and Community Development

Apart from the non-natural disaster caused by the COVID-19 outbreak, natural disasters such as floods, earthquakes, drought, and landslides also hit several regions in Indonesia. BRI helped alleviate the burden on the people affected by the natural disasters by distributing aid, including basic food packages, ready-to-eat meals, blankets, and medicines.

The total assistance that BRI provided for the Indonesia Peduli Program in 2020 reached Rp69.71 billion, which covered:

A. COVID-19 Outbreak Relief Assistance

No	Activity	Location	Budget
1	Basic food assistance	Through 19 BRI Regional Offices across Indonesia including Banda Aceh, Medan, Pekanbaru, Padang, Palembang, Lampung, Jakarta 1, Jakarta 2, Jakarta 3, Bandung, Semarang, Yogyakarta, Surabaya, Malang, Denpasar, Banjarmasin, Makassar, Manado, Jayapura	Rp20,576,516,710
2	Masks, PPE, hand sanitizers, medical support facilities, and medical devices assistance	Through 19 BRI Regional Offices across Indonesia including Banda Aceh, Medan, Pekanbaru, Padang, Palembang, Lampung, Jakarta 1, Jakarta 2, Jakarta 3, Bandung, Semarang, Yogyakarta, Surabaya, Malang, Denpasar, Banjarmasin, Makassar, Manado, Jayapura	Rp17,221,664,588
3	Accommodations and lodgings for medical personnel	Jakarta, Padang	Rp5,381,461,000
4	Handwashing stations	Through 19 BRI Regional Offices Indonesia including Banda Aceh, Medan, Pekanbaru, Padang, Palembang, Lampung, Jakarta 1, Jakarta 2, Jakarta 3, Bandung, Semarang, Yogyakarta, Surabaya, Malang, Denpasar, Banjarmasin, Makassar, Manado, Jayapura	Rp2,355,949,558

Corporate Social Responsibility Towards Social and Community Development

B. Natural Disasters Relief Assistance

Aside from providing assistance to help reduce the spread of COVID-19, BRI also helped the victims of natural disasters such as floods, earthquakes, droughts, and landslides, with details as follow:

No	Activity	Location	Budget
1	Emergency assistance for flood victims	Amuntai, Banjar, Bantaeng, Batusangkar, Bondowoso, Bukittinggi, Cianjur, Cibadak, Cibubur, Cilacap, Demak, Dharmasraya, Gorontalo, Jakarta, Kendari, Ketapang, Kotamubagu, Lahat, Limboto, Majalaya, Manado, Masamba, Melawi, Painan, Palangkaraya, Palu, Pamanukan, Pangkalan Bun, Pare-Pare, Pekalongan, Pinrang, Polewali, Poso, Pringsewu, Purwodadi, Rembang, Sengkang, Sidrap, Sijunjung, Sintang, Sukabumi, Tabanan, Tahuna	Rp3,734,375,283
2	Emergency assistance for drought victims	Boyolali, Brebes, Ciamis, Demak, Purbalingga, Rembang, Wonogiri	Rp257,954,250
3	Emergency assistance for earthquake and volcanic eruption victims	Ambon, Bogor, Cibadak, Lumajang, Manado	Rp188,000,000
4	Emergency assistance for landslide victims	Cianjur, Kotamobagu, Padang Panjang, Palopo	Rp68,677,500



Corporate Social Responsibility Towards Social and Community Development

B. INDONESIA CERDAS



Through the Indonesia Cerdas Program, BRI contributes to the improvement of education quality in Indonesia. In 2020, BRI provided a total of Rp52.61 billion for this program, which included the following activities:

A. Scholarship Program

In 2020, BRI provided scholarships for high-achieving and underprivileged students through cooperation with schools and universities, as follow:

No	Activity	Location	Budget	Number of Participants
1	University scholarships (general students, students with disabilities, students from the outermost, disadvantaged, and frontier areas/3T)	Universities in partnership with 19 of BRI Regional Offices in Indonesia, covering Banda Aceh, Medan, Pekanbaru, Padang, Palembang, Lampung, Jakarta 1, Jakarta 2, Jakarta 3, Bandung, Semarang, Yogyakarta, Surabaya, Malang, Denpasar, Banjarmasin, Makassar, Manado, Jayapura	Rp11,495,610,000	2,223
2	Scholarships for primary and secondary school students	Primary and secondary schools or their equivalent in partnership with 19 of BRI Regional Offices in Indonesia, covering Banda Aceh, Medan, Pekanbaru, Padang, Palembang, Lampung, Jakarta 1, Jakarta 2, Jakarta 3, Bandung, Semarang, Yogyakarta, Surabaya, Malang, Denpasar, Banjarmasin, Makassar, Manado, Jayapura	Rp3,454,074,550	2,261

Corporate Social Responsibility Towards Social and Community Development

B. Education Facilities & Infrastructure Assistance

BRI supports teaching and learning activities by providing assistance in the form of construction/renovation of school buildings, educational supplies such as laboratory equipment, literature books, multimedia tools, and computers, and vehicles to support educational activities, with details as follow:

No	Activity	Location	Budget
1	Construction/repair of buildings of university/school/Islamic boarding schools, and other types of education institutions	<ul style="list-style-type: none"> - Universitas Negeri Jember - Unversitas Jambi - STIE Indonesia Banking School Jakarta - Universitas Bhayangkara Jakarta - Universitas Suryakencana Cianjur <hr/> <ul style="list-style-type: none"> - Senior secondary school/equivalent: - SMAN 2 Patra Nusa Aceh - MA Ahad Al Ghadier Ponpes Kempek Cirebon - MA Jabal Rahmah Luwuk - SMK Angkasa I Lanud Suryadarma Subang - Other schools equivalent to senior secondary <hr/> <ul style="list-style-type: none"> - Junior secondary school: - SMP I Plus Yaspira Cianjur - SMP Cempaka Jakarta - SMP Al Fatah Bogor - MTs Delima Sigli - Other schools equivalent to junior secondary <hr/> <ul style="list-style-type: none"> - Primary school: - SD Muhammadiyah 4 Jakarta - SDN 15 Kalamalea Poso - SD Mathias 3B Langgur Tual - Madrasah Ibtidaiyah Mathlaul Huda Bogor - Other schools equivalent to primary level <hr/> <ul style="list-style-type: none"> - Islamic boarding schools: - Pondok Pesantren Manarul Ulum Ciamis - Pondok Pesantren Miftahul Huda Tasikmalaya - Pondok Pesantren Miftahul Huda Brebes - Pondok Pesantren Tahfidzul Quran Gresik - Other Islamic boarding schools <hr/> <ul style="list-style-type: none"> - Early childhood education centers: - TK Islam Nurul Quran Depok - TK Santa Lusia Tarutung - PAUD Melati Mekar Cianjur - PAUD Aisyiyah Tanjung Balai - TPQ Nurul Huda Brebes - TPQ Al Ikhlas Gresik - Other early childhood education centers 	Rp25,123,415,875
2	Education equipment donation (laboratory equipment, computers, furnitures, marching band equipment, others)	<ul style="list-style-type: none"> - SMAN 1 Cibitung Bekasi - MAN 2 Aceh Tamiang - SMK Budi Mulia Karawang - SMP Kawasan Industri Ciampel Karawang - SMP 2 Tanjung Palas Timur Tanjung Selor - SMP Santo Yoseph Tarutung - SD Negeri 1 Banjarsari Lebak Banten - TK Aisyiyah Banga Pinrang - PAUD KB Mutiara Bunda Palembang - Pondok Pesantren Roudlotul Ulum Pasuruan - Other education institutions 	Rp6,402,269,915

Corporate Social Responsibility Towards Social and Community Development

No	Activity	Location	Budget
3	Operational vehicles	<ul style="list-style-type: none"> - Universitas Negeri Malang - Universitas Negeri Padang - Institut Agama Islam Negeri Purwokerto - Institut Agama Islam Negeri Metro Lampung - Sekolah Tinggi Pariwisata Bandung - Sekolah Tinggi Agama Islam Negeri Bengkalis - Sekolah Tinggi Agama Islam Negeri Watampone - Universitas Advent Indonesia Bandung - Politeknik Pendidikan Negeri Jember - SMA 3 Taruna Angkasa Madiun - Lembaga Pendidikan Ma'arif NU Kabupaten Cilacap 	Rp4,794,725,000



Corporate Social Responsibility Towards Social and Community Development

C. INDONESIA SEHAT



BRI channeled Rp45.91 billion through Indonesia Sehat Program to improve community health quality. This program carried out several activities, including:

A. Health Facilities and Equipment Assistance

In 2020, BRI donated 130 ambulance units to ministries/institutions, regional government, the National Army, the National Police, hospitals, and other agencies/institutions to improve service quality to the community. BRI also handed over 1 unit of mobile blood donation vehicle to the Indonesian Red Cross in Lampung Tengah.

BRI also built/renovated hospitals/clinics and provided other health equipment to improve the quality of healthcare services' facilities and infrastructures for the community.

No	Activity	Location	Budget
1	Donation, 130 Units of Ambulance	Banda Aceh, Bandung, Bantul, Baturaja, Bekasi, Biak, Binjai, Blitar, Bogor, Bojonegoro, Bontang, Buntok, Cianjur, Cibadak, Cibinong, Cikampek, Ciledug, Cimahi, Ciputat, Demak, Denpasar, Ende, Fak - Fak, Garut, Gorontalo, Jepara, Jakarta, Jayapura, Karang Anyar, Kediri, Kendari, Kupang, Kutoarjo, Limboto, Lubuk Linggau, Lumajang, Magelang, Majalaya, Majalengka, Malang, Medan, Metro, Mojokerto, Muara Bulian, Padang Sidempuan, Palembang, Palu, Pangkalan Bun, Pasuruan, Payakumbuh, Pekanbaru, Pontianak, Probolinggo, Purwakarta, Purwokerto, Purworejo, Rangkasbitung, Rengat, Sampang, Selong, Sentani, Serang, Serui, Sibolga, Sidoarjo, Singkawang, Sleman, Soa-Siu, Sukabumi, Surabaya, Surakarta, Takengon, Tanah Grogot, Tasikmalaya, Teluk Kuantan, Watansoppeng, Yogyakarta	Rp39,031,734,199
2	Construction/repair of health facilities, donation of health equipment	- RSUD Dr. Soedirman Kebumen Jawa Tengah - RS Dr. Abdul Malik Lanud Soewondo, Medan - RS TNI AU Soemitro Lanud Muljono Surabaya - RS TK II Dr. Soedjono, Kedam IV/Diponegoro, Magelang - RS NU Cilongok Banyumas - RS Bhayangkara Tingkat III Manado - RS dr. Noermir Baturaja - Poliklinik Brigif 7/Rimba Raya Medan - Poliklinik Rindam XVII/Cenderawasih Jayapura - Poliklinik Kesehatan Polres Bireuen - Posyandu Lanud Sultan Iskandar Muda Aceh	Rp3,189,952,069
3	Donation, 1 Unit of Car for Blood Donation Mobile Service	- PMI Kabupaten Lampung Tengah	Rp890,000,000

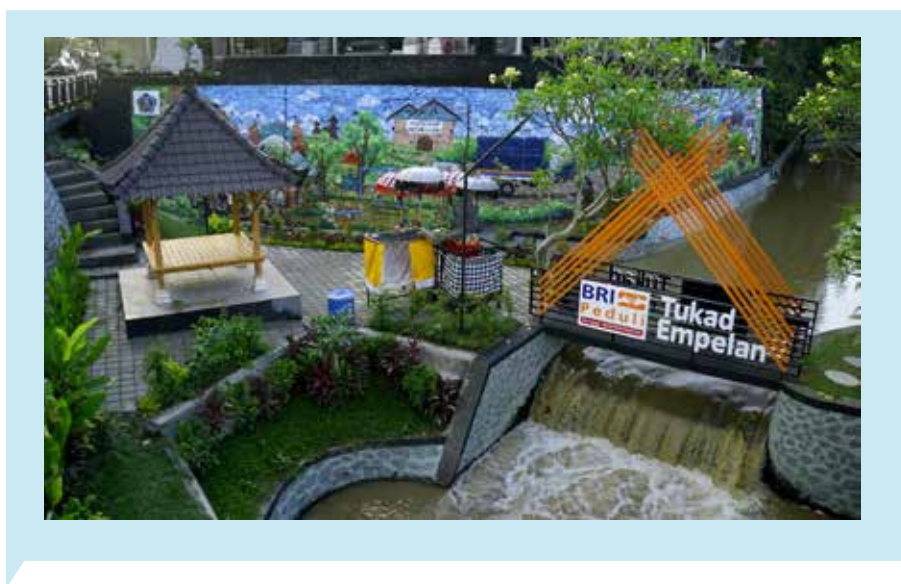
Corporate Social Responsibility Towards Social and Community Development

B. Free Medical Examination, Blood Donation, and Free Glasses

Besides health facilities and equipment assistance, BRI also provided free medical examinations for the underprivileged and organized blood donation activities. BRI also showed concern for students' health during the COVID-19 pandemic by providing 5,000 free glasses to underprivileged/high-achieving elementary, junior high school, and high school students.

No	Activity	Location	Budget
1	free medical examinations, blood donation, free glasses	Balikipapan, Banda Aceh, Bandung, Banjarmasin, Batulicin, Jakarta, Kabanjahe, Kupang, Magelang, Metro, Nganjuk, Padang, Palembang, Palu, Pekanbaru, Pematangsiantar, Purwodadi, Purwokerto, Rantau Prapat, Samarinda, Sampit, Tanah Grogot, Tanjung Karang, Tanjung Pandan, Tanjung Pinang, Wonosobo, Yogyakarta	Rp2,307,826,114

D. INDONESIA MEMBANGUN



Through Indonesia Membangun Program, BRI contributes to the construction/renovation of public infrastructure and facilities across Indonesia to support community activities. In 2020, BRI provided Rp32.16 billion for this program, which carried out several activities, including:

No	Activity	Location	Budget
1	Construction of drainage system, landscaping, a multi-function building, entrance gates, bus shelters, bridges, parking lots, security posts, sidewalks, wells, wastewater treatment facilities, roads, clean water facilities	Balige, Banda Aceh, Bandung, Banjar, Biak, Bitung, Blitar, Bogor, Bukittinggi, Ciamis, Cianjur, Cimanggis, Cirebon, Demak, Fak-Fak, Gianyar, Gresik, Jakarta, Kotamubagu, Kupang, Kuta, Kutacane, Lampung, Luwuk, Madiun, Majenang, Majene, Malang, Mamuju, Manado, Manokwari, Mataram, Metro, Muara Teweh, Ngawi, Padang, Painan, Palembang, Pangkalan Bun, Pariaman, Payakumbuh, Pekalongan, Pekanbaru, Pinrang, Ponorogo, Probolinggo, Purwodadi, Purwokerto, Putus Sibau, Rengat, Sampang, Sekayu, Semarang, Sentani, Sigli, Singaraja, Solo, Subang, Sukabumi, Sungai Liat, Tahuna, Tangerang, Tanjung Pinang, Tarutung, Tasikmalaya, Trenggalek, Wates	Rp11,580,818,678

Corporate Social Responsibility Towards Social and Community Development

No	Activity	Location	Budget
2	Emergency warning signs, village facilities, burial facilities, market facilities, other public facilities	Bekasi, Ciledug, Denpasar, Jakarta, Manado, Pamanukan, Sleman, Subang, Tangerang	Rp3,245,475,000
3	Donation of 4 Units of hearses	Bandung, Magelang, Malang	Rp1,059,750,000
4	Waste treatment facilities	Amuntai, Bandung, Bukittinggi, Jakarta, Muara Enim, Subang	Rp934,385,255

E. INDONESIA TAKWA



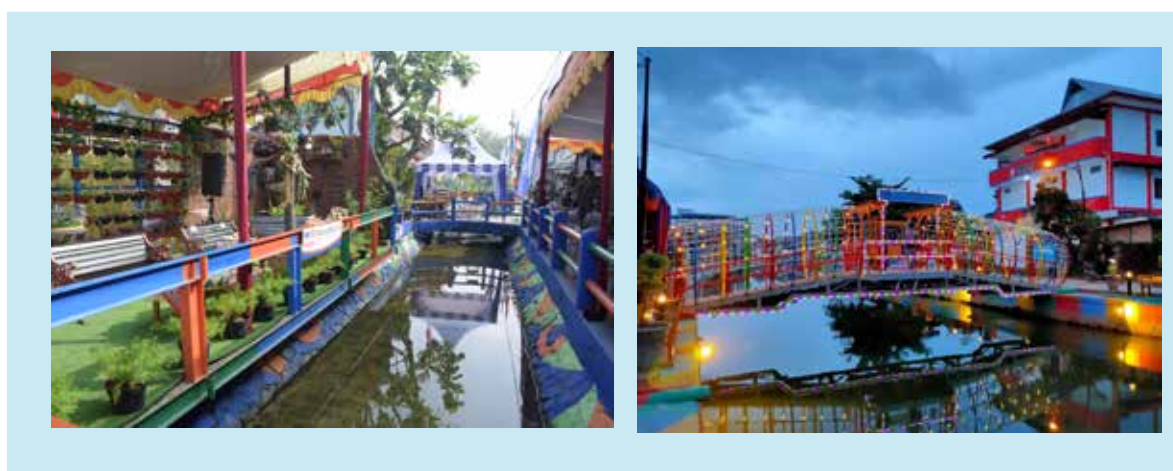
Through Indonesia Takwa Program, BRI participates in the improvement of religious infrastructure and facilities in Indonesia. BRI channeled funds amounted to Rp34.95 billion for this program, which carried out several activities, including:

No	Activity	Location	Budget
1	Construction/repair of worship houses	Atambua, Banda Aceh, Bandung, Bangkalan, Bangkinang, Bangli, Banjar, Batam, Baturaja, Bekasi, Biak, Bireuen, Blangpidie, Blitar, Bogor, Boyolali, Bukittinggi, Bumiayu, Ciamis, Cianjur, Cilacap, Ciledug, Cimanggis, Cirebon, Depok, Enrekang, Garut, Gianyar, Gresik, Jakarta, Jayapura, Jember, Kabanjahe, Kalabahi, Kalianda, Karawang, Kisaran, Klaten, Kotabaru, Kuala Kapuas, Kuala Simpang, Kuningan, Kupang, Kutacane, Lahat, Langsa, Luwuk, Madiun, Magetan, Makassar, Malang, Malang, Mamuju, Manado, Masohi, Maumere, Medan, Merauke, Meulaboh, Mulyosari, Padang, Palembang, Palopo, Pamanukan, Pangkalan Bun, Pariaman, Pasuruan, Payakumbuh, Pematangsiantar, Pinrang, Poso, Purwakarta, Purwokerto, Rangkasbitung, Rembang, Rengat, Sampang, Sangatta, Saumlaki, Semarapura, Sentani, Sidikalang, Sigli, Solo, Solok, Subang, Sumedang, Sumenep, Tabanan, Tanjung Balai, Tanjung Karang, Tanjung Selor, Tarakan, Tarutung, Tegal, Ternate, Timika, Toli-Toli, Tual, Wates	Rp31,363,756,654

Corporate Social Responsibility Towards Social and Community Development

No	Activity	Location	Budget
2	Donation of worship facilities	Abepura, Balikpapan, Banda Aceh, Bandung, Banjar, Jakarta, Kisaran, Malang, Manado, Ngawi, Palangkaraya, Palembang, Sentani	Rp2,273,965,000

F. INDONESIA LESTARI



The Indonesia Lestari Program reflects the Bank's concern for the environment. Throughout 2020, BRI provided Rp4.43 billion for river-cleaning and tree-planting activities.

The River Cleanup Program aims to restore rivers' primary function with the tagline "Keeping the River, Keeping Lives". The "River Cleanup" program consisted of river normalization, construction of physical infrastructure and facilities, reforestation, and education on healthy environments for communities around the river. There was also the "Waste Becomes Money" activity, where BRI donated waste processing tools to generate economic value for the community. This program was launched in 2019 and implemented in 2020 in 19 Regional Offices locations across Indonesia. As of the end of 2020, BRI had completed River Cleanup Program in 8 rivers located in Bandung, Denpasar, Manado, Martapura, Padang, Palembang, Purwokerto, and Semarang. BRI projected to complete the program in the other 11 river locations by 2021.

BRI carried out the tree-planting program to support preservation efforts.

No	Activity	Location	Budget
1	River clean up	Bandung, Denpasar, Manado, Martapura, Padang, Palembang, Purwokerto, dan Semarang	Rp4,297,451,725
2	Tree planting	Lumajang, Makassar	Rp135,000,000

Corporate Social Responsibility Towards Social and Community Development

G. INDONESIA SEJAHTERA



During 2020, BRI channeled a total of Rp24.37 billion in social assistance for poverty alleviation through Indonesia Sejahtera Program. The activities are as follow:

- A. Empowerment of Micro, Small and Medium Enterprises (MSMEs)
This activity aims to enhance the MSME sector’s business capacity by providing business equipment and business education and training.

No	Activity	Location	Budget
1	Business equipment donation	Amlapura, Banyuwangi, Boyolali, Cianjur, Demak, Denpasar, Indramayu, Jatibarang, Karang Anyar, Klaten, Kutacane, Lamongan, Lampung, Magelang, Malang, Painan, Pemalang, Purbalingga, Purwokerto, Sampang, Selong, Singaraja, Subang, Takengon, Tangerang, Tanjung Pinang, Tanjung Selor	Rp4,552,425,700
2	Training for 10,000 MSMEs (continuing from 2019)	Atambua, Balikpapan, Banda Aceh, Banjarmasin, Banyuwangi, Batusangkar, Bau-Bau, Bengkulu, Bukittinggi, Cikampek, Cirebon, Garut, Gorontalo, Indramayu, Jambi, Jember, Jakarta, Jombang, Karawang, Kediri, Kendari, Kisaran, Klaten, Kolaka, Kudus, Lahat, Lampung, Lubuk Linggau, Madiun, Malang, Merauke, Padang, Palembang, Palu, Pangkal Pinang, Pematangsiantar, Perawang, Pringsewu, Purwodadi, Purwokerto, Raha, Semarang, Solok, Sragen, Sukabumi, Sumbawa Besar, Tanjung Pinang, Tasikmalaya, Ternate, Tulungagung, Yogyakarta	Rp4,767,292,918
3	Training, SOE Creative House	Banda Aceh, Bandung, Bangko, Bukittinggi, Bulukumba, Demak, Gianyar, Jakarta, Kalianda, Lahat, Limboto, Malang, Manna, Martapura, Padang Panjang, Pagar Alam, Palangkaraya, Pandeglang, Pangkal Pinang, Pekalongan, Pinrang, Purwakarta, Soe, Semarang, Serang, Singkawang, Tasikmalaya, Yogyakarta	Rp1,202,529,396

Corporate Social Responsibility Towards Social and Community Development

B. Other Social Assistance

Other social assistance that BRI provided were the renovation of uninhabitable houses (RTLH), distribution of basic food, and construction of sanitation facilities (MCK).

No	Activity	Location	Budget
1	Renovation of 166 uninhabitable houses	Bandung, Batusangkar, Bengkalis, Bireuen, Bukittinggi, Ciamis, Cibadak, Cibirong, Denpasar, Dumai, Fak-Fak, Jatibarang, Kayu Agung, Kotamubagu, Kuningan, Lhokseumawe, Limboto, Luwuk, Majalaya, Majalengka, Manado, Martapura, Masohi, Meulaboh, Muara Enim, Padang, Painan, Palembang, Pamanukan, Parigi, Payakumbuh, Pekalongan, Pekanbaru, Perawang, Prabumulih, Purwakarta, Purwodadi, Purwokerto, Sarolangun, Semarang, Sentani, Sijunjung, Soa-Siu, Soreang, Tanjung Karang, Teluk Kuantan, Toli-Toli, Tondano, Wonogiri	Rp6,121,411,000
2	Basic food assistance	Ambon, Atambua, Bandung, Cibadak, Cikarang, Cilacap, Cirebon, Jakarta, Jayapura, Kefamenanu, Lamongan, Lampung, Malang, Manado, Padang, Palangkaraya, Palembang, Pamanukan, Pekanbaru, Soe, Semarang, Serang, Subang, Sunter, Surabaya, Timika, Yogyakarta	Rp3,956,802,330
3	Construction of sanitation facilities	Atambua, Banjar, Ende, Kalabahi, Kupang, Manokwari, Sentani, Subang, Tasikmalaya	Rp1,494,797,000



Budget Realization of Community Development Program of BRI Peduli 2020

Total budget realization of Community Development Program of BRI Peduli 2020 reached Rp264.14 billion or increased by 16.57% from Rp226.58 billion in 2019. Of the total, 26.39% was disbursed for natural and non-natural disaster relief including caused by plague, 19.92% was disbursed for Education assistance, 17.38% was disbursed for healthcare assistance, 13.23% was for religious facilities, 12.18% for public facilities, 9.23% for community development, and 1.68% for nature conservation.

Partnership Loans

Through a partnership program, BRI seeks to improve small businesses' capability to become resilient and independent. Partnership loans are distributed through soft loan schemes and grants, among others.



Partnership Loans

As a state-owned enterprise, BRI has social duties and responsibilities to the country to empower the community economy through Partnership Program. This program is implemented to enhance small businesses' capability to become resilient and independent. The implementation is based on SOE Minister Regulation No. Per-09/MBU/07/2015 dated 3 July 2015 on Partnership and Community Development Program of State-Owned Enterprises, as amended by SOE Minister Regulation No. Per-02/MBU/7/2017 dated 5 July 2017 and all its amendments. Partnership Program is delivered through, among others, Partnership Loans scheme.

As an Agent of Development, BRI always strives to make real contributions to the community through various programs that directly touch various groups. One of the contributions is active participation in Micro, Small, and Medium Enterprises (MSMEs) development using Partnership Program (PK) funds. It is a manifestation of the implementation of SOE Minister Regulation PER-02-MBU/7/2017 dated 20 July 2017 on Partnership and Community Development Program of State-Owned Enterprises.

Loans disbursed are used to finance working capital and or purchase fixed assets in order to increase production and sales. Marketing officers in BRI operational work units are in charge of distributing the loans. The goal is to help develop people's economic potential so that they can improve their standard of living through productive businesses they own and focus on.

Targeted business sectors for distribution of Partnership Loans are spread across several sectors, including agriculture, fisheries, livestock, trade, manufacture, and service. General requirements to become a potential BRI fostered partner including:

- Business owned by Indonesian citizens.
- Has business potential and prospects for development.
- Has a maximum net asset of Rp500 million excluding land and buildings for business premises, or annual revenues of a maximum Rp2.5 billion.

- Has not met the requirements of banking or other financial institutions.
- Has a minimum six months of business experience.

Therefore, the distribution of Partnership Loans through the two schemes is expected to make the Fostered Partners' businesses continue to grow and ultimately be able to transform into small- and medium-, and even large-sized enterprises, enabling them to become loyal and well-known BRI commercial customers since early phase.

To ensure positive and maximum impact of the Partnership Program funds distribution to the community and the Bank's business, BRI implements the following general policy in disbursing the Partnership Program funds:

- The criteria for prospective partner's commodities that are prioritized for assistance include commodities that capture the community's potential, commodities that are superior in the region, and commodities that are able to absorb workforce/labor-intensive.
- The distribution of partnership loans is carried out selectively, taking into account the conditions of the prospective fostered partners, which include characters, entrepreneurial spirit, and community's social and cultural conditions.
- The selection of prospective fostered partners is conducted transparently and objectively to attract small businesses, both individuals and groups that have the potential to be developed into potential commercial customers.
- Implemented to support the development of people's economy and, in general, is guided by the provisions of SOE Minister Regulation

By adhering to all the above internal policies, the types of businesses being assisted in general are still on a small scale, are just starting to develop, have limited marketing capabilities, and are limited in terms of knowledge and skills to develop their businesses.

Therefore, BRI distributed the Partnership Program through two schemes so that Fostered Partners'

Partnership Loans

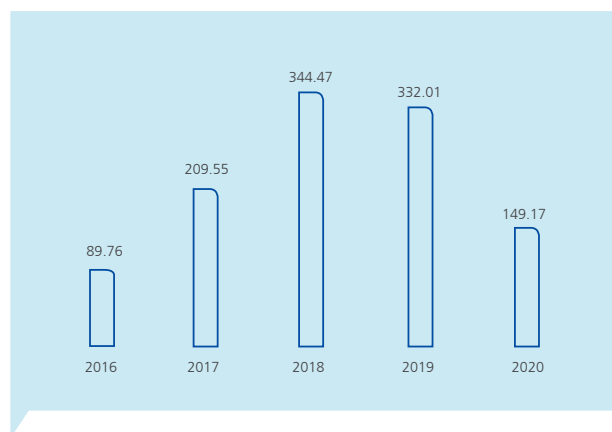
businesses continue to grow and ultimately be able to graduate into small- and medium-, and even large-sized enterprises with increased economies of scale, making it possible to become loyal BRI commercial customers.

Partnership Loan Distribution Method

Distribution of Partnership Loans to prospective fostered partners is done using a structured banking approach, as is the case with bank loans. The review of prospective partners is carried out from various aspects, including their superior products, creative processes undertaken to add value to the products, and the availability as well as the ability to absorb the local workforce.

Fostered Partners who have received Partnership Loans to run and develop their businesses will also receive development grants. Development grants are provided in the form of mentoring and entrepreneurship coaching from BRI or designated third parties at no charge. After going through a period of mentoring and coaching, it is expected that the fostered partners will be able to develop their business independently and be able to access bank financing with a commercial scheme.

- The amount of the realized distribution of Partnership Programs Funds reached Rp149.17 billion



Realization of Partnership Program Funds Distribution

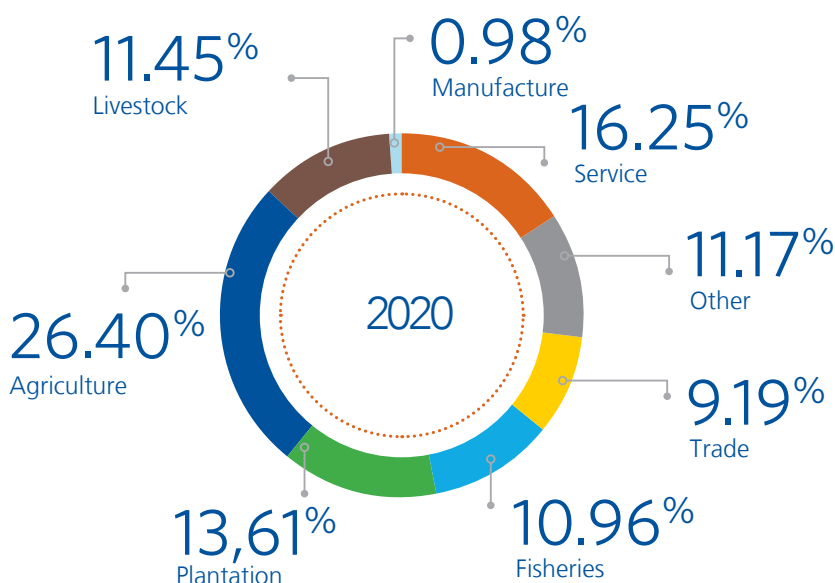
Business Sector	Realization 2018	%	Realization 2019	%	Realization 2020	%
	Rp (million)		Rp (million)		Rp (million)	
Industry	15,832	4.60%	12,299	4.39%	1,465	0.98%
Trade	217,970	63.34%	132,155	46.46%	13,703	9.19%
Agriculture	11,680	3.39%	28,128	9.97%	39,378	26.40%
Livestock	34,479	10.02%	29,481	10.44%	17,076	11.45%
Plantation	18,852	5.48%	20,221	7.40%	20,305	13.61%
Fishery	7,794	2.26%	13,980	4.99%	16,352	10.96%
Services	33,929	9.86%	34,520	12.41%	24,236	16.25%
Others	3,615	1.05%	10,905	3.94%	16,655	11.17%
Subtotal	344,151	100.00%	281,689	100.00%	149,171	100.00%
SOE Grants	-		50,000			
Development costs	323		323		0	0
Total	344,474		332,012		149,171	

Partnership Loans

Upgrading Fostered Partners

One of the benchmarks of success for Partnership Loan is whether the partners’ businesses are able to scale up their businesses. Some of the indicators are the growing number of employees, market expansion, increasing demand, and revenue growth, ultimately leading to the increased need for working capital.

The trend of scaling up in the past three years has been positive. In 2020, 670 partners’ businesses graduated from Partnership Loan to other loan schemes with higher debt ceilings. The graduating enterprises represented 30% growth from 2019.



Graduating Enterprises

No.	Segment	2017	2018	2019	2020
1	Kredit Pangan/Food Credit	16	17	13	13
2	Kupedes	15	19	34	17
3	KUR Kecil	167	227	711	636
4	Ritel Komersial/Commercial Retail	5	9	0	4
Total Naik Kelas/Total Graduating Enterprises		203	272	758	670
Real Customers PK		3,070	5,470	4,476	2,233
Percent of Graduation		6.61%	4.97%	16.93%	30.00%

By loan segment, the majority of graduating enterprises went to the Small KUR segment. It showed that the business capacities of fostered partners increased, from Partnership Loan that offers a maximum of Rp75 million to Small KUR with an Rp500 million ceiling.

Corporate Responsibility Towards Consumers

Targets and Activities Planned for 2020

BRI has continued to improve its service quality to all customers by adopting a customer-centered approach. The Bank has made performance improvements to its communications network and revitalized its service standard. By doing so, the Bank expects to raise its position in the national banking industry.



Corporate Responsibility Towards Consumers

Based on the service quality survey, BRI has been delivering stronger performance and outperformed average industry growth in the past three years.

Service Monitoring Performance

Item	2016	2017	2018	2019	2020
BRI Performance	4.02	4.00	4.06	4.09	4.10
Banking Industry	3.99	3.99	3.99	4.09	4.09

Source: Service Quality Index By CAREE

Activities to Meet the Bank's Responsibility Towards Customers in 2020:

Service Culture Transformation to Customer-Centric Culture

BRI has taken several strategic measures to improve service quality by transforming its service culture into a customer-centric culture to realize service excellence by creating a "Wow Customer Experience" that exceeds expectation. The new service values are:

1. SIGAP (Alert)
2. MUDAH (Convenient)
3. AKURAT (Accurate)
4. RAMAH (Genial)
5. TERAMPIL (Skilled)

Abbreviated as SMART, the values reflect BRI's service quality in the digital era. The abbreviation is also short enough to easily remember and internalized by all employees. By implementing SMART, BRI can create refined customer experience and thereby improve its overall service quality.

Protection of Customers' Rights

BRI's policy to protect customers rights consider three critical points, namely regulatory compliance, convenience for customers, and Bank's performance improvement. The internal policy on the protection of customers' rights refers to OJK Regulation No. 1/

POJK.07/2013 on the Protection of Consumers in the Financial Services Sector and Bank Indonesia Regulation No. 7/7/PBI/2005 on Customer Complaint Settlement as amended by Regulation No. 10/10/PBI/2008 on customer protection. Informed by these regulations, BRI has developed a comprehensive guideline on complaint handling, issued as a decision letter on the policy and procedures of customer complaint handling. BRI also has issued a circular on customer data protection to ensure data confidentiality.

Product Information and Security

On 7 July 2020, BRI launched a digital on-boarding service on the Digital Savings Platform to accommodate easy savings account opening. The service uses two security technologies, namely face recognition and digital signature, saving customers the time from physically visiting a branch office. The platform also allows customers to do immediate transactions by automatically linking the customer with BRImo app.

BRI Digital Saving can be integrated in various other apps as a launcher and is equipped with standardized Know Your Customer (KYC) mechanism, account opening flow, and user experience feature. It can also be used to expand BRI's account opening channels, as it is flexible enough to be embedded to websites and apps of BRI, subsidiary entites, or third parties such as Gojek, Tokopedia, LinkAja, Dana, Bukalapak, and others.

To ensure security and comply with KYC requirements as mandated by regulators, the platform applies two-step authentication factors to verify hardware and software. BRI Digital Saving verifies a customer's data by cross-checking the data with the citizen registry. Customers are also asked to upload their ID, taxpayer's number, a video that captures their facial image, and a selfie with their ID. The system will then process another verification step with the PERURI system to register the customer's digital certificate and capture a digital signature on the AR-01 form to prevent forgery and product abuse, thereby providing brand protection. PERURI's system checks the liveness of the customer's uploaded video to ensure that account opening process

Corporate Responsibility Towards Consumers

involves a real individual instead of robot, a moving image, or non-moving image who is not the owner of the ID number provided to the system. Liveness detection reads eye and mouth movement to ensure human authenticity.

There are three key benefits of account opening using BRI Digital Saving:

- **Simple**
Customers do not need to visit a branch office, or even an application. BRI Digital Saving is accessible via a web browser of the customer's choice.
- **Efficient**
BRI Digital Saving saves time on queueing and internet quota as it does not employ video call. In total, account opening process takes just 5 to 10 minutes. Customers may also get automatic BRImo registration, and the new account is immediately activated for transactions.
- **Secure**
BRI Digital Saving is a secure platform :
 1. Customer driven data (avoids human error)
 2. Input data is verified host-to-host with the citizen registry database.
 3. BRI sends OTP verification to the registered cell phone number.
 4. CDD (Customer Due Diligence) via Engine Face Recognition
 5. Liveness Detection, detecting eye and mouth movement.

6. Issuance of a digital certificate by a credible certificate authority that is audited by the Ministry of Communications and Informatics.

In terms of product security of the cash management system, BRI has run security and capability tests as well as risk and compliance assessment together with the Risk Management and Compliance Division prior to platform launch. Post launch, the Bank conducts another round of post implementation review (PIR) with the Risk Management and Compliance Division as part of OJK's licensing process.

Issues and Risks Concerning Customers

Digital on-boarding for customers' account opening is valuable, especially during the pandemic, as this may drive account acquisition. A fully digital process is expected to provide the customers with satisfying banking experience and convenience, yet without compromising a high security standard to prevent unwanted problems. To mitigate and avoid potential risks, Digital Saving service will be continually upgraded, technical and business-wise, and comply with applicable regulations.

Certificate of Excellence of BRI's Work Units

To improve service quality and service culture implementation, BRI launched a "Indonesia Shine Program". The aim is to encourage acceleration in service quality improvement through continuous assurance, to realize the best customer experience at work units, and to improve the units' performance. The program has 5 (five) key parameters: people, process, premises, customer data quality, and service and operations. Work units that are able to meet the targets are eligible to get a 5-Star and a Certificate of Excellence (CoE).

Banking activities, especially digitized through the cash management system, always try to provide customer with satisfying services. To avoid operational

Corporate Responsibility Towards Consumers

risks, the Cash Management System always complies with KYC, customer data secrecy, and transaction security regulations while offering excellent services to customers.

Development of “Sabrina” Artificial Intelligence Chatbot

An artificial intelligence chatbot, Sabrina provides information on products; promo and events; BRI’s offices; and connects customers to agents in the contact center. Sabrina is developed to ease customers in communicating and getting information on the Bank.

Development of Integrated Complaint Handling System

To deliver an integrated complaint handling system, BRI has launched BRICare and BRISolutions apps. BRICare records, escalates, settles, and reports complaints lodged by external customers to BRI. An integrated system is beneficial in terms of speeding up resolution process, ensuring process documentation, and providing feedback for future improvements.

For internal complaints from operational work units on systems and apps, issues are recorded and escalated via BRISolutions. A central helpdesk team provides solutions for every system and application issue. The system allows for effective issue resolution monitoring, ensuring that every issue is addressed appropriately based on the Service Level Agreement (SLA). BRISolutions has enabled operational personnel in providing even more optimal services to customers.

Best Customer Experience Month

As part of BRI’s continuous improvement efforts, BRI is committed to deliver better customer experience with each transaction. This is in line with the National Customers’ Day that falls every September 4.

Celebrating this occasion, BRI has launched “Best Customer Experience Month” that applies for the entire year and to all BRI’s operational work units (branch offices, sub-branch offices, cash offices, BRI units) across Indonesia in rotation. BRI expects to drive quality improvement habit and culture to be embedded to the daily operations of its work units beyond the National Customers’ Day.

Customers’ Complaint Handling

In 2020, BRI recorded an increase in customer inquiries and complaints. All complaints were addressed according to the applicable procedures. The following data shows the number of inquiries and complaints addressed:

Year	2017	2018	2019	2020
Number of customer complaint resolved	2,931,163	3,488,797	4,239,155	4,698,228

Complaint settlement mechanism:

1. Customer complaints may be reported verbally or in writing to BRI via a Work Unit or contact center.
2. Response turnaround for a verbal complaint is no later than 2 (two) working days, and according to OJK Regulation number 18/POJK.07/2018 no later than 20 (twenty) working days to settle written complaints.
3. Where a complaint is related to financial losses and the customer is not satisfied with the settlement, the case may be resolved using mediation mechanism.

Corporate Responsibility Towards Consumers

Service Quality Survey 2020

To monitor progress and measure service quality, BRI conducted regular internal and external surveys:

1. BRI Service Quality Consistency of Service Channels
Quality assessment using mystery shopping method to obtain accurate and objective information on service quality. Assessment is done on four aspects of People (CS, Teller, Security Guards), Process, E-Channel (ATM/ CRM), and premises.
2. Customer Satisfaction Survey
Using Computer Assisted Telephonic Interview (CATI), the survey is carried out on customers post transaction (no later than 3 days after the transaction).


Service quality is consistently measured due to its value to business continuity. BRI also measures its performance against the competitors, in order to gauge BRI's positioning and ensuring that BRI is consistently leading the banking industry:

- **Satisfaction, Loyalty, and Engagement (SLE) 2020 by Marketing Research Indonesia (MRI):**
 1. Ranked 3rd of 7 banks in Customer Loyalty Index (CLI).
 2. Ranked 3rd of 7 banks in Satisfaction, Loyalty, and Engagement Index (SLE Index).
- **Customer Experience Service Quality Index (CX-SQI) 2020 by Carre:**
 1. Ranked 2nd in Brand Usage (most frequented banks) among customers who make cash deposits and withdrawals at BRI's branch offices.
 2. Ranked 1st in Brand Usage (most frequented banks) among customers who perform cash transfers at BRI's branch offices.
 3. Ranked 2nd for Customer Experience Service Quality Index (CX-SQI).
- **Bank Service Excellence Monitor (BSEM) 2020 by Marketing Research Indonesia (MRI):**
 1. Ranked 3rd in Convenient Branch Experience
 2. Ranked 3rd in Overall E-Banking
 3. Ranked 1st in Internet Banking.
- **Contact Center awards:**
 1. 2nd Place in Wow Brand Award, Call Center category
 2. 4th Place in Top Brand Award, Call Center category
 3. 4th Place in Marketing Research Indonesia (MRI), Call Center category.
 4. Contact Center World (CCW) Asia Pacific Region Category:
 - a. Best Sales Professional Silver Winner.
 - b. Best IT Support Professional Bronze Winner.
 - c. Green Contact Center Bronze Winner.
 - d. Best Self Service Technology Bronze Winner.
 - e. Best Sales Campaign Bronze Winner.

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**FINANCIAL
STATEMENTS**

2020

PT Bank Rakyat Indonesia (Persero) Tbk and its Subsidiaries

Consolidated financial statements
as of December 31, 2020
and for the years then ended
with independent auditors' report



PT BANK RAKYAT INDONESIA (PERSERO) Tbk.

KANTOR PUSAT

Jalan Jenderal Sudirman No. 44 - 46 Tromol Pos 1094/1000 Jakarta 10210
 Telepon: 021 2510244, 2510254, 2510264, 2510269, 2510279
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BOARD OF DIRECTORS' STATEMENT
 REGARDING
 THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS
 AS OF DECEMBER 31, 2020
 AND FOR THE YEAR THEN ENDED
 PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND SUBSIDIARIES

We, the undersigned:

1. Name : Sunarso
 Office Address : Jl. Jenderal Sudirman No.44-46 Jakarta 10210
 Residential Address : Jl. At Taqwa II No. 4 Jati Pulo, Palmerah, Jakarta barat
 Telephone : 021 - 575 1761
 Title : President Director
2. Name : Handayani
 Office Address : Jl. Jenderal Sudirman No. 44-46 Jakarta 10210
 Residential Address : Jl. Setiabudi Selatan Raya No. 1 Karet, Setia Budi, Jakarta Selatan
 Telephone : 021 - 575 1711
 Title : Director

Declare that:

1. We are responsible for the preparation and the presentation of the consolidated financial statements of PT Bank Rakyat Indonesia (Persero) Tbk and Subsidiaries;
2. 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. 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. 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. We are responsible for PT Bank Rakyat Indonesia (Persero) Tbk and Subsidiaries' internal control system.

This statement has been made truthfully.

Jakarta, January 29, 2021

For and on behalf of the Board of Directors







Sunarso
 President Director

Handayani
 Director

**PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES
 CONSOLIDATED FINANCIAL STATEMENTS
 AS OF DECEMBER 31, 2020
 AND FOR THE YEARS THEN ENDED
 WITH INDEPENDENT AUDITORS' REPORT**

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Purwantono, Sungkoro & Surja

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This report is originally issued in the Indonesian language.

Independent Auditors' Report

Report No. 00037/2.1032/AU.1/07/1681-1/1/I/2021

The Shareholders, Board of Commissioners and Directors PT Bank Rakyat Indonesia (Persero) Tbk

We have audited the accompanying consolidated financial statements of PT Bank Rakyat Indonesia (Persero) Tbk and its subsidiaries, which comprise the consolidated statement of financial position as of December 31, 2020, and the consolidated statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of such 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.

Auditors' responsibility

Our responsibility is to express an opinion on such consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether such consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the accompanying 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, 2020, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.



This report is originally issued in the Indonesian language.

Independent Auditors' Report (continued)

Report No. 00037/2.1032/AU.1/07/1681-1/1/I/2021 (continued)

Other matters

Our audit of the accompanying consolidated financial statements of PT Bank Rakyat Indonesia (Persero) Tbk and its subsidiaries as of December 31, 2020 and for the year then ended, was performed for the purpose of forming an opinion on such consolidated financial statements taken as a whole. The accompanying financial information of PT Bank Rakyat Indonesia (Persero) Tbk (parent entity), which comprises the statement of financial position as of December 31, 2020, and the statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information (collectively referred to as the "Parent Entity Financial Information"), which is presented as a supplementary information to the accompanying consolidated financial statements, is presented for the purpose of additional analysis and is not a required part of the accompanying consolidated financial statements under Indonesian Financial Accounting Standards. The Parent Entity Financial Information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the accompanying consolidated financial statements. The Parent Entity Financial Information has been subjected to the auditing procedures applied in the audit of the accompanying consolidated financial statements in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. In our opinion, the Parent Entity Financial Information is fairly stated, in all material respects, in relation to the accompanying consolidated financial statements as a whole.

Purwantono, Sungkoro & Surja

Christophorus Alvin Kossim
Public Accountant Registrasi No. AP.1681

January 29, 2021

These consolidated financial statements are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	December 31, 2020	December 31, 2019
ASSETS			
Cash	2a,2c,3	32,161,564	30,219,214
Current Accounts with Bank Indonesia	2a,2c,2f,4	51,530,969	71,416,449
Current Accounts with Other Banks	2a,2c,2d, 2e,2f,5,45	9,154,378	10,237,736
Allowance for impairment losses		(93,843)	-
		9,060,535	10,237,736
Placements with Bank Indonesia and Other Financial Institutions	2a,2c,2d, 2e,2g,6,45	66,539,685	116,854,727
Allowance for impairment losses		(18,070)	-
		66,521,615	116,854,727
Securities	2a,2c,2d, 2e,2h,7,45	327,615,655	195,840,931
Allowance for impairment losses		(348,941)	(758)
		327,266,714	195,840,173
Export Bills and Others Receivable	2c,2d,2e, 2i,8,45	27,573,004	34,317,499
Allowance for impairment losses		(1,326,190)	(132,241)
		26,246,814	34,185,258
Government Recapitalization Bonds	2c,2d,2h 9,45	-	1,130,306
Security Purchased Under Agreement to Resell	2c,2d,2u, 10,45	46,818,568	22,582,244
Derivative Receivables	2c,2ak,11	1,576,659	210,396
Loans	2c,2d,2e, 2j,12,45	899,458,207	877,431,193
Allowance for impairment losses		(65,165,002)	(38,363,840)
		834,293,205	839,067,353

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

These consolidated financial statements are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	December 31, 2020	December 31, 2019
ASSETS (continued)			
Sharia Receivables and Financing	2c,2d,2e, 2k,13,45	38,915,673	25,766,197
Allowance for impairment losses		(1,449,489)	(745,029)
		37,466,184	25,021,168
Finance Leases Receivable	2c,2d,2e,2l, 14,45	3,619,224	4,191,596
Allowance for impairment losses		(213,060)	(87,500)
		3,406,164	4,104,096
Acceptance Receivable	2c,2d,2e, 2m,15,45	6,817,436	9,346,063
Allowance for impairment losses		(546,260)	-
		6,271,176	9,346,063
Investment in Associated Entities	2c,2d,2e, 2n,16,45	1,489,800	745,354
Allowance for impairment losses		-	(50)
		1,489,800	745,304
Premises and Equipment	2d,2o,2p, 17,45		
Cost		46,837,964	44,075,680
Accumulated Depreciation		(14,652,804)	(12,643,051)
Book value - net		32,185,160	31,432,629
Deffered Tax Assets - net	2ak,39c	8,313,545	4,541,298
Other Assets - net	2c,2e,2p, 18,2aa	27,195,956	19,824,426
TOTAL ASSETS		1,511,804,628	1,416,758,840

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

These consolidated financial statements are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	December 31, 2020	December 31, 2019
LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY			
LIABILITIES			
Liabilities Due Immediately	2c,2s,19	11,845,910	7,549,312
Deposits from Customers	2c,2d,2t,45		
Demand Deposits	20	185,151,229	168,826,135
<i>Wadiah</i> Demand Deposits		6,303,202	2,020,866
Saving Deposits	21	460,453,588	405,355,483
<i>Wadiah</i> Saving Deposits		9,247,604	6,951,688
Time Deposits	22	426,399,550	413,223,653
Total Deposits from Customers		1,087,555,173	996,377,825
Deposits From Other Banks and Financial Institutions	2c,2d,2t,23,45	23,785,996	17,969,829
Securities Sold Under Agreement To Repurchase	2c,2d,2u,7,24,45	40,478,672	49,902,938
Derivatives Payable	2c,2aj,11	407,774	184,605
Acceptances Payable	2c,2d,2m,15,45	6,817,436	9,346,063
Taxes Payable	2ak,39a	1,400,638	185,443
Marketable Securities Issued	2c,2v,25	34,489,091	38,620,837
Fund Borrowings	2c,2d,2w,26,45	35,968,985	30,921,771
Estimated Losses on Commitments And Contingencies	2d,2e,2ao,27,45	3,681,709	609,493
Liabilities for Employee Benefits	2d,2ae,28,43,45	10,397,201	10,662,581
Other Liabilities	2c,2y,2z,2ae,29,46b	20,052,299	19,359,607
Subordinated Loans and Marketable Securities	2c,2x,30	1,465,392	1,465,366
TOTAL LIABILITIES		1,278,346,276	1,183,155,670

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

These consolidated financial statements are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

Notes	December 31, 2020	December 31, 2019
LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY (continued)		
TEMPORERARY SYIRKAH FUNDS		
Mudharabah Demand Deposits	1,623,563	4,080,803
Mudharabah Saving Deposits	6,147,015	2,025,354
Mudharabah Time Deposits	25,776,398	18,712,677
TOTAL TEMPORERARY SYIRKAH FUNDS	33,546,976	24,818,834
EQUITY		
Capital stock – par value Rp50 (full Rupiah) per share		
Authorized capital - 300,000,000,000 shares (consisting of 1 Series A Dwiwarna shares and 299,999,999,999 Series B shares)		
Issued and fully paid capital - 123,345,810,000 shares (consisting of 1 Series A Dwiwarna shares and 123,345,809,999 Series B shares)	1,32a 6,167,291	6,167,291
Additional paid-in-capital	32b 3,411,813	2,900,994
Revaluation surplus arising from premises and equipment – net of tax	2o,17 17,099,207	17,099,207
Differences arising from the translation of foreign currency financial statements	2ai,32c (54,749)	(14,970)
Unrealized gain (loss) on fair value through other comprehensive income securities - net of deferred tax	2h 4,623,064	-
Allowance for impairment losses on fair value through other comprehensive income securities	2h 975,877	-
Unrealized gain (loss) on available-for-sale securities and Government Recapitalization Bonds - net of deferred tax	2h -	715,770
Gain/(loss) on remeasurement of defined benefit plan - net of deferred tax	2ae (1,469,726)	189,519
Treasury Stock	1d (1,649,076)	(2,106,014)
Stock Option	2af, 31 72,894	22,409
Provision for bonus shares compensation	32f 1,228,805	21,796
Retained earnings	32d,32e	
Appropriated	3,022,685	3,022,685
Unappropriated	163,949,482	178,304,746
Total retained earnings	166,972,167	181,327,431
Total Equity Attributable to Equity Holders of the Parent Entity	197,377,567	206,323,433
Non-controlling Interest	2,533,809	2,460,903
TOTAL EQUITY	199,911,376	208,784,336
TOTAL LIABILITIES, TEMPORARY SYIRKAH FUNDS DAN EQUITY	1,511,804,628	1,416,758,840

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

These consolidated financial statements are originally issued in the Indonesian language.

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, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	Year ended December 31,	
		2020	2019
INCOME AND EXPENSES FROM OPERATIONS			
Interest and Sharia Income	33		
Interest income	2z	112,584,087	118,379,729
Sharia income	2k,2ab	4,348,425	3,376,547
Total Interest and Sharia Income		116,932,512	121,756,276
Interest and Sharia expenses	34		
Interest expenses	2z	(36,190,771)	(38,671,838)
Sharia expenses	2ab	(1,531,824)	(1,377,133)
Total Interest and Sharia expenses		(37,722,595)	(40,048,971)
Interest and Sharia income - net		79,209,917	81,707,305
Premium income	2ac	6,208,716	5,373,757
Claim expense	2ac	(5,327,065)	(4,363,029)
Premium income - net		881,651	1,010,728
Other operating income			
Other fees and commissions	2aa	15,122,682	14,505,762
Recovery of assets written-off		7,239,896	7,065,981
Gain on sale of securities and Government Recapitalization			
Bonds - net	2h,7,9	2,860,653	1,839,341
Gain on foreign exchange - net	2ah,2ai	1,257,984	154,157
Unrealized gain on changes in fair value of securities	2h,7	342,351	80,980
Others		2,640,273	4,792,909
Total other operating income		29,463,839	28,439,130
Provision for allowance for impairment losses on financial assets - net	2e,35	(30,617,491)	(21,556,319)
Reversal of (provision for) allowance for estimated losses on commitments and contingencies - net	2an,27b	(2,157,162)	(608,271)
Provision for allowance for impairment losses on non-financial assets - net	2p	(75,231)	(595,015)
Other operating expenses			
Salaries and employee benefits	2d,2ae,36, 43,45	(26,319,791)	(24,243,276)
General and administrative	2o,37	(17,269,844)	(15,366,752)
Others		(6,341,724)	(5,355,597)
Total other operating expenses		(49,931,359)	(44,965,625)
OPERATING INCOME		26,774,164	43,431,933
NON OPERATING (EXPENSES) INCOME - NET	38	(49,318)	(67,880)
INCOME BEFORE TAX EXPENSES		26,724,846	43,364,053
TAX EXPENSES	2ak,39b,39c	(8,064,453)	(8,950,228)
INCOME FOR THE YEAR		18,660,393	34,413,825

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

These consolidated financial statements are originally issued in the Indonesian language.

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, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	Year ended December 31,	
		2020	2019
Other comprehensive income:			
Items not to be reclassified to profit or loss			
Remeasurement of liabilities for employee benefits		(2,034,087)	(1,291,782)
Income taxes related to items not to be reclassified to profit or loss		367,922	322,945
Revaluation surplus arising from premises and equipment	17	-	3,316,985
Items to be reclassified to profit or loss			
Differences arising from the translation of foreign currency financial statements	2aj	(39,779)	(64,820)
Unrealized gain (loss) on Fair value through other comprehensive income securities and Government Recapitalization Bonds	2h	4,633,561	-
Allowance for impairment losses on fair value through other comprehensive income securities	2h	868,461	-
Unrealized gain (loss) on available-for-sale securities and Government Recapitalization Bonds	2h	-	3,696,914
Income taxes related to items to be reclassified to profit or loss		(698,692)	(895,470)
Other comprehensive income for the year - after tax		3,097,386	5,084,772
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		21,757,779	39,498,597
INCOME FOR THE YEAR ATTRIBUTABLE TO:			
Equity holders of the parent entity		18,654,753	34,372,609
Non-controlling interest		5,640	41,216
TOTAL		18,660,393	34,413,825
TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:			
Equity holders of the parent entity		21,727,515	39,403,628
Non-controlling interest		30,264	94,969
TOTAL		21,757,779	39,498,597
EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY (full Rupiah)			
	2ah,50		
Basic		152	281
Diluted		151	281

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

These consolidated financial statements are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For Year Ended December 31, 2020
 (Expressed in millions of Rupiah, unless otherwise stated)

	Notes	Issued and fully paid capital	Additional paid-in capital	Differences arising from the translation of foreign currency financial statements	Unrealized gain (loss) on available-for-sale securities and government bonds - net of deferred tax	Gain on remeasurement of defined benefit plan - net of deferred tax	Treasury stock	Provision for bonus shares compensation	Revaluation surplus arising from premises and equipment - net of tax	Stock option	Retained earnings		Total equity attributable to equity holders of the parent entity	Non-controlling interest	Total equity
											Appropriated	Unappropriated			
Balance as of December 31, 2018		6,167,291	2,692,663	49,850	(2,070,378)	1,154,343	(2,418,948)	426,670	13,824,692	10,971	160,107,704	3,022,685	182,967,543	2,307,788	185,275,331
Income for the year		-	-	-	-	-	-	-	-	-	34,372,609	-	34,372,609	41,216	34,413,825
Other Comprehensive Income	21-2aj	-	-	(64,820)	2,786,148	(864,824)	-	-	3,274,515	-	-	-	5,031,019	53,753	5,084,772
Total Comprehensive Income for the year		-	-	(64,820)	2,786,148	(864,824)	-	-	3,274,515	-	34,372,609	-	39,403,628	94,969	39,498,597
Distribution of dividend Income	32d	-	-	-	-	-	-	-	-	-	(16,175,567)	-	(16,175,567)	(18,819)	(16,194,386)
Bonus Shares	32f	-	208,331	-	-	-	312,934	(404,874)	-	-	-	-	116,391	-	116,391
Stock option	31	-	-	-	-	-	-	-	-	11,438	-	-	11,438	3,765	15,203
Equity contribution from non-controlling Interest from acquisition		-	-	-	-	-	-	-	-	-	-	-	-	31,500	31,500
Change of non-controlling Interest from acquisition		-	-	-	-	-	-	-	-	-	-	-	-	41,700	41,700
Balance as of December 31, 2019		6,167,291	2,900,994	(14,970)	715,770	189,519	(2,106,014)	21,796	17,099,207	22,409	178,304,746	3,022,685	206,323,433	2,460,903	208,784,336

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

These consolidated financial statements are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (continued)
For Year Ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

Notes	Issued and fully paid capital	Additional paid-in capital	Allowance for Expected credit loss on securities classified as fair value through other comprehensive income	Differences arising from the translation of foreign currency financial statements	Unrealized gain (loss) on available-for-sale securities and government bonds - net of deferred tax	Gain on remeasurement of defined benefit plan - net of deferred tax	Treasury stock	Provision for bonus shares compensation	Revaluation surplus arising from premises and equipment - net of tax	Stock option	Retained earnings		Total equity attributable to equity holders of the parent entity	Non-controlling interest	Total equity
											Appropriated	Unappropriated			
Balance as of December 31, 2019	6,167,291	2,900,994	-	(14,970)	715,770	189,519	(2,106,014)	21,796	17,099,207	22,409	3,022,685	178,304,746	206,323,433	2,460,903	208,784,336
Initial implementation of SFAS 71	-	-	111,385	-	-	-	-	-	-	-	-	(12,386,452)	(12,275,067)	(52,327)	(12,327,394)
Balance as of January 1, 2020	6,167,291	2,900,994	111,385	(14,970)	715,770	189,519	(2,106,014)	21,796	17,099,207	22,409	3,022,685	165,918,294	194,048,366	2,408,576	196,456,942
After adjustment	-	-	-	-	-	-	-	-	-	-	-	18,654,753	18,654,753	5,640	18,660,393
Income for the year	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	-	-	864,492	(39,779)	3,907,294	(1,659,245)	-	-	-	-	-	-	3,072,762	24,624	3,097,386
Total Comprehensive income for the year	-	-	864,492	(39,779)	3,907,294	(1,659,245)	-	-	-	-	-	18,654,753	21,727,515	30,264	21,757,779
Distribution of Dividend Income	-	-	-	-	-	-	-	-	-	-	-	(20,623,565)	(20,623,565)	(3,614)	(20,627,179)
Bonus Shares	-	510,819	-	-	-	-	504,285	1,207,009	-	-	-	-	2,222,113	-	2,222,113
Stock option	-	-	-	-	-	-	-	-	-	50,485	-	-	50,485	94,548	145,033
Treasury stock	-	-	-	-	-	-	(47,347)	-	-	-	-	-	(47,347)	-	(47,347)
Change of non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-	-	4,035	4,035
Balance as of December 31, 2020	6,167,291	3,411,813	976,877	(64,749)	4,623,064	(1,469,726)	(1,649,076)	1,228,805	17,099,207	72,894	3,022,685	163,949,482	197,377,667	2,533,809	199,911,376

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

These consolidated financial statements are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	For the year ended as of December 31	
		2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES			
Income received			
Interest and investment income		109,112,566	117,464,011
Sharia income		4,348,425	3,376,547
Premium income		6,208,716	5,373,757
Expense paid			
Interest expense		(36,190,771)	(38,666,742)
Sharia expense		(1,531,824)	(1,377,133)
Claim expense		(5,327,065)	(4,363,029)
Recovery of assets written-off		7,239,896	7,065,981
Other operating income		25,210,072	22,213,637
Other operating expenses		(49,474,810)	(46,257,369)
Non-operating income (expense) - net		(84,532)	(68,021)
Payment of corporate income tax		(4,953,877)	(9,357,307)
Cash flows before changes in Operating assets and liabilities		54,556,796	55,404,332
Changes in operating assets and liabilities:			
Decrease (increase) in operating assets:			
Placements with Bank Indonesia and others financial institutions		264,550	(2,854,149)
Securities at fair value through profit or loss		(11,940,401)	(12,637,154)
Export bills and notes receivable		6,744,495	(6,172,212)
Securities purchased under agreement to resell		(24,236,324)	(13,185,691)
Loans		(35,685,632)	(74,427,400)
Sharia receivables and financing		(13,149,476)	(6,025,669)
Finance lease receivable		572,372	(803,779)
Other Assets		(11,322,226)	6,655,602
Increase (decrease) in operating liabilities:			
Liabilities due immediately		4,296,598	(913,645)
Deposits:			
Demand Deposits		16,325,094	(9,271,846)
<i>Wadiah</i> Demand Deposits		4,282,336	(256,984)
Saving Deposits		55,098,105	25,436,778
<i>Wadiah</i> Saving Deposits		2,295,916	1,349,877
Time Deposits		13,175,897	55,810,139
Deposits from Other Banks and financial institutions		5,816,167	8,838,671
Securities sold under agreement to repurchase		(9,424,266)	12,523,543
Others liabilities		291,044	1,252,567
Increase (decrease) Syirkah fund temporary		8,728,142	3,859,957
Net cash (used in) provide by operating activities		66,689,187	44,582,937

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These consolidated financial statements are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	For the Year Ended as of December 31	
		2020	2019
CASH FLOW FROM INVESTING ACTIVITIES			
Sales from premises and equipments		35,214	141
Investment in associated entity		(280,175)	(228,110)
Dividend receipts	16	6,649	5,857
Acquisition of premise and equipment		(3,129,034)	(3,695,364)
Increase in available-for-sale and held to maturity securities and Government Recapitalization Bonds		-	(1,270,825)
Increase in fair value through other comprehensive incomes and amortized cost securities and Government Recapitalization Bonds		(112,640,485)	-
Net cash (used in) provide by investing activities		(116,007,831)	(5,188,301)
CASH FLOW FROM FINANCING ACTIVITIES			
Proceeds from (payment of) borrowing		4,935,803	(9,592,989)
Dividends paid		(20,623,565)	(16,175,565)
Proceeds from marketable securities issued	25	1,998,840	12,102,950
Payments from marketable securities due	25	(6,292,850)	(4,419,500)
Net cash (used in) provide in financing activities		(19,981,772)	(18,085,104)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS		(69,300,416)	21,309,532
EFFECT OF EXCHANGE RATE CHANGES ON FOREIGN CURRENCIES		(352,878)	(160,251)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR		236,906,429	215,757,148
CASH AND CASH EQUIVALENTS AT END OF YEAR		167,253,135	236,906,429
Cash and cash equivalents at end year consist of:	2a		
Cash	3	32,161,564	30,219,214
Current accounts with Bank Indonesia	4	51,530,969	71,416,449
Current accounts with Other Banks	5	9,154,378	10,237,736
Placement with Bank Indonesia and other banks - maturing within three months or less since the acquisition date	6	63,732,017	113,800,580
Certificates of Bank Indonesia and Deposits Certificates of Bank Indonesia - maturing within three months or less since the acquisition date	7	10,674,207	11,232,450
Total Cash and Cash Equivalent		167,253,135	236,906,429

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

These consolidated financial statements are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
As of December 31, 2020 and for the Year Then Ended
(Expressed in millions of Rupiah, unless otherwise stated)

1. General

a. Establishment

PT Bank Rakyat Indonesia (Persero) Tbk (hereinafter referred to as "BRI") 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 Ministry 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.

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.

Subsequently, BRI's Articles of Association has been amended several times. The latest amendment was documented in Notarial Deed No. 5 dated December 3, 2018, of Notary Fathiah Helmi, S.H., regarding the changes of some provisions in BRI's Articles of Association, which has been approved by the Minister of Law and Human Rights of the Republic of Indonesia's Decision Letter No. AHU-0028948.AH.01.02.Year 2018 dated December 6, 2018. This amendment has been approved and recorded in the Legal Entity Administration System by the Minister of Law and Human Rights of the Republic of Indonesia in accordance with its Acceptance Letter of PT Bank Rakyat Indonesia (Persero) Tbk's Articles of Association Amendment Notice No. AHU-AH.01.03-0272183 dated December 6, 2018.

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.

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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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 received in full the recapitalization with a nominal amount of Rp29,149,000 in the form of Government Recapitalization Bonds issued in 2 (two) stages at their nominal amounts of Rp20,404,300 on July 25, 2000 and Rp8,744,700 on October 31, 2000 (Note 9).

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 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.

c. Initial Public Offering of Shares and Stock Split

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.

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 Rupiah) per share and a sale price of Rp875 (full Rupiah) 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 Rupiah) 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 32b).

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES
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(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)

c. Initial Public Offering of Shares and Stock Split (continued)

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 Rupiah) per share to Rp250 (full Rupiah) 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 Rupiah) 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 Rupiah) was January 11, 2011.

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 Rupiah) per share to Rp50 (full Rupiah) 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 Rupiah) 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 Rupiah) was November 10, 2017.

d. Treasury Stock

BRI, through its letter No. R.224-DIR/DIS/09/2015 dated September 25, 2015, submitted a request for OJK's approval on BRI's shares buyback for as many as Rp5,000,000, and it was approved by OJK through its letter No. S-101/PB.31/2015 dated October 6, 2015. Furthermore, BRI conveyed its information disclosure to the Indonesia Stock Exchange in regards to the buyback plan for shares previously issued and listed on the Stock Exchange for as many as Rp2,500,000 through its letter No. B.695-DIR/SKP/10/2015 dated October 9, 2015. The buyback is carried out within a period of 3 months between October 12, 2015 until January 12, 2016. As of January 12, 2016, BRI has repurchased 221,718,000 shares prior to the stock split. During the 2016 buyback, the average cost per share was Rp10,944 with the funds used at Rp2,418,947,067,500 (full amount). So that after the stock split (1:5), the shares bought back were recorded at 1,108,590,000 shares with an average cost per share of Rp2,182.

On May 23 up to May 27, 2019, there were issuance of shares in relation to the bonus shares program for BRI employees (Note 32f) which are sourced from treasury stock. This has resulted to a reduction in treasury stock of 143,415,500 shares at the price at the grant time was Rp3,630 or equivalent to Rp520,598,265,000 (full amount) at acquisition price (Rp2,182 per share) Rp312,933,098,043 (full amount) which the difference was recorded as additional paid-in capital amounted to Rp207,665,166,957 (full amount).

On February 25 to February 28, 2020, there was the implementation of bonus share program to BRI employees (Note 32f) sourced from treasury shares. This has resulted to a reduction in treasury stock of 231,111,000 shares with details of the continuation of the first program (Mesop/ESA 1) amounted to 4,396,700 shares with a grant price of Rp3,630 or equivalent to Rp13,193,235,000 (full amount) and the second program (ESA 2) amounted to 226,714,300 shares with a grant price of Rp4,410 (full amount) or equivalent to Rp999,810,063,000 (full amount) so that a total of 231,111,000 shares with the acquisition price of Rp2,182 or equivalent to Rp504,284,970,744 (full amount), the difference was recorded in additional paid-in capital amounted to Rp511,485,113,256 (full amount).

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES
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(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)

d. Treasury Stock (continued)

BRI, through its letter No. R. 154-DIR/ALM/03/2020 dated March 10, 2020, submitted a request for OJK's approval on BRI's shares buyback for as many as Rp3,000,000, and it was approved by OJK through its letter No. S.47/PB. 31/2020 dated March 12, 2020. Furthermore, BRI conveyed its information disclosure to the Indonesia Stock Exchange 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. 427-DIR/SKP/03/2020 dated March 13, 2020. The buyback is carried out within a period between March 13, 2020 until June 12, 2020. As of June 12, 2020, BRI has repurchased 16,400,000 shares (par value of Rp50 (full amount) per share) at an acquisition price of Rp47,254,000,000 with an average purchase price of Rp2,881.34. Currently, the remaining treasury stock is 750,463,500 shares.

e. Structure and Management

As of December 31, 2020 and 2019, BRI has the following networks of work unit :

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Regional Offices	19	19
Head Internal Audit Office	1	1
Regional Internal Audit Offices	19	19
Domestic Branch Offices	461	461
Special Branch Office	1	1
Overseas Branch/Representative Office	5	5
Domestic Sub-branch Offices	608	608
Overseas Sub-branch Offices	3	3
Cash Offices	547	952
BRI Unit	5,382	5,382
Teras and Teras Mobile	2,056	2,182
Floating Teras	4	4

As of December 31, 2020 and 2019, BRI has 3 (three) overseas branch offices located in the Cayman Islands, Singapore and Timor Leste, 2 (two) overseas representative offices located in New York and Hong Kong, and 8 (eight) subsidiaries, which are PT Bank BRI syariah Tbk, PT Bank Rakyat Indonesia Agroniaga Tbk, BRI Remittance Co. Ltd. Hong Kong, PT Asuransi BRI Life, PT BRI Multifinance Indonesia, PT BRI Danareksa Sekuritas (formerly PT Danareksa Sekuritas), PT BRI Ventura Investama and PT BRI Asuransi Indonesia (formerly PT Asuransi Bringin Sejahtera Artamakmur).

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 inspectors, head of regional officers, head of special branch and head of branches. The number of BRI's employees as of December 31, 2020 and 2019 are (unaudited):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
PT Bank Rakyat Indonesia (Persero) Tbk	61,531	61,768
Subsidiaries	5,497	5,345
	<u>67,028</u>	<u>67,113</u>

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk AND ITS SUBSIDIARIES
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(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)

e. Structure and Management (continued)

The composition of the Board of Commissioners of BRI as of December 31, 2020 was appointed based on BRI's Annual General Meeting of Shareholders held on February 18, 2020 as stated under the Notarial Deed No. 19 of Notary Fathiah Helmi, S. H., as of December 31, 2019 was appointed based on BRI's Annual and Extraordinary General Meeting of Shareholders held on September 2, 2019, as stated under the Notarial Deed No. 1 of Notary Fathiah Helmi, S.H. The compositions are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
President Commissioner/ Commissioner :	Kartika Wirjoatmodjo	Andrinof A.Chaniago
Vice President/ :		
Independent Commisioner :	Ari Kuncoro	Wahyu Kuncoro
Independent Commisioner :	Rofikoh Rokhim	Rofikoh Rokhim
Independent Commisioner :	Hendrikus Ivo	Hendrikus Ivo
Independent Commisioner :	Zulnihar Usman	A. Fuad Rahmany
Independent Commisioner :	Dwi Ria Latifa ^{*)}	A. Sonny Keraf
Independent Commisioner :	R. Widyo Pramono	-
Commissioner :	Nicolaus Teguh Budi	Nicolaus Teguh Budi
	Harjanto	Harjanto
Commissioner :	Hadiyanto	Hadiyanto
Commissioner :	Rabin Indrajad	Loeke Larasati
	Hattari	Agoestina

^{*)} Approved in the Fit & Proper Test by the Financial Services Authority as an Independent Commissioner effective from January 20, 2021.

The composition of the Board of Directors of BRI as of December 31, 2020 was appointed based on BRI's Annual General Meeting of Shareholders held on February 18, 2020 as stated under the Notarial Deed No. 19 of Notary Fathiah Helmi, S.H., as of December 31, 2019 was appointed based on BRI's Annual and Extraordinary General Meeting of Shareholders held on September 2, 2019, as stated under the Notarial Deed No. 1 of Notary Fathiah Helmi, S. H. The compositions are as follows :

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
President Director :	Sunarso	Sunarso
Vice President Director :	Catur Budi Harto	Catur Budi Harto
Director :	Haru Koesmahargyo	Haru Koesmahargyo
Director :	Priyastomo	Priyastomo
Director :	Indra Utoyo	Indra Utoyo
Director :	Handayani	Handayani
Director :	Supari	Supari
Director :	Ahmad Solichin	Ahmad Solichin
	Lutfiyanto	Lutfiyanto
Director :	Agus Sudiarto	Agus Sudiarto
Director :	Agus Noorsanto	Agus Noorsanto
Director :	Herdy Rosadi	Herdy Rosadi
	Harman	Harman
Director :	Wisto Prihadi ^{*)}	Azizatun Azhimah

^{*)} The effective dismissal starting November 11, 2020 was made official at The Bank's Extraordinary General Meeting of Shareholders on January 21, 2021.

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1. GENERAL (continued)

e. Structure and Management (continued)

The composition of BRI's Audit Committee as of December 31, 2020 was appointed based on Directors' Decision Letter No. Kep 548-DIR/HCB/08/2020 dated August 12, 2020 and Commissioners' Decision Letter No. B. 120-KOM/08/2020 dated August 5, 2020, as of December 31, 2019 was appointed based on Directors' Decision Letter No. Kep 675-DIR/KHC/10/2019 dated October 8, 2019 and Commissioners' Decision Letter No. B. 236-KOM/09/2019 dated September 11, 2019. The compositions are as follows:

	December 31, 2020	December 31, 2019
Chairman :	Hendrikus Ivo	A. Fuad Rahmany
Member :	Ari Kuncoro	Hendrikus Ivo
Member :	Rofikoh Rokhim	Rofikoh Rokhim
Member :	R. Widyo Pramono	A. Sonny Keraf
Member :	Pamuji Gesang	Pamuji Gesang
	Raharjo	Raharjo
Member :	Sunuaji Noor	Sunuaji Noor
	Widiyanto	Widiyanto
Member :	Handayani Wibowo	Handayani Wibowo
Member :	Sahat Pardede	-

As of December 31, 2020, the Corporate Secretary of BRI was Aestika Oryza Gunarto, as appointed based on Letter No. R.453-DIR/HCB/08/2020 dated August 7, 2020, as of December 31, 2019, the Corporate Secretary of BRI was Hari Purnomo, as appointed based on Letter No. R. 397-DIR/KHC/07/2019 dated July 12, 2019.

As of December 31, 2020 and 2019, the Head of Internal Audit Work Unit was Hari Siaga Amijarso, as appointed based on Directors' Decision Letter No. R. 401-DIR/KHC/07/2019 dated July 15, 2019.

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1. GENERAL (continued)

f. Subsidiaries

PT Bank BRIsyariah Tbk (BRIS)

On June 29, 2007, BRI signed the Sale and Purchase of Shares Agreement with the shareholders of PT Bank Jasa Arta (“BJA”) to acquire 100% of BJA’s shares at a purchase price of Rp61 billion (full Rupiah). Based on BRI’s Extraordinary General Meeting of Shareholders, as stated in the Notarial Deed No. 3 dated September 5, 2007 of Notary Imas Fatimah, S.H., the shareholders has approved the acquisition of BJA and BRI has obtained the approval of Bank Indonesia in its Letter No. 9/188/GBI/DPIP/Rahasia dated December 18, 2007 and No. 9/1326/DPIP/Prz dated December 28, 2007. The acquisition was completed on December 19, 2007 based on Acquisition Deed No. 61 of Notary Imas Fatimah, S.H., in which BRI acquired 99.99875% of the total shares issued by BJA and 0.00125% of the total shares was granted to BRI’s Employee Welfare Foundation (Yayasan Kesejahteraan Pekerja BRI).

Based on Notarial Deed No. 45 dated April 22, 2008 of Notary Fathiah Helmi, S.H., the name of BJA was changed into PT Bank Syariah BRI (“BSB”). Based on the Governor of Bank Indonesia’s Decision Letter No. 10/67/KEP.GBI/DpG/2008 dated October 16, 2008, BSB obtained the approval to change its business activities from a conventional commercial bank into a commercial bank that conducts business activities based on sharia principles. Within 60 (sixty) days from the decision letter date, BSB was obliged to conduct its business activities based on sharia principles and within a maximum of 360 (three hundred sixty) days from the decision letter date, BSB was obliged to settle all its loans and liabilities to debtors or customers from the previous conventional banking activities.

On December 19, 2008, through “the Spin-off Agreement of BRI’s Sharia Business Unit” No. 27 dated December 19, 2008 of Notary Fathiah Helmi, S.H., BRI agreed to spin-off BRI’s Sharia Business Unit (“UUS BRI”) into BSB effective from January 1, 2009. The spin-off, as of the effective date, resulted in the following:

1. All assets and liabilities of UUS BRI owned by BRI, through legal transfer, were to become the rights or property of, liabilities of, or expenditures to be fulfilled by BSB, the receiving entity.
2. All UUS BRI’s operations, business and activities were legally transferred to and thus, were operated for the benefit of, at the risks of loss of, and under the responsibility of BSB.
3. All UUS BRI’s rights, claims, authorities and liabilities arising from any agreements, actions or events present, made, performed, or occurred on or before the effective spin-off date including but not limited to the stated list of assets and liabilities of UUS BRI and all legal relations between UUS BRI and other parties were legally transferred to and thus, were operated for the benefit of, at the risks of loss of and under the responsibility of BSB.

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1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank BRISyariah Tbk (BRIS) (continued)

Based on the Deed of Declaration on BSB Shareholders Decision No. 18 of Notary Fathiah Helmi, S.H., dated April 14, 2009, the name of PT Bank Syariah BRI was changed to PT Bank BRISyariah ("BRIS"), and approved by Bank Indonesia based on Governor of Bank Indonesia's Decision Letter No. 11/63/KEP.GBI/DpG/2009 dated December 15, 2009.

Based on the Deed of Declaration on the Extraordinary General Meeting of PT Bank BRISyariah's Shareholders No. 8 dated January 8, 2018 of Fathiah Helmi, S.H., a Notary in Jakarta, the Articles of Association of BRIS has been amended regarding the increase in the authorized capital of BRIS to Rp7.5 trillion, consisting of 15 billion shares with a nominal value of Rp500 (full Rupiah) per share, and change of name from PT Bank BRISyariah to PT Bank BRISyariah Tbk. 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-0000386.AH.01.02.Year 2018 dated January 10, 2018 and No. AHU-AH.01.03-0009224 dated January 10, 2018. The Deed also included shareholders' approval on several other matters, which were:

1. BRIS' plan to raise funds from the public through Initial Public Offering (IPO).
2. Amendment to BRIS' Articles of Association, in order to become a Public Company, in accordance with laws and regulations in the Capital Market including Regulation No. IX.J.1, Regulation of the Financial Services Authority (POJK) No. 32/POJK.04/2014 with its amendments and POJK No. 33/POJK.04/2014.
3. The issuance of new shares in the course of the management and employees stock options program, maximum of 3% (three percent) of the issued and paid-up capital after the IPO is completed.

Based on Letter of Financial Service Authority (OJK) No. S.37/D.04/2018 dated April 30, 2018 regarding effective notification of PT Bank BRISyariah's IPO registration statement pursuant to the latest letter submitted to OJK No. S.B.147-PDR/04-2018 dated April 24, 2018, OJK did not require any additional information, had no further responses and the registration statement became effective.

BRIS' IPO (including Employee Stock Allocation) consists of 2,623,350,600 new shares, with a nominal value of Rp500 (full Rupiah) per share and a sale price of Rp510 (full Rupiah) per share. The offered shares started to be listed and traded on the Indonesian Stock Exchange on May 9, 2018. According to Government Regulations No. 29 Year 1999 regarding Commercial Bank Stock Purchase Article 4 Paragraphs 2 and 3, which stipulated that BRIS can only list its shares in the Stock Exchange at most 99% from its total shares, thus, 97,161,135 of BRIS' shares owned by BRI is not listed on the Stock Exchange, and therefore, BRIS' shares listed on the Stock Exchange totaled 9,618,952,363 shares. After BRIS' IPO, according to Letter No. DE/V/18-2545 dated May 24, 2018 from PT Datindo Entrycom, as Corporate Securities Administration Bureau, BRI owned 73.00% of BRIS' shares.

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1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank BRISyariah Tbk (BRIS) (continued)

BRIS' Articles of Association has been amended several times. The latest amendment was documented in the Deed of Declaration on PT Bank BRISyariah Tbk's Annual General Meeting of Shareholders No. 27 dated July 17, 2019, of Fathiah Helmi, S.H., a Notary in Jakarta, among others regarding changes to the period of office terms for members of the Company's management, and other adjustments to the provisions of BRIS' Articles of Association that are relevant to the Company's activities. The amendment has been accepted and recorded in the Legal Entity Administration System in accordance with the Minister of Law and Human Rights of the Republic of Indonesia's Letter No. AHU-AH.01.03-0302291 dated July 23, 2019.

On October 12, 2020, PT Bank Rakyat Indonesia (Persero) Tbk (BRI), PT Bank Mandiri (Persero) Tbk (Mandiri), PT Bank Negara Indonesia (Persero) Tbk (BNI), PT Bank BRISyariah Tbk (BRIS), PT Bank Syariah Mandiri (BSM) and PT Bank BNI Syariah (BNIS) have signed a Conditional Merger Agreement (CMA) for the merger of BRIS, BSM and BNIS (Merger Participating Banks) (Note 53).

BRIS' shares ownership structure as of December 31, 2020 consists of BRI owning 71.64%, DPLK Bank Rakyat Indonesia-Sharia Sharesowning 8.25%, and the public owning 20.11%.

According to Article 3 of BRIS' latest Articles of Association, the scope of BRIS' business is to conduct banking activities based on the sharia principles.

Total assets of BRIS as of December 31, 2020 and 2019 amounted to Rp57,938,459 and Rp43,165,484 or 3.83% and 3.05%, respectively, of the consolidated total assets.

The total fund management income for the year ended December 31, 2020 and 2019 amounted to Rp4,347,121 and Rp3,376,294 or 3.53% and 2.77%, respectively, of the consolidated total income from interest, sharia and premium.

BRISyariah Tbk head office is located in Jl. Abdul Muis No. 2-4, Central Jakarta and has 71 domestic branch offices and 224 sub-branch offices.

PT Bank Rakyat Indonesia Agroniaga Tbk (BRI Agro)

On August 19, 2010, BRI entered into a Sale and Purchase of Shares Agreement (PPJB) with Agricultural Estate Pension Fund (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 Rupiah) per share. After the acquisition, the composition of shareholders would be 76% owned by BRI, 14% owned by Dapenbun and 10% owned by the public.

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 LetterNo. 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.

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1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Rakyat Indonesia Agroniaga Tbk (BRI Agro) (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 Rupiah) per share.

On July 1, 2011, Dapenbun exercised its option to buy 256,375,502 shares at a price of Rp109 (full Rupiah) 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.

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 Rupiah) 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.

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1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Rakyat Indonesia Agroniaga Tbk (BRI Agro) (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 Rupiah) 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 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 Acceptance 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 Rupiah) 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 Rupiah) per share is from June 9, 2017 until June 11, 2018.

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 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 Acceptance 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 Rupiah) 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.

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1. GENERAL (continued)

f. Subsidiaries (continued)

PT Bank Rakyat Indonesia Agroniaga Tbk (BRI Agro) (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, resulting in BRI's ownership 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 Acceptance Letter of PT Bank Rakyat Indonesia Agroniaga Tbk Articles of Association Amendment Notice No. AHU-AH.01.03-0154825 dated July 21, 2017.

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 Rupiah) 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.

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, so that BRI's share ownership in BRI Agro is 87.10%, Dapenbun 5.00% and the public 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 Acceptance Letter of PT Bank Rakyat Indonesia Agroniaga Tbk Articles of Association Amendment Notice No. AHU-AH.01.03-0249178 dated October 4, 2018.

BRI Agro's Articles of Association has been amended several times. The latest amendment was documented in Notarial Deed of Decision Meeting Statement No. 1 dated May 4, 2020 of Notary M. Nova Faisal, S.H., M.Kn, adjustments to several articles in BRI Agro's Articles of Association that are relevant to the company's activities. This amendment has been approved by the Minister of Law and Human Rights of the Republic of Indonesia and registered in its Decree No. AHU-0076778.AH.01.11.Year 2020 dated May 4, 2020.

The total assets of BRI Agro as of December 31, 2020 and 2019 amounted to Rp27,966,393 and Rp27,145,044 or 1.85% and 1.92%, respectively, of the consolidated total assets. The total interest income for the the years ended December 31, 2020 and 2019 amounted to Rp1,928,438 and Rp2,054,867 or 1.57% and 1.69% of the consolidated income from interest, sharia and premium.

According to Article 3 of its Articles of Association, BRI Agro's scope of business is to conduct commercial banking activities. BRI Agro has obtained its license as a commercial bank based on Bank Indonesia Letter No. 22/1037/UUps/Ps6D dated December 26, 1989.

BRI Agro's head office is located in Gedung BRI Agro, Jl. Warung Jati Barat No. 139, Jakarta, and it has 18 branch offices and 20 sub-branch offices.

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1. GENERAL (continued)

f. Subsidiaries (continued)

BRI Remittance Co. Limited Hong Kong (BRI Remittance)

On December 16, 2011, BRI signed the 'Instrument of Transfer' and the 'Bought and Sold Notes' to acquire BRIngin Remittance Co. Ltd. (BRC) Hong Kong in full (equivalent to 1,600,000 shares) at a purchase price of HKD1,911,270. 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 Co. Ltd. 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 BRIngin Remittance Co. Ltd. was officially changed to BRI Remittance Co. Limited Hong Kong.

Total assets of BRI Remittance as of December 31, 2020 and 2019 amounted to Rp8,481 and Rp7,070 or 0.0006% and 0.0005%, respectively, of the consolidated total assets.

In accordance with the official business license from the Hong Kong Regulator as a Money Service Operator (MSO), BRI Remittance's scope of business is to conduct remittance services 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 Remittance's head office is located in Shop 3 G/F, 24-36 Causeway Road, Causeway Bay, Hong Kong, and it has 5 branch offices which scattered in 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 Rp1,627 billion (full Rupiah). 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 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., whereby BRI has 91.001% of BRI Life issued shares and 8.999% of it was granted to the BRI Employee Welfare Foundation.

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.

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1. GENERAL (continued)

f. Subsidiaries (continued)

PT Asuransi BRI Life (BRI Life) (continued)

BRI Life's Articles of Association has been amended several times. The latest amendment was documented in the Notarial Deed No. 10 dated August 28, 2020, of Notary Nanda Fauz Iwan, S.H., M.Kn, Notary in Jakarta, regarding amendments to several provisions of the Company's Articles of Association, including Article 18 regarding the Fiscal Year and Annual Report and Article 20 regarding the General Meeting of Shareholders, as well as changes in the composition of the Board of Commissioners ("Circular Resolution of Shareholders") dated August 28, 2020. The change in the article of association has been approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU-0142583.AH.01.11.TAHUN 2020 dated August 31, 2020 and received and recorded in the Administrative System of the Legal Entity of the Ministry of Law and Human Rights of the Republic of Indonesia in accordance with the Letter of Acceptance for the Notification of Amendments to the Articles of Association of PT Asuransi BRI Life No. AHU-AH.01.03-0376495 dated August 31, 2020.

According to 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/6/20013 dated January 21, 2003.

Total assets of BRI Life as of December 31, 2020 and 2019 amounted to Rp13,122,095 and Rp11,101,981 or 0.87% and 0.78% of the consolidated total assets. Total premium income for the year ended as of December 2020 and 2019 amounted to Rp5,897,959 and Rp5,182,891 or 4.79% and 4.25%, respectively, of the consolidated total income from interest, sharia and premium.

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 6 Customer Care Center offices with a total of 29 Customer Care offices.

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 in 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., a notary in Jakarta, 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".

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1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Multifinance Indonesia (BRI Finance) (continued)

Based on the Notarial Deed 'Statement of Decision Outside of the Annual General Meeting of Shareholders No. 67', dated September 15, 2016, of 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 then changed its name to PT UFJ-BRI Finance and PT BTMU-BRI Finance.

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, SH, a Notary domiciled in South Jakarta, which was approved by the Minister of Law and Human Rights based on a Letter Decree No.AHU-0023113.AH.01.02.Year 2019 dated April 29, 2019, and notification of the amendment has been received and recorded in the Legal Entity Administration System Ministry of Law and Human Rights based on 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, among others, related to changes in the location of BRI Finance from the original in Central Jakarta to South Jakarta, changes in 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 follow-up on 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 latest amendments to the articles of association are as stated in the Deed of Statement on Decision Outside the General Meeting of Shareholders No. 01 dated November 2, 2020, 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-0188874.AH.01.11.Tahun 2020 dated November 11, 2020, and notification 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.01.03-0406497 dated November 11, 2020, among others, regulates changes to increase the issued/paid-up capital of BRI Finance.

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, 2020 and 2019 amounted to Rp4,055,885 and Rp4,616,468 or 0.27% and 0.33%, respectively, of the consolidated total assets. Total interest income for the year ended as of December 2020 and 2019 amounted to Rp479,376 and Rp454,217 or 0.39% and 0.37%, respectively, of the consolidated total income from interest, sharia and premium.

BRI Finance's head office is located in Lippo Kuningan Building, GF, 10 and 11th floor, Jl. H.R. Rasuna Said Kav. B-12, South Jakarta, and has 12 branches and 14 marketing offices.

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1. GENERAL (continued)

f. Subsidiaries (continued)

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 so BRI’s share ownership is 97.61% with a purchase price of Rp3,090, and have obtained the approval of the Board of Commissioners of BRI as the representative of the shareholders through its Letter No. R.67-KOM/09/2018, dated September 26, 2018, and of OJK through its Letter No. S-112/PB.31/2018 dated September 25, 2018. The shares takeover was effective on December 20, 2018 as stated in the Deed Sale and Purchase of Shares No. 70, of Ashoya Ratam, S.H., M.Kn, a 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, of Zantje Mathilda Voss Tomasowa, S.H., M.Kn, a 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.

The Articles of Association of the Company have changed several times, most recent related to the amendment of Article 11 concerning the Duties, Authorities, and Obligations of the Board of Directors based on the Decree of the Annual General Meeting of Shareholders dated February 12, 2020. This decision was recorded in Notarial Deed No. 19 dated February 12, 2020 by Notary Ashoya Ratam, S.H., M.Kn. This amendment deed has been approved in accordance with the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03.0128050 on March 6, 2020.

In the Articles of Association of PT BRI Ventura Investama in Deed No.18 dated January 22, 1998 made before Albert Wilson Riwukore, SH, Notary in Kupang and approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No: C2-693.HT. 01.01.TH.98 dated February 10, 1998 and the latest amendments in the Deed No. 24 dated October 22, 2020 which was made before Ashoya Ratam, SH, MKn, Notary in South Jakarta and has received Approval of Amendment to Articles of Association from the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter Number AHU-AH.01.03-0402552 dated October 27, 2020, there was appointment of directors.

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, 2020 and 2019 amounted to Rp1,822,744 and Rp1,514,486 or 0.12% and 0.11%, respectively, of the consolidated total assets.

BRI Ventures’ head office is located in District 8 Office SCBD, Prosperity Tower 16th floor Unit F, Jalan Jenderal Sudirman No 52-53, Kebayoran Baru, South Jakarta.

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1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Danareksa Sekuritas (BRIDS) (formerly known as PT Danareksa Sekuritas)

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 have 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, a 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.Th.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 Ffidiana, S.H., S.S., M.Kn. This amendment had 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.

The latest amendment as set forth in Deed No. 141 dated November 26, 2019, which was made before Jose Dima Satria, SH, Notary in Jakarta, included changes to the Articles 3 regarding the purposes and objectives of the Company in the context of adjusting to the Standard Classification Indonesian Business Fields (KBLI 2017), changing the address of Danareksa Sekuritas offices, and changes in the composition of the Board of Commissioners. This amendment has received approval for amendments to the Articles of Association of the Minister of Law and Human Rights Republic of Indonesia No. AHU-0100724.AH.01.02.Year 2019 and the Letter of Acceptance of Notification of Changes in Company Data No. AHU-AH.01.03-0367703 dated December 3, 2019.

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.

Danareksa Sekuritas 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.

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1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Danareksa Sekuritas (BRIDS) (formerly known as PT Danareksa Sekuritas) (continued)

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 asset of BRIDS as of December 31, 2020 and 2019 amounted to Rp1,095,479 and Rp1,082,544 or 0.07% and 0.08%, respectively, of the consolidated total assets.

BRIDS' head office is located in BRI Tower II 23th floor, Jalan Jenderal Sudirman Kav 44-46, Jakarta and has 10 branches, 12 booths and 3 partnerships.

PT BRI Asuransi Indonesia (BRI Insurance)

On June 20, 2019, BRI signed a Conditional Share Sale and Purchase Agreement ("PPJBSB") with BRI Pension Funds in order to acquire 90% shares of BRI Pension Fund shares in PT BRI Asuransi Indonesia (BRI Insurance), at a purchase price of Rp1,040,000,000,000 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, SH., a replacement notary from Fathiah Helmi, SH., Notary in Jakarta, where BRI owns 90% of the total shares of BRI Insurance and 10% is owned by the Workers Welfare Foundation (YKP) BRI.

The Articles of Association of PT BRI Asuransi Indonesia (BRI Insurance) have been amended several times. The latest amendment is set out forth in Deed No. 03 dated January 31, 2020, made by Tri Wahyuwidayati, SH., M.Kn., Notary in Jakarta, regarding the amendment to the Articles of Association. Along with the amendment of the Articles of association is the change of the name in article 1 paragraph 1 which was originally PT Asuransi Bringin Sejahtera Artamakmur become 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.

In accordance with the provisions of article 3 of the Articles of Association, the scope of activities of PT BRI Asuransi Indonesia (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.

The Company 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.

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1. GENERAL (continued)

f. Subsidiaries (continued)

PT BRI Asuransi Indonesia (BRI Insurance) (continued)

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, 2020 and 2019 amounting to Rp3,048,872 and Rp2,581,543 or 0.20% and 0.18% of the consolidated total assets, respectively.

Total premium income for the year ended December 31, 2020 and 2019 amounted to Rp778,805 and Rp1,688,524 or 0.63% and 1.33%, respectively, of the consolidated total income from interest, sharia and premium.

Its head office is located in Graha BRI Insurance, Jl. Mampang Prapatan Raya No. 18, Jakarta Selatan, and it has 22 Branches, 1 Sharia Branches, 8 Marketing Representative Offices, 2 Sharia Marketing Representative Office, 45 Marketing Channels and 12 Sharia Marketing Offices.

2. SUMMARY OF ACCOUNTING POLICIES

Statement of Compliance

The consolidated financial statement as of and for the year ended December 31, 2020, is prepared and presented in accordance with Indonesian Financial Accounting Standards, which includes the Statements and Interpretations 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 Statements of Financial Accounting Standards (SFAS) No. 1 (2015 Amendment), "Presentation of Financial Statements about Disclosures Initiative".

BRIS (subsidiary), which is engaged in banking activities based on sharia principles, presents its financial statements in accordance with SFAS No. 101 on "Sharia Financial Statements Presentation", SFAS No. 102 on "Accounting for *Murabahah*", SFAS No. 104 on "Accounting for *Istishna*", SFAS No. 105 on "Accounting for *Mudharabah*", SFAS No. 106 on "Accounting for *Musyarakah*" and SFAS No. 107 on "Accounting for *Ijarah*", which supersede SFAS No. 59 on "Accounting for Sharia Banking" associated with recognition, measurement, presentation and disclosure for the respective topics, SFAS No. 110 on "Accounting for Sukuk", SFAS No. 111 on "Accounting for *Wa'd*" and the Indonesia Sharia Banking Accounting Guidelines issued by Bank Indonesia and Indonesian Institute of Accountants (IAI)

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 for the revenue from *istishna* and the profit sharing from the *mudharabah* and *musyarakah* financing and the consolidated statement of cash flows.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

a. Basis of preparation of the consolidated financial statement (Continued)

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, Bank Indonesia Certificates and Bank Indonesia Deposit Certificates maturing within 3 (three) months from the date of acquisition, provided they are neither pledged as collateral for fund borrowings nor restricted.

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 State Dollar, Singapore Dollar and Hong Kong 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 statement 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.

Business combination transactions between entities under common control are recorded based on SFAS No. 38 "Business Combination of Entities Under Common Control", in which the difference between the acquisition cost paid and the carrying value of net assets acquired is recorded in additional paid-in capital in equity. Based on SFAS No. 38, the elements of the financial statement of the merging entities, for the period the business combination of entities under common control occurred and for the presented comparative periods, are presented as if the business combination had occurred from the beginning of the period the entities are under common control.

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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

b. Principles of consolidation (continued)

The consolidated financial statements are prepared using uniform 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.

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 notes receivable, Government Recapitalization Bonds, securities purchased under agreement to resell, derivatives receivable, loans, sharia receivables and financing, finance lease receivables, acceptances receivable, investment in associated entities at cost method and other assets.

Financial liabilities consist of liabilities due immediately, deposits from customers, deposits from other banks and 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

Applicable accounting policies as of January 1, 2020

To determine categories and classifications, the Bank 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 release;
- Financial assets, in this case equity instruments, as measured at fair value through other comprehensive income with an unclaimed profit/loss on profit or loss at the time of release;
- Financial assets measured at fair value through profit or loss.

The Bank and 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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

c. Financial assets and financial liabilities (continued)

(i) Classification (continued)

Applicable accounting policies as of January 1, 2020 (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, the Bank 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, the Bank 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.

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 Bank 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 managers of financial assets (for example, whether performance appraisals are based on the fair value of the assets being managed 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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

c. Financial assets and financial liabilities (continued)

(i) Classification (continued)

Applicable accounting policies as of January 1, 2020 (continued)

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.

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 assessing, the Bank and subsidiaries considers:

- 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 the money element.

The Bank and subsidiaries classify financial liabilities in the following categories:

- a. Financial liabilities measured at fair value through profit or loss
- b. Financial liabilities as measured by amortized acquisition costs.

Financial liabilities measured at fair value through profit or loss consist of two sub-categories: financial liabilities classified as traded and financial liabilities that at the time of initial recognition have been determined by the Bank and its subsidiaries to be measured at fair value through profit or loss.

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.

The Bank and subsidiaries classify all financial liabilities after initial recognition is measured on 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.
- Contingency rewards recognized by the confessor in a combination of businesses.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

c. Financial assets and financial liabilities (continued)

(i) Classification (continued)

Applicable accounting policies before January 1, 2020

BRI and its subsidiaries classifies its financial assets into the following categories at initial recognition:

- a. Financial assets at fair value through profit or loss, which has 2 (two) sub-classifications, i.e. financial assets designated as such upon initial recognition and financial assets classified as held for trading;
- b. Loans and receivables;
- c. Held-to-maturity investments;
- d. Available-for-sale investments.

Financial liabilities are classified into the following categories at initial recognition:

- a. Fair value through profit or loss, which has 2 (two) sub-classifications, i.e. financial liabilities designated as such upon initial recognition and financial liabilities classified as held for trading;
- b. Other financial liabilities that are not classified as financial liabilities at fair value through profit or loss are categorized and measured at amortized cost.

Classes of financial assets and liabilities measured at fair value through profit or loss consist of financial assets and liabilities held for trading which BRI acquired or owned especially for the purpose of sale or repurchase in the near future, or holds as part of a certain financial instrument portfolio that is managed together to obtain short-term profit or position taking.

Loans and receivables are non-derivative financial assets with fixed or determined payments that are not quoted in an active market, except those which:

- a. BRI and subsidiaries intends to sell immediately in the near future, which are classified as held for trading and those upon initial recognition designated as fair value through profit or loss;
- b. At initial recognition designated as available-for-sale investments; or
- c. In the event that BRI and subsidiaries may not recover substantially all of its initial investment, except due to loans and receivables deterioration, which are classified as available-for-sale.

Held-to-maturity investments consist of non-derivative financial assets with fixed or determined payments and fixed maturity that BRI and subsidiaries has the positive intention and ability to hold the financial assets to maturity. Investments intended to be held for an undetermined period are not included in this classification.

Available-for-sale investments consist of non-derivative financial assets that are designated as available-for-sale or are not classified as one of the other categories of financial assets.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

c. Financial assets and financial liabilities (continued)

(i) Classification (continued)

Applicable accounting policies before January 1, 2020 (continued)

After initial measurement, available-for-sale investments are measured at fair value with gains or losses recognized as part of equity until the investment is derecognized or until the investment is determined to be impaired, at which time the cumulative gains or losses previously reported in equity is included in the consolidated statement of profit or loss and other comprehensive income. The effective yield and (where applicable) results of foreign exchange are restated for available-for-sale investments and reported in the consolidated statement of profit or loss and other comprehensive income.

Other financial liabilities pertain to financial liabilities that are neither held for trading nor designated at fair value through profit or loss upon initial recognition of the liabilities.

BRI and subsidiaries, upon initial recognition, may designate certain financial assets as at fair value through profit or loss (fair value option). The fair value option can only be applied when the following conditions are met:

- a. The determination as at fair value option reduces or eliminates an accounting mismatch that would arise; or
- b. The financial assets are part of a financial instruments portfolio that the risk are managed and reported to key management on a fair value basis; or
- c. The financial assets consist of a host contract and embedded derivatives that must be bifurcated.

The fair value option is applied to certain loans and receivables that are hedged with credit derivatives or interest rate swap, but does not meet the criteria for hedge accounting. Otherwise, the loans would be recorded at amortized cost, while the derivatives are measured at fair value through profit or loss.

The fair value option is also applied to investment funds that are part of a portfolio managed on a fair value basis. The fair value option is also applied to structured investments that include embedded derivatives.

(ii) Initial recognition

- a. Purchase or sale of financial assets that requires transfer of assets within a time frame specified by regulations or conventions in the market (regular purchases) is recognized on the settlement date.
- b. Financial assets and financial liabilities are initially recognized at fair value. For those financial assets or financial liabilities not measured at fair value through profit or loss, the fair value includes directly attributable transaction costs. The subsequent measurement of financial assets and financial liabilities 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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

c. Financial assets and financial liabilities (continued)

(iii) Subsequent measurement

Applicable accounting policies as of January 1, 2020

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 at amortized cost using the effective interest rate method.

Applicable accounting policies before January 1, 2020

Available-for-sale financial assets and financial assets and liabilities measured at fair value through profit or loss are subsequently measured at fair value.

Loans and receivables, held-to-maturity investments and financial liabilities measured at amortized cost are measured at amortized cost using the effective interest rate method.

(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 has transferred its 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 a third parties under a “pass-through” arrangement; and either (a) BRI and subsidiaries has substantially transferred all the risks and rewards of the assets, or (b) BRI and subsidiaries has neither transferred nor retained substantially all the risks and rewards of the assets, but has transferred control of the assets.

When BRI and subsidiaries has 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 continuing involvement in the asset.

The Bank and subsidiaries release financial assets, such as loans provided, when the terms and conditions have been negotiated to substantially, the given credit becomes new, with the difference being recorded as a profit or loss from the release, if the impairment loss has not been recorded. Such credit will be classified as Stage 1 for ECL assessment, unless the given credit 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 consistently different, then the modification will not result in the release of the asset. Based on the difference in cash flow discounted at the initial EIR, the Bank will record gains or losses resulting from modifications, up to the amount of impairment losses that have not been recognized.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

c. Financial assets and financial liabilities (continued)

(iv) Derecognition (continued)

a. Financial assets are derecognized when (continued):

Loans are written off when there is no longer a realistic prospect of repayment or the normal relationship between BRI and subsidiaries and the debtors has ended. These uncollectible loans, are written off against the related allowance for impairment losses.

From January 1, 2020, accumulated profit / loss recognised in other comprehensive income related to the Bank and subsidiaries choice to present a non-owned equity instrument to trade at fair value through other comprehensive income, not recognized in profit or loss at the time of termination of the acknowledgement.

b. Financial liabilities are derecognized when they end, i.e. when the liabilities under the contract is discharged, cancelled or 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 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

Applicable accounting policies as of January 1, 2020

- 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.
- 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 adjusting for 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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

c. Financial assets and financial liabilities (continued)

(v) Income and expense recognition (continued)

Applicable accounting policies as of January 1, 2020 (continued)

For financial assets that 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.

Applicable accounting policies before January 1, 2020

- a. Interest income and expense on available-for-sale assets and financial assets and financial liabilities measured at amortized cost, are recognized in the consolidated statement of profit or loss and other comprehensive income using the effective interest rate method.
- b. Gains and losses arising from changes in the fair value of the financial assets and financial liabilities measured at fair value through profit or loss are recognized in the consolidated statement of profit or loss and other comprehensive income.
- c. Gains and losses arising from changes in the fair value of financial assets classified as available-for-sale 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.

When a financial asset is derecognized or impaired, the cumulative gains or losses previously recognized in equity should be recognized in the consolidated statement of profit or loss and other comprehensive income.

(vi) Reclassification of financial assets

Applicable accounting policies as of January 1, 2020

The Bank and subsidiaries reclassifies financial assets if and only if, the business model for managing financial assets changes. There is no reclassification for financial liabilities.

Applicable accounting policies before January 1, 2020

BRI and subsidiaries are not allowed to reclassify any financial instrument from measured at fair value through profit or loss category, if upon initial recognition it was designated by BRI and subsidiaries as measured at fair value through profit or loss.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

c. Financial assets and financial liabilities (continued)

(vi) Reclassification of financial assets (continued)

Applicable accounting policies before January 1, 2020 (continued)

BRI and subsidiaries are not allowed to classify any financial assets as held-to-maturity investments, if, during the current period or during the 2 (two) preceding years, BRI and subsidiaries has sold or reclassified more than an insignificant amount of held-to-maturity investments before maturity (more than an insignificant amount compared to the total amount of held-to-maturity investments) except those sales or reclassifications:

- a. Done when the financial asset is nearing maturity or the financial asset's repurchase date that changes in the interest rate would not significantly affect the financial asset's fair value;
- b. Occured after BRI and subsidiaries has obtained substantially all of the principal amount of the financial asset's in accordance with the repayment schedule or BRI and subsidiaries has obtained an accelerated settlement; or
- c. Are attributable to certain events that are beyond BRI's control, are non-recurring and can not be reasonably anticipated by BRI.

(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 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 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.

(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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

c. Financial assets and financial liabilities (continued)

(ix) Fair value measurement (continued)

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.

The fair value measurement of non-financial assets considers the market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to other market participants that would use the asset in its highest and best use.

BRI and subsidiaries uses 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.

For assets and liabilities recognized in the consolidated financial statement on a recurring basis, BRI and subsidiaries determines whether transfers have occurred between levels in the hierarchy re-assesses 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 has 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 41).

(x) Sukuk Financial Assets

In accordance with SFAS No.110, BRIS (subsidiary) determines investment in sukuk *ijarah* and *mudharabah* as follows:

a. Measured at acquisition cost

- The investment is held in a business model whereby the primary purpose is to obtain contractual cash flows and there are contractual terms in determining the specific date of principal payments and/or the results.
- Sukuk acquisition cost includes transaction cost and the difference between the acquisition cost and the nominal value is amortized on a straight-line basis over the period of the sukuk and is recognized in profit or loss.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

c. Financial assets and financial liabilities (continued)

(x) Sukuk Financial Assets (continued)

In accordance with SFAS No.110, BRIS (subsidiary) determines investment in sukuk *ijarah* and *mudharabah* as follows (continued):

b. Measured at fair value through other comprehensive income

- The investment is held in a business model whereby the primary purpose is to obtain contractual cash flows and to sell the sukuk, and there are contractual terms in determining the specific date of principal payments and or the results.
- Sukuk acquisition cost includes transaction cost and the difference between the acquisition cost and the nominal value is amortized on a straight-line basis over the period of the sukuk and is recognized in profit or loss.
- Gains or losses from changes in the fair value is recognized in other comprehensive income after considering the difference between acquisition cost and unamortized nominal value and accumulated gain or loss of fair value previously recognized in other comprehensive income. When sukuk investment is derecognized, the accumulated gain or loss previously recognized in other comprehensive income is reclassified to profit or loss.

c. Measured at fair value through profit or loss

Sukuk acquisition cost excludes transaction cost and the difference between the fair value and the carrying amount is recognized in profit or loss.

d. Transactions with related parties

BRI and subsidiaries engage in transactions with related parties as defined in SFAS No. 7 on "Related Parties Disclosures".

A parties is considered a related parties to BRI and subsidiaries if:

- 1) directly or indirectly, through one or more intermediaries, a parties (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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

d. Transactions with related parties (continued)

Transactions with related parties are made on the same terms and conditions as those transactions with third parties. All transactions done by BRI have complied with Capital Market and Financial Institution Supervisory Agency Regulation No. IX.E.1 regarding "The Affiliate Transactions and Conflict of Interest of Certain Transactions", at the time the transactions were made. 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 45 of the consolidated financial statement. Furthermore, material transactions and balances between BRI and subsidiaries and the Government of the Republic of Indonesia and other entities related to the Government of the Republic of Indonesia are also disclosed in Note 45.

e. Allowance for impairment losses on financial assets

Applicable accounting policies as of January 1, 2020

The Bank and subsidiaries recognize the allowance for expected credit losses on financial instruments that are not measured at fair value through profit or loss.

There is no allowance for expected loan losses on investment in equity instruments.

The Bank and subsidiaries measure the allowance for losses for the lifetime of an expected credit losses, except for the following, which are measured according to 12 months expected credit losses:

- 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.

The Bank and subsidiaries considers 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 acquisition 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 backup 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.

Expected credit losses for debt instruments measured at fair value 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 71.

Recovery for financial assets that have been written-off, in the current year are credited with adjusting the allowance for impairment losses account. Recovery for financial assets that have been written-off in previous years are recorded as operating income other than interest.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

e. Allowance for impairment losses on financial assets (continued)

Applicable accounting policies as of January 1, 2020 (continued)

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 Bank in accordance with the contract and the cash flows expected to be received by the Bank);
- 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.

Restructured Financial Assets

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 initial effective interest rate of the existing financial assets.

Deteriorated Financial Assets

At each reporting date, the Bank and subsidiaries assesses 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) credit. 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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

e. Allowance for impairment losses on financial assets (continued)

Applicable accounting policies as of January 1, 2020 (continued)

Deteriorated Financial Assets (continued)

Evidence that financial assets have decreased (deteriorated) credit values 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;
- 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 the other financial reorganization; or
- 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 in the event of
- 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.

Based on the above process, the Bank and its subsidiaries share 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 the Bank and its subsidiaries feel 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 group usually consists of debtors who have defaulted. The Bank and subsidiaries record Lifetime ECL reserves.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

e. Allowance for impairment losses on financial assets (continued)

Applicable accounting policies as of January 1, 2020 (continued)

Purchased or originated credit-impaired financial assets - POCI (continued)

Based on the above process, the Bank and its subsidiaries share 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 reserves are only recorded or released if there are further changes to expected credit losses.

There are qualitative and quantitative criteria to ensure financial assets are covered in certain stages that have been formalized in the Bank Circular Letter.

The Bank and subsidiaries calculate impairments through two methods, namely individual or collective impairment. Calculation of individual impairment is carried out for significant financial assets, namely with total exposure to financial assets above Rp5,000,000,000 (full amount) and has experienced default or restructuring. Apart from it, the calculation of impairments will be done collectively.

Individual Impairment

The calculation method of individual impairment will take into account 3 (three) possible return scenarios, namely: (i) the base scenario (Base), (ii) the bad scenario (Bad), and (iii) the worst-case scenario (Worst). Scenario creation is done using discounted cash flow (DCF) method and considering confidence level that describes the condition of the industry and related companies. Later ECL generated by each scenario will be weighted against the weight of the scenario that has been set.

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.

The Bank and subsidiaries use the (i) Skalar Bayesian model, (ii) Credit Index and (iii) Vasicek and other approaches in determining the PD value of each debtor.

The Bank and 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 default 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).

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

e. Allowance for impairment losses on financial assets (continued)

Applicable accounting policies as of January 1, 2020 (continued)

Purchased or originated credit-impaired financial assets - POCI (continued)

Collective Impairment (continued)

Exposure at Default (EAD) is an estimate of the book value at the time of default, with consider the cash flow of the relevant financial instrument, as well as the possibility of additional withdrawals from the credit limit up to the date of default. EAD is also considering payment schedules and amortization as well as changes in the utilization of undrawn balances ahead of the default. EAD modeling will be 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.

ECL measurements based on SFAS 71 require the Bank to model ECL according to existing forward-looking scenarios, taking into account the possibilities of good and bad economies. Therefore, the ECL value generated by the Bank must be based on the probability results of three scenarios (normal/normal economic cases, *baik*/good, and *buruk*/bad). PD and LGD will be calculated according to three scenarios with macro-economic values according to those scenarios. For secured loan segmentation, LGD will also be calculated based on three scenarios when data is sufficient. The weight of good, normal, and bad scenarios can be adjusted in line with changes in economic conditions and banks and the Bank and subsidiaries' discretionary.

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:

- Financial assets measured at amortized cost, allowance for expected credit losses is presented as a deduction from the gross carrying amount of the asset;
- Loan commitments and financial guarantee contracts, generally allowance for expected credit losses is presented as a provision;
- Financial instruments that include loan commitment components that have been withdrawn and have not been withdrawn, and the Bank cannot identify the expected loan loss component of the loan commitment component that has been withdrawn separately from the loan commitment component that has not been withdrawn, the allowance for the expected credit loss is combined and presented as deduction of gross carrying amount. Any excess from allowance for expected credit losses over the gross amount is presented as a provision; and
- Debt instruments measured at fair value through other comprehensive income, allowance for expected loan losses are not recognized in the statement of financial position 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 components of fair value.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

e. Allowance for impairment losses on financial assets (continued)

Applicable accounting policies as of January 1, 2020 (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 Bank 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 writtern off financial assets can still be carried out in accordance with the Bank's rescue procedures in order to recover the amount due.

In compliance with Financial Services Authority (OJK), BRI and subsidiaries apply Financial Services Authority Regulation (POJK) No. 40/POJK. 03/2019 dated December 19, 2019 regarding "The Quality Assessment of the Bank Assets".

The assessment criteria of collateral value that can be reduced in the provision of allowance for impairment losses is in accordance with Financial Services Authority Regulation (OJK).

Applicable accounting policies before January 1, 2020

On each statement of financial position reporting date, BRI and subsidiaries assesses whether there is an objective evidence that financial assets not measured at fair value through profit or loss are impaired.

Financial assets are impaired when an objective evidence shows that a loss event has occurred after the initial recognition of the financial asset and that the loss event has an impact on the future cash flows of the financial asset that can be estimated reliably.

The criteria used by the entity to determine objective evidence of impairment loss are as follows:

- a) Significant financial difficulty of the issuer or obligor;
- b) A breach of contract, such as the occurrence of default or arrears of principal or interest payments;
- c) The creditor, for economic or legal reasons related to the debtor's financial difficulties, grants concession to the debtor that is unlikely granted if the debtor does not experience such difficulties;
- d) It becomes probable that the debtor will be declared bankrupt or carry out other financial reorganization;
- e) The disappearance of an active market for the financial asset because of financial difficulties; or
- f) Observable data indicating that there is a measurable decrease in the estimated future cash flows from a portfolio of financial assets since the initial recognition of those assets, although the decrease cannot yet be identified with the individual financial assets in the portfolio, including:
 - 1) Adverse changes in the payment status of debtors in the portfolio; and
 - 2) National or local economic conditions that correlated with the defaults on the assets in the portfolio.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

e. Allowance for impairment losses on financial assets (continued)

Applicable accounting policies before January 1, 2020 (continued)

The estimated period between the occurrence of the event and the identification of loss is determined by management for each identified portfolio. In general, the period used vary between 3 (three) months and 12 (twelve) months, and in certain cases, a longer period is required.

BRI and subsidiaries first assess whether an objective evidence of impairment exists individually, for financial assets that are individually significant, or collectively, for financial assets that are not individually significant. If BRI and subsidiaries determine that no objective evidence of impairment exists for an individually assessed financial asset, regardless of whether the financial asset is significant or not, then BRI and subsidiaries include the asset in a group of financial assets with similar credit risk characteristics and collectively assesses the group for impairment. Financial assets that are individually assessed for impairment and for which an impairment loss has been or continues to be recognized, are not included in the collective assessment of impairment.

BRI and subsidiaries determines the loans to be evaluated for impairment individually if one of the following criteria is met:

1. Loans which individually have significant value and there is an objective evidence of impairment;
2. Restructured loans which individually have significant value.

Based on the above criteria, BRI and subsidiaries perform individual assessment for: (a) Loans that have significant value in accordance with BRI and subsidiaries policy with collectibility classification of substandard, doubtful and loss; or (b) Restructured loans that have significant value in accordance with BRI and subsidiaries' policy.

BRI and subsidiaries determines loans to be evaluated for impairment collectively if one of the following criteria is met:

1. Loans which individually have significant value but there is no objective evidence of impairment;
2. Loans which individually have insignificant value;
3. Restructured loans which individually have insignificant value.

Based on the above criteria, collective assessment is performed for: (a) Loans that have significant value in accordance with BRI and subsidiaries' policy with collectibility classification of current and special mention which have never been restructured; or (b) Loans that have insignificant value in accordance with BRI's policy.

The calculation of allowance for impairment losses on financial assets assessed collectively is grouped based on similar credit risk characteristics and taking into account the loan segmentation based on historical loss experience and the probability of default. For loans that have historical loss data and information that is categorized as disaster prone areas by the Government of the Republic of Indonesia and supported by internal policies of BRI and subsidiaries, the calculation of allowance for impairment losses is done by calculating the overall loss rate which include the actual loss rate plus the relevant associated risk factors based on the survey conducted periodically to external parties and BRI's internal parties.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

e. Allowance for impairment losses on financial assets (continued)

Applicable accounting policies before January 1, 2020 (continued)

BRI and subsidiaries use the migration analysis method, which is a statistical analysis method to collectively assess allowance for impairment losses on loans. BRI and subsidiaries use moving average from a minimum of 3 (three) years historical data in computing the Probability of Default (PD) and the Loss of Given Default (LGD).

BRI and subsidiaries use the fair value of collateral as the basis for future cash flow if one of the following conditions is met:

1. Loans are collateral dependent, i.e. if the source of loans repayment is only from the collateral;
2. Foreclosure of collateral is most likely to occur and supported by legally binding collateral agreement.

Impairment losses on financial assets carried at amortized cost are measured as the difference between the carrying amount of the financial assets and the present value of estimated future cash flows discounted using the financial assets original effective interest rate. If loans or held-to-maturity securities and Government Recapitalization Bonds have variable interest rate, the discount rate used to measure any impairment loss is the prevailing effective interest rate determined under the contract

As a practical guideline, BRI and subsidiaries may measure impairment based on the instrument's fair value by using an observable market price, the calculation of the present value of the estimated future cash flows of a collateralized financial asset reflects the cash flows that may result from foreclosure of collateral less costs for obtaining and selling the collateral, regardless of whether the foreclosure is likely to occur or not.

Losses that occurred are recognized in the consolidated statement of profit or loss and other comprehensive income and recorded in allowance for impairment losses account as a deduction to the financial assets carried at amortized cost.

Interest income of the impaired financial assets continues to be recognized using the rate of interest used to discount the future cash flows in measuring the impairment loss. When an event subsequent to the impairment causes the amount of impairment loss to decrease, the impairment loss previously recognized must be recovered and the recovery is recognized in the consolidated statement of profit or loss and other comprehensive income.

For financial assets classified as available-for-sale, BRI and subsidiaries assess on each statement of financial position date whether there is objective evidence that a financial asset or a group of financial assets is impaired. A significant or prolonged decline in the fair value of the investment in the equity instrument below its acquisition cost is an objective evidence of impairment and results in the recognition of an impairment loss.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

e. Allowance for impairment losses on financial assets (continued)

Applicable accounting policies before January 1, 2020 (continued)

Impairment losses on available-for-sale securities are recognized by transferring the cumulative loss that has been recognized directly in equity to the consolidated statement of profit or loss and other comprehensive income. The cumulative loss transferred from equity and recognized in the consolidated statement of profit or loss and other comprehensive income is the difference between the acquisition cost (net of any principal repayment and amortization) and the current fair value, less any financial asset's impairment loss previously recognized in the consolidated statement of profit or loss and other comprehensive income.

Impairment losses recognized in the consolidated statement of profit or loss and other comprehensive income on equity instrument investments classified as available-for-sale should not be recovered through a reversal of a previously recognized impairment loss in the current period consolidated statement of profit or loss and other comprehensive income.

If in the subsequent period, the fair value of debt instrument classified as available-for-sale increases and the increase can be objectively related to an event that occurred after the impairment loss was recognized in the consolidated statement of profit or loss and other comprehensive income, the impairment loss has to be recovered in the consolidated statement of profit or loss and other comprehensive income.

If the terms of the loans, receivables or held-to-maturity securities are renegotiated or modified because of financial difficulties of the debtor or issuer, then the impairment is measured using the initial effective interest rate before the modification of terms.

If in the subsequent period, the amount of impairment losses is decreased and the decrease can be objectively related to an event that occurred after the recognition of the impairment losses (e.g. debtor's or issuer's collectibility upgrade), the impairment loss that was previously recognized has to be recovered, by adjusting the allowance account. The recovered amount of financial assets is recognized in the current period consolidated statement of profit or loss and other comprehensive income.

The recoveries of written-off financial assets in the current year are credited by adjusting the allowance for impairment losses accounts. The recoveries of written-off financial assets from previous years are recorded as operating income other than interest income.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

e. Allowance for impairment losses on financial assets (continued)

Applicable accounting policies before January 1, 2020 (continued)

Impairment for Sharia Entities

Subsidiary engaged in Sharia banking (BRIS) implement POJK No. 16/POJK. 03/2014 dated November 18, 2014 on "The Quality Assessment of the Assets of Sharia and Sharia Business Unit" which is effective on January 1, 2015 and POJK. No. 12/POJK. 03/2015 dated August 21, 2015 regarding "Prudential Provisions in the Context of National Economic Stimulus for Sharia Banks and Sharia Business Units" which are valid until August 24, 2017. Assessment before January 1, 2015 using PBI No. 13/13/PBI/2011 dated March 24, 2011 regarding "Asset Quality Assessment for Sharia Banks and Sharia Business Units".

The minimum allowance to be provided in accordance with Bank Indonesia Regulation are as follows:

- a) 1% of earning assets classified as Current, excluding placements with Bank Indonesia, Government Bonds, other debt instruments issued by the Government of the Republic of Indonesia and earning assets secured by cash collateral;
- b) 5% of earning assets classified as Special Mention, net of deductible collateral;
- c) 15% of earning assets classified as Sub-standard, net of deductible collateral;
- d) 50% of earning assets classified as Doubtful, net of deductible collateral; and
- e) 100% of earning assets classified as Loss, net of deductible collateral.

The assessment criteria of collateral value that can be reduced in the provision of allowance for impairment losses is in accordance with Bank Indonesia Regulation (OJK).

f. Current accounts with Bank Indonesia and other banks

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. Before January 1, 2020, Current accounts with Bank Indonesia and other banks is classified as loans and receivables.

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, Term Deposit and Sharia Deposit Facility, while placement of funds to other financial institutions is an investment in the form of placement in the money market (Inter-bank call money), time deposit, and banker's acceptance.

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. Before January 1, 2020, placements with Bank Indonesia and other financial institutions are classified as loans and receivables respectively.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

h. Securities and Government Recapitalization Bonds

Securities consist of securities traded in the money and capital market such as Bank Indonesia Certificates, Bank Indonesia Deposit Certificates, Sharia Bank Indonesia Certificates, Government bonds, promissory notes, subordinated bonds, mutual fund units, Medium-Term Notes, U.S Treasury Bonds, Singapore Government Securities, Negotiable Certificates of Deposit, Monetary Authority of Singapore (MAS) bills and credit linked notes as well as 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.

Government Recapitalization Bonds are bonds issued by the Government in connection with the recapitalization program for commercial banks which consist of bonds related to BRI's recapitalization and Government Recapitalization Bonds purchased from the secondary market.

As of January 1, 2020, Securities and Government Recapitalization Bonds are initially recorded at fair value. After initial recognition, the securities and government recapitalization bonds are recorded based on its category at amortized cost, fair value through other comprehensive income, or fair value through profit or loss.

Securities and Government Recapitalization Bonds measurement are based on the following classification:

- 1) Held to maturity Securities and Government Recapitalization Bonds are recorded at amortized acquisition cost using effective interest rate method.
- 2) Securities and Government Recapitalization Bonds 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 and Government Recapitalization Bonds are recognized in the consolidated statements of profit or loss and other comprehensive income.
- 3) Securities and Government Recapitalization Bonds 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. The profit or loss from the exchange rate for the Securities and Government Recapitalization Bonds are recognized in the consolidated statements of profit or loss and other comprehensive income. Other fair value changes are directly recognized in equity until the Securities and Government Recapitalization Bonds 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.

Before January 1, 2020, Securities and Government Recapitalization Bonds are initially presented at fair value. After the initial recognition, the Securities and Government Recapitalization Bonds are recorded according to their category, i.e. as held-to-maturity, fair value through profit or loss or available-for-sale.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

h. Securities and Government Recapitalization Bonds (continued)

The valuation of Securities and Government Recapitalization Bonds is based on the classification as follows:

- 1) Held-to-maturity Securities and Government Recapitalization Bonds are recorded at amortized cost using the effective interest rate method. BRI does not classify Securities and Government Recapitalization Bonds as held-to-maturity financial assets if BRI, during the current year or during the 2 (two) preceding years, has sold or reclassified more than an insignificant amount of held-to-maturity Securities or Government Recapitalization Bonds before maturity other than sales or reclassifications that are defined in SFAS No. 55 which is applicable in the relevant period.
- 2) Securities and Government Recapitalization Bonds 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 and Government Recapitalization Bonds are recognized in the consolidated statement of profit or loss and other comprehensive income.
- 3) Securities and Government Recapitalization Bonds classified as available-for-sale investments are stated at fair value. Interest income is recognized in the consolidated statement of profit or loss and other comprehensive income using the effective interest rate method. Foreign exchange gains or losses on available-for-sale Securities and Government Recapitalization Bonds are recognized in the consolidated statement of profit or loss and other comprehensive income. Other fair value changes are recognized directly in equity until the Securities and Government Recapitalization Bonds are sold or impaired, whereby the cumulative gains and losses previously recognized in equity must be recognized in the consolidated statement of profit or loss and other comprehensive income.

i. Export bills and notes receivables

Export bills and other bills are export bills that are negotiated on a discounted basis and guaranteed by other banks while the bill 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 orders and other charges are recorded at amortization costs after deducting impairment losses. Before January 1, 2020, Export bills and notes receivable are classified as loans and receivables.

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, are measured at amortized cost using the effective interest rate method less allowance for impairment losses.

Loans are classified as amortized cost. Before January 1, 2020, the loans provided are classified as loan and receivables.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

j. Loans (continued)

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 receipts after the restructuring are recognized in the consolidated statement of profit or loss and other comprehensive income. After the restructuring, all future cash receipts 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. Subsequent payment of loans that was written-off are credited to the allowance for impairment losses in the consolidated statement of financial position.

k. Sharia receivables and financing

Financing/receivable based on sharia principles is provision of money or other similar form of receivables arising from transactions based on sale or purchase arrangements and profit sharing between BRIS and other parties for a certain period of time. These receivables consist of *murabahah* receivables, *istishna* receivables and *qardh*, and financing consists of *mudharabah* financing and *musyarakah* financing.

Murabahah is a sale and purchase contract between the customer and BRIS, whereby BRIS finances the consumption, investment and working capital needs of the customers that are sold with a principle 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.

Murabahah receivables are initially measured at fair value plus directly attributable transaction costs and is the additional cost to obtain the financial assets and after the initial recognition, are measured at amortized cost using the effective margin method less allowance for impairment losses.

Mudharabah is a joint financing contract between BRIS 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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

k. Sharia receivables and financing (continued)

Istishna is a sale and purchase contract between *al-mustashni* (buyer) and *al-shani* (manufacturer who also act as the seller). Based on the contract, the buyer orders the manufacturer to produce or to supply *al-mashnu* (goods ordered) according to the specifications required by the buyer and sell them at the agreed price. *Istishna* receivables are stated at outstanding term billings to final buyer less allowance for impairment losses. Deferred *istishna* margin are stated as contra account of *istishna* receivables.

Qardh is the granting of funds or other similar form of receivables based on an agreement or deal between the borrower and the lender that requires the borrower to repay the debts after a certain period of time. *Qardh* financing are stated at outstanding financing balance less allowance for impairment losses based on the management's review on the existing financing quality.

l. Finance lease receivables

Determining whether an arrangement is a lease agreement or an agreement containing leases is based on the substance of the agreement at lease inception date and whether the fulfillment of the agreement depends on the use of an asset and the agreement provides a right to use the asset.

Leases are classified as finance leases if the lease transfer substantially all the risks and rewards related to the ownership of the asset. A lease is classified as operating lease if the lease does not transfer substantially all the risks and rewards that relate to the ownership of the asset.

Finance lease receivables are recognized at the net investment which is the fair value less administrative income and plus transaction cost (if any) that is directly attributable and subsequently measured at amortized cost using the effective interest rate method. Finance lease receivables classified as amortized cost. Before January 1, 2020, finance lease receivables are classified as loans and receivables.

At initial recognition, the fair value of net investment in finance lease is finance lease receivables plus the residual value which will be received at the end of the lease term less deferred finance lease income and collateral deposit. The difference between the gross receivable amount and the present value of finance lease receivables is recognized as unrecognized finance lease income. Unrecognized finance lease income is allocated as current year income using the effective interest rate.

m. Acceptances receivable and payable

Acceptances receivable and payable represent letters of credit (L/C) 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. Before January 1, 2020, Acceptance receivables are classified as loans and receivables. Acceptance payables are classified as financial liabilities measured at amortized cost.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

n. Investment in associated entities

BRI's investments in its associated entities are measured using the equity method. An associated entity 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 associated entities are recognized at acquisition cost and the carrying amount is added or deducted to recognize BRI's portion of profit or loss of the associated entities after the acquisition date. BRI's portion of profit or loss of the associated entities is recognized in profit or loss of BRI. Receipt of distributions from associated entities 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 associated entities. If there is any change recognized directly in the equity of the associated entities, BRI recognizes its share of these changes and discloses this, when applicable, in the statement of changes in equity. Unrealized gains and losses resulting from transactions between BRI and the associated entities are eliminated to the extent of BRI's interest in the associated entities.

After applying the equity method, BRI determines whether it is necessary to recognize additional impairment loss on BRI's investment in its associated entities. BRI determines at each reporting date whether there is any objective evidence indicating that the investment in the associated entities is impaired. In this case, BRI calculates the amount of impairment as the difference between the recoverable amount of the investment in the associated entities and its carrying value, and recognizes it in the consolidated statement of profit or loss and other comprehensive income.

BRI's investment in its associated entities with no significant influence or share ownership under 20% is recorded in accordance with SFAS No. 71. Before January 1, 2020, it is recorded in accordance with SFAS No. 55 less allowance for impairment losses.

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:

	Years
Buildings	15
Motor vehicles	5
Computers and machineries	3 - 5
Furniture and fixtures	5
Satellite	15
Main System	5
Non Main System	3

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

o. Premises and equipment (continued)

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.

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 17).

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.

Maintenance and repair 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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

o. Premises and equipment (continued)

Lease

A lease is classified as a financing lease if the lease diverts substantially 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.

Since January 1, 2020 BRI and subsidiaries implement SFAS 73: Lease for all rent by recognizing right of use and related liabilities, with 2 exceptions i.e. low-value underlying assets and short-term rental.

On the date of the conception 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, the company assesses whether:

- Contracts involving the use of an identifying asset
- BRI and subsidiaries have the right to acquire substantially 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 what objectives the asset will be used

On the date of the conception or at the time of reassessment of a contract contains a lease component, the company allocated the reward in the contract to each component of the lease based on its own relative price of the rental component. Rental payments included in the measurement of lease liabilities include:

- a. Upfront payment.
- b. Fixed installment payment.
- c. The lease installment payment changed which relies on the fluctuations in the rental payments that determined by the counter part.

BRI and subsidiaries recognize right of use and lease liabilities on the commencement date of the lease. The initial right of use measured at the cost of acquisition, consist of the initial measurement amount of the rental liabilities adjusted to the rental payments made on or before the commencement date, added with the initial direct cost incurred.

After the initial date, the right of use is measured by the cost model. The right of use is measured by the acquisition price subtract by depreciation accumulation and accumulated impairment and adjusted to the remeasurement of lease liabilities. Lease liabilities are measured at amortized cost using effective interest rate methods. Incremental interest rental refers to the cost of corporate bond and interest rates of BRI subsidiaries.

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 73 will be treated equally to operating leases on SFAS 30. BRI and its subsidiaries will recognize such lease payments on a straight-line basis during the lease period in the consolidated statements of income and other comprehensive income. This expense is indicated on general and administrative expenses in the income statement.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

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.

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. 68, "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 the impaired assets.

q. Foreclosed collaterals

Foreclosed collaterals regarding 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 allowance 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.

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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

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 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.

Wadiah demand deposits are third parties fund deposits available for returns at any time and earn bonus based on BRIS' policy. *Wadiah* demand deposits are stated at the amount due to the account holder of the deposit in BRIS.

Mudharabah demand deposits are customer funds investment that can be withdrawn in accordance with the agreed payment order method. *Mudharabah* demand deposits are recorded at BRIS' liabilities.

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.

Wadiah saving deposits are funds deposited by customers in BRIS, which the customers entrust and can withdraw at any time. BRIS is not required to provide rewards in return for deposits, unless the rewards are in the form of voluntary bonus. *Wadiah* saving deposits are stated at BRIS' liabilities.

Mudharabah saving deposits are funds deposited by third parties which earn a share of BRIS' profits for the management of funds based on a predetermined and pre-agreed *Nisbah*. *Mudharabah* saving deposits are recorded at the customers' deposit balance.

Time deposits are funds deposited by customers that can be withdrawn only at a certain time as agreed by the depositor and BRI and BRI Agro. Time deposits are stated at the nominal amount stated in the certificates of deposit or at the amount stated in the agreement.

Mudharabah time deposits are third parties deposits which can only be withdrawn at a certain time as agreed by the *Mudharabah* time deposit holder and BRIS. *Mudharabah* time deposits are stated at the nominal amount as agreed by the time deposit holders and BRIS.

Deposits from other banks and financial institutions consist of liabilities to other banks, either domestic or overseas, in the form of demand deposits, saving deposits, time deposits 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 financial institutions are classified as financial liabilities measured at amortized cost using effective interest rate except deposits and temporary *Syirkah* funds which are stated at the BRI and its subsidiaries' liability amount to customers. Additional costs directly attributable to the acquisition of deposits from customers are deducted from the amount of the deposits received.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

u. Securities purchased under agreement to resell and securities sold under agreement to repurchase

Securities purchased under agreement to resell

The securities purchased with the pledge for resale are presented as the financial asset in the consolidated statements of financial position amounting to the amount of resale deducted with the unamortized interest rate and the allowance for impairment losses. The difference between the buy and the resale price is treated as a deferred interest income (unamortized) and recognized as income for the period since the securities were purchased until resold using an effective interest rate.

Securities purchased under agreement to resell are classified as amortized costs. Before January 1, 2020, Securities purchased under agreement to resell are classified as loans and receivables measured at amortized cost.

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 amount less any unamortized prepaid interest. The difference between the sale price and the repurchase price is treated as prepaid expense and recognized as expense over the period starting from when those securities are sold until they are repurchased 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 Agro and BRI Finance are Bonds and Medium Term Notes (MTN). Securities issued were initially recognized at fair value and subsequently measured in the amount of amortized acquisition costs using the Effective Interest Rate (EIR) method. Amortized acquisition costs are calculated by taking into account any discounts or premiums related to initial recognition and transaction fees that are not separate from effective interest rates.

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.

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, while for BRIS (subsidiary) measures the amortized cost using the straight line 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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

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 most current best estimation. If the outflow of resources to settle the obligation is unlikely to occur, 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 receipts during 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.

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, fees and other forms received by the parties in the contract that are inseparable from the effective interest rate, transaction costs and all other premiums 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. Fees 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. Sharia income and expense

Sharia income consists of income from *Murabahah*, *Istishna* and *Ijarah* receivables transactions and profit sharing from *Mudharabah* and *Musyarakah* financing.

Income from *Ijarah* transactions is recognized using the accrual method. Income from *Istishna* transactions and profit sharing from *Mudharabah* and *Musyarakah* financing are recognized when the cash installments are received. Expenses based on sharia principles consist of *Mudharabah* profit sharing expense and *Wadiah* bonus expense.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

ab. Sharia 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 receipts through the expected life of the *Murabahah* receivables. When calculating the effective margin, BRIS 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* 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.

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 and investment 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 year, 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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

ad. Insurance and investment contract liabilities and reinsurance (continued)

Insurance contract liabilities (continued)

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 year. The liabilities are derecognized when the contract has expired, discharged or cancelled.

c. Unearned premium

Unearned premium represent 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 cedes insurance risk in the normal course of business for each of its business lines.

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. 62, 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.

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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

ad. Insurance and investment contract liabilities and reinsurance (continued)

Reinsurance (continued)

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.

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 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 the minimum requirements of Labor Law No. 13/2003.

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 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).
- (iv) 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.
- (v) 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.
- (vi) 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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

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 assessed 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.

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, 2020 and 2019 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 Rupiah) :

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
1 United States Dollar	14,050.00	13,882.50
1 Great Britain Pound Sterling	19,012.46	18,238.14
1 Japanese Yen	135.97	127.81
1 European Euro	17,234.43	15,570.61
1 Hong Kong Dollar	1,812.30	1,782.75
1 Saudi Arabian Riyal	3,744.50	3,701.00
1 Singaporean Dollar	10,606.18	10,315.05
1 Malaysian Ringgit	3,481.17	3,391.77
1 Austrian Dollar	10,752.47	9,725.39
1 Renminbi	2,150.26	1,994.18
1 Thailand Baht	468.10	465.16
1 Swiss Franc	15,900.87	14,336.99
1 Canadian Dollar	10,980.86	10,639.97
1 Bruneian Dollar	10,213.36	10,290.96
1 Danish Krone	2,316.42	2,083.37
1 South Korean Won	12.94	12.02
1 New Zealand Dollar	10,087.90	9,335.29
1 Papua New Guinean Kina	3,951.60	4,047.54
1 United Arab Emirates Dirham	3,825.06	3,779.66
1 Swedish Krone	1,713.65	1,487.05
1 Norwegian Krone	1,635.74	1,579.16
1 Indian Rupee	191.65	194.74
1 Phillipine Peso	292.47	274.09
1 Pakistan Rupee	1.99	1.99
1 Taiwanese Dollar	499.77	464.19
1 Vietnamese Dong	0.61	0.60

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

ai. Translation of the financial statements of Overseas Branch and Representative Offices

BRI has 1 (one) Subsidiary in Hong Kong, 3 (three) Branch Offices in Cayman Islands, Singapore and Timor Leste and 2 (two) Representative Offices in New York and 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:

- 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.
- 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.
- Equity - Capital Stock and Additional Paid-in Capital use historical rates.
- Statement of cash flows - using 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.

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. 68: "Fair Value Measurement" (Note 2c).

As of January 1, 2020, Inherent 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 2.c. Before January 1, 2020, inherent derivative instruments are separated from major non-derivative contracts that are not financial assets/liabilities and are treated as derivative instruments if all certain criteria are met.

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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

ak. Taxation (continued)

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.

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 "Income Tax Benefit (Expense), Deferred" 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 an appeal is submitted, 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.

al. Segment information

A segment is a distinguishable component of the BRI and subsidiaries that engaged either in providing certain products (operational segment), or in providing products within a particular economic environment (geographical segment), which is subject to risks and rewards that are different from those of other segments.

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.

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 and Timor Leste.

am. 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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

am. Use of significant accounting judgments, estimates and assumptions (continued)

Judgments

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:

Sustainable Business

BRI Management has conducted an assessment on the ability of BRI and subsidiaries to continue its sustainability and believes that BRI and its subsidiaries have the resources to continue their business in the future. In addition, BRI management does not know of any material uncertainty that cause significant doubts about the ability of BRI and subsidiaries to continue its business continuity. Therefore, the consolidated financial statements have been prepared on the basis of sustainable endeavours.

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.

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 estimation 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 receivables and financing and finance lease receivables

The management of BRI and subsidiaries review its loans, sharia receivables and financing 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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

am. Use of significant accounting judgments, estimates and assumptions (continued)

Estimates and Assumptions (continued)

Allowance for impairment losses on loans, sharia receivables and financing and finance lease receivables (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 estimates 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.

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.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

am. Use of significant accounting judgments, estimates and assumptions (continued)

Estimates and Assumptions (continued)

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.

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.

an. Allowance for impairment losses on non-earning assets and commitments and contingencies

In accordance with Letter of Bank Indonesia (BI) No. 13/658/DPNP/IDPnP dated December 23, 2011, BRI and BRI Agro are no longer required to provide allowance for impairment losses on non-earning assets and administrative accounts transactions (commitments and contingencies), but the management of BRI is required to continue calculating the allowance for impairment losses in accordance with the applicable accounting standards.

For non-earning assets, the management of BRI and BRI Agro determines the impairment losses at the lower amount between the carrying amount and the fair value after deducting the cost of disposal.

For commitments and contingencies with credit risk, BRI and BRI Agro determine the allowance for impairment losses based on the difference between the carrying amount and the present value of the payment obligations that are expected to occur (when payment for the guarantee becomes probable).

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

ao. Changes in accounting policies and disclosures

BRI and its subsidiaries have implemented accounting standards on January 1, 2020, which is considered relevant to the consolidated financial statements, namely:

- a. SFAS No. 62 (2017 Amendment), "Insurance Contract", this amendment allows insurer which meets certain criteria to apply a temporary exemption from SFAS No. 71 (deferral approach) or choose to apply the overlay approach.
- b. SFAS No. 71, "Financial Instrument", stipulates the classification and measurement of financial instruments based on the characteristics of the contractual cash flow and the entity's business model; expected credit loss method for impairment resulting in more timely, relevant and understandable information for users of financial statements; accounting for hedges that reflects better the entity risk management by introducing a more general requirements based on management considerations.
- c. Amendment to SFAS No. 71, "Financial Instruments", the prepayment feature and negative compensation. This amendment clarifies that financial assets pass the criterion "solely payment of principal and interest on the number of principal owed" regardless of events or circumstances that cause an initial termination of the contract and regardless of which parties pays or receives reasonable compensation for the initial termination of the contract.
- d. SFAS No. 72, "Revenue from contracts with customers", adopted from IFRS 15, is the single standard for the revenue recognition resulting from a successful joint project between International Accounting Standards Board and Financial Accounting Standards Board, and stipulates revenue recognition model from contracts with customers, therefore entities are expected to conduct an analysis before recognizing revenue.

In relation to the Bank's business, SFAS No. 72 replacing SFAS No. 23: "Revenue" does not give a significant financial impact. SFAS No. 72 has more detailed rules in terms of revenue recognition. There are 5 (five) steps to be researched in order for the Bank to acknowledge revenue for each type of contract with the customer.

1. The parties agree to the contract and commit to carry out their respective obligations.
 2. The rights of each Parties may be identified.
 3. The term of payment can be identified.
 4. Contracts have commercial substance.
 5. Collectibility rewards are most likely to occur (probable).
- e. SFAS No. 73, "Leases", determines the principles of recognizing, measuring, presenting and disclosing leases by introducing a single accounting model that requires the recognition of right-of-use assets and lease liabilities. There are 2 optional exceptions in the recognition of lease assets and liabilities, which are for: (1) short-term leases and (2) leases where the underlying assets have low values.
 - f. SFAS No. 15, "Investments in Associated Entities and Joint Ventures", stipulates that the entity also applies SFAS No. 71 on financial instruments of associated entities and joint ventures where the equity method is not applied. This includes long-term interests that substantially form part of the net investments in the associated entities or joint ventures as referred in SFAS No. 15 paragraph 38.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

ao. Changes in accounting policies and disclosures (continued)

BRI and its subsidiaries have implemented accounting standards on January 1, 2020, which is considered relevant to the consolidated financial statements, namely (continued):

- g. SFAS No. 1 "Presentation of Financial Statements" and SFAS No.25 "Accounting Policies, Changes in Accounting Estimates and Errors": Material definitions. This amendment clarifies the definition of material with the aim of harmonizing the definitions used in the conceptual framework and several related SFAS. In addition, it also provides clear guidance on the definition of material in the context of reducing excessive disclosure because of changes in the threshold for material definition

The implementation of SFAS above, does not cause significant changes to financial reporting and disclosure in the consolidated financial statements, except for the implementation of SFAS No.71: Financial Instruments and SFAS No.73: Lease as follows:

SFAS No. 71: Financial Instruments

The Bank has adopted SFAS No. 71: Financial instruments passed on July 26, 2017 and the amendment of SFAS 71: Financial instruments on the repayment feature with negative compensation passed on December 29, 2017 with the date of initial application is January 1, 2020. SFAS No. 71 This significantly changed the SFAS No. 55: Financial Instruments – recognition and recognition, especially requirements regarding classification and measurement of financial assets, impairment, and hedging accounting.

A major summary of the impact of SFAS adoption No. 71 on accounting policy is as follows.

Classification of financial assets and liabilities

SFAS No. 71 introduces the classification and measurement arrangements of financial assets based on the characteristics of the cash flow and business model. Classification of financial assets in principle can be divided into 3, namely: measured at fair value through profit or loss, fair value through other comprehensive income and amortized acquisition cost. SFAS No. 71 throws a classification based on the following SFAS No. 55: Credits provided and receivables, held to maturity and available for sale. In SFAS No. 71, the main contract on the inherent derivative that is included in the scope of SFAS No. 71 is not separated and analyzed in its entirety to determine its classification.

Broadly, SFAS No. 71 maintains the requirements of SFAS No. 55 regarding the classification of financial liabilities. However, in SFAS No. 71 Changes in fair value to financial liabilities set to be measured at fair value through profit or loss are generally presented as follows:

- Values derived from changes in fair value of financial liabilities attributable to changes in credit risk are presented in other comprehensive income; and
- The amount of residual derived from changes in fair value to financial liabilities is presented in profit or loss.

In SFAS No. 55, all changes in fair value to financial liabilities set to be measured at fair value through profit or loss are expressed in profit or loss.

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2. SUMMARY OF ACCOUNTING POLICIES (continued)

ao. Changes in accounting policies and disclosures (continued)

Impairment of financial asset value

SFAS No. 71 introduces an Expectation Credit Loss model (expected credit loss impairment model) that is more forward-looking in measuring the loss of value of financial instruments. Unlike the SFAS 55 which recognizes credit losses at the time of credit loss events occur, the method introduced by SFAS 71 requires each Bank's reporting date to assess whether credit risk for financial instruments has increased significantly from initial recognition using reasonable and fair supported forward-looking information.

The Expectation Credit Loss model is also applied to certain loan commitments and financial collateral contracts, and does not apply to equity instruments.

Transition

Changes in accounting policy because of SFAS adoption No. 71 has been applied retrospectively, with the following exceptions:

- Comparative period is not represented.
The difference between the carrying value of a financial asset as a effect of SFAS implementation No. 71 is recognized in the profit balance as of January 1, 2020. Thus, the period of 2019 does not reflect the requirements of SFAS No. 71, so it is not comparative with the period in 2020.
- The following assessments are based on the facts and circumstances of the initial application date (January 1, 2020):
 - Determination of business model
 - Establishing an investment in a owned equity instrument not to be traded to be measured at fair value through another comprehensive income.
- If the credit risk of the financial instrument is undervalued, the Bank assumes that the credit risk for the financial asset has not increased significantly from the date of initial recognition

SFAS No. 73: Lease

The Bank has adopted the requirements of SFAS No. 73. Rent from January 1, 2020 retrospectively with cumulative impact in accordance with SFAS 73 in appendix C. 07. Based on such implementation options, the company is not obliged to present any impact arising from SFAS 73. The lease applied before the implementation date is expressed as cumulative from the remaining rent per date of implementation.

SFAS 73 introduces single-model rental acknowledgement on balance sheet for tenant accounting. The lessee acknowledges the rights asset which is the right of a tenant to use the underlying asset of lease and lease liabilities which is the lessee's obligation to make a rental payment. There are exceptions for short-term rental recognition and rental of low-value goods.

The company recognizes assets and liabilities for all rentals with a period of more than 12 months and has a rental asset base value more than Rp75,000,000 (full Rupiah). In addition to this, the lease is recognized as a low-value or short-term rental that will later be recognized as cost in the reporting period.

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3. CASH

	December 31, 2020		December 31, 2019	
	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent
<u>Rupiah</u>		31,178,212		28,967,663
<u>Foreign currency</u>				
United States Dollar	31,599,011	443,966	38,659,607	536,692
Singaporean Dollar	14,765,055	156,601	14,446,667	149,018
Saudi Arabian Riyal	27,324,311	102,319	64,385,031	238,289
Taiwanese Dollar	180,423,440	90,169	5,748,940	2,669
European Euro	2,836,914	48,893	6,010,554	93,588
Australian Dollar	3,628,475	39,015	7,716,345	75,044
Malaysian Ringgit	9,755,822	33,962	17,058,205	57,858
Japanese Yen	161,285,585	21,929	168,673,282	21,558
United Arab Emirates Dirham	2,573,096	9,842	2,907,791	10,990
Hong Kong Dollar	4,902,304	8,884	7,404,852	13,201
Thailand Baht	11,053,645	5,174	4,977,105	2,315
Bruneian Dollar	482,763	4,931	277,784	2,859
Great Britain Pound Sterling	229,201	4,358	266,491	4,860
Swiss Franc	204,369	3,250	236,599	3,392
Renminbi	1,472,480	3,166	6,738,484	13,438
New Zealand Dollar	262,053	2,643	914,288	8,535
Vietnamese Dong	2,227,982,164	1,357	2,807,198,164	1,682
Canadian Dollar	103,155	1,133	209,410	2,228
Phillipine Peso	1,936,110	566	22,218,090	6,090
Papua New Guinean Kina	142,050	561	1,617,425	6,590
South Korean Won	39,247,287	508	51,380,287	618
Indian Rupee	649,827	125	191,514	37
		983,352		1,251,551
Total		32,161,564		30,219,214

Cash balance includes cash in ATM (Automatic Teller Machines) amounting to Rp6,041,368 and USD819,580 (full amount) as of December 31, 2020 and Rp5,903,614 and USD1,083,520 (full amount) as of December 31, 2019,.

4. CURRENT ACCOUNTS WITH BANK INDONESIA

Current accounts with Bank Indonesia consist of:

	December 31, 2020		December 31, 2019	
	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent
Rupiah		43,139,976		56,731,791
United States Dollar	597,223,683	8,390,993	1,057,781,932	14,684,658
Total		51,530,969		71,416,449

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4. CURRENT ACCOUNTS WITH BANK INDONESIA (continued)

As of December 31, 2020 and 2019 current accounts with Bank Indonesia include current accounts based on sharia banking principles amounting to Rp1,084,299 and Rp1,327,895, respectively.

Current accounts with Bank Indonesia are maintained to comply with Bank Indonesia's Minimum Legal Reserve Requirements (GWM). As of December 31, 2020 and 2019, the GWM ratios are calculated based on Bank Indonesia Regulation (PBI) No. 15/15/PBI/2013 dated December 24, 2013 regarding GWM of Commercial Bank in Rupiah and Foreign Currency for Conventional Commercial Bank, as amended several times with PBI No. 18/3/PBI/2016 dated March 10, 2016, PBI No. 18/14/PBI/2016 dated August 18, 2016, PBI No. 19/6/PBI/2017 dated April 17, 2017, PBI No. 20/3/PBI/2018 dated March 29, 2018, and PBI No. 22/3/PBI/2020 dated March 24, 2020. The PBI is explained by the Regulation of the Members of the Board of Governors (PADG) No. 20/30/PADG/2018 dated May 31, 2018 on Minimum Mandatory Current Account in Rupiah and Foreign Currencies for Conventional Commercial Banks, Sharia Commercial Bank and Sharia Business Unit as amended five times through PADG No. 20/10/PADG/2018 dated May 31, 2018, PADG No. 20/30/PADG/2018 dated November 30, 2018, PADG No. 21/14/PADG/2019 dated June 26, 2019, PADG No. 22/2/PADG/2020 dated March 10, 2020, PADG No. 22/10/PADG/2020 dated April 29, 2020 and PADG No. 22/19/PADG/2020 dated July 29, 2020. Macroprudential Liquidity Buffer Ratio (PLM) is calculated based on PBI No. 21/12/PBI/2019 dated November 25, 2019 regarding changes to PBI No. 20/4/PBI/2018 on Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Bank and Sharia Business Unit which is explained through PADG No. 21/22/PADG/2019 dated November 28, 2019 as amended to The Member Regulation of the Board of Governors (PADG) No. 22/19/PADG/2020 dated July 29, 2020. The calculation of GWM ratio is determined as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Rupiah</u>		
- Primary GWM	3.00%	6.00%
(i) GWM daily *)	0.00	3.00
(ii) GWM average	3.00	3.00
- PLM (d/h Secondary GWM)	6.00	4.00
<u>Foreign Currency</u>	4.00%	8.00%
(i) GWM daily	2.00	6.00
(ii) GWM average	2.00	2.00

*) For banks that provide funds for economic activities get incentives in the form of leeway on the obligation to fulfill the GWM in rupiah which must be fulfilled on a daily basis as referred to in PAD No. 22/04/PADG/2020 article two paragraph three amounting to 0.5% (zero point five percent).

Primary GWM is the minimum deposits that must be maintained by the Bank in the form of Current Account balance at Bank Indonesia. PLM is minimum liquidity reserve that must be maintained by the Bank in the form of Bank Indonesia Certificates (SBI), Bank Indonesia Deposit Certificates (SDBI), Government Securities (SBN), which the amount is determined by Bank Indonesia at certain percentage of Bank's Third Parties Funds (DPK).

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 apply 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 the DPK 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 (KPMM) smaller than Bank Indonesia's Incentive KPMM of 14%.

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4. CURRENT ACCOUNTS WITH BANK INDONESIA (continued)

GWM ratios of BRI (parent entity) as of December 31, 2020 and 2019 are as follows:

	December 31, 2020	December 31, 2019
<u>Rupiah</u>		
- Primary GWM *)	3.19%	6.15%
(i) GWM daily *)	0.00	3.00
(ii) GWM average	3.19	3.15
- PLM (d/h Secondary GWM)	16.51	6.56
<u>Foreign Currency</u>	4.01%	8.07%
(i) GWM daily	2.00	6.00
(ii) GWM average	2.01	2.07

*) After deducting incentives based on PAD No. 22/04/PADG.

As of December 31, 2020 and 2019 BRI has complied with Bank Indonesia's regulations regarding ratios above-mentioned.

5. CURRENT ACCOUNTS WITH OTHER BANKS

a) By Currency:

	December 31, 2020		December 31, 2019	
	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent
<u>Third parties</u>				
<u>Rupiah</u>		250,733		79,631
<u>Foreign currency</u>				
United State Dollar	355,121,110	4,989,452	416,568,081	5,783,006
Singaporean Dollar	84,695,915	898,300	33,444,275	344,979
European Euro	50,845,490	876,293	67,574,983	1,052,184
Japanese Yen	4,218,275,442	573,559	7,324,874,646	936,192
Renminbi	166,762,336	358,582	587,436,318	1,171,454
Austrian Dollar	29,495,659	317,151	15,516,206	150,901
Great Britain Pound Sterling	10,960,757	208,391	8,535,934	155,680
Hong Kong Dollar	107,852,226	195,460	58,930,624	105,058
United Arab Emirates Dirham	27,548,333	105,374	28,210,759	106,627
Swiss Franc	5,366,022	85,324	8,010,187	114,842
Krona Swedia	48,791,612	83,612	1,490,505	2,216
Saudi Arabian Riyal	17,272,344	64,676	6,570,287	24,317
New Zealand Dollar	3,117,449	31,449	2,493,547	23,278
Canadian Dollar	590,529	6,485	2,053,956	21,854
Norwegian Krone	2,877,408	4,707	2,931,467	4,629
Malaysian Ringgit	176,978	616	265,949	902
Thailand Baht	1,010,568	473	736,037	342
		8,799,904		9,998,461
		9,050,637		10,078,092

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5. CURRENT ACCOUNTS WITH OTHER BANKS (continued)

a) By Currency (continued):

	December 31, 2020		December 31, 2019	
	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent
<u>Related parties (Note 45)</u>				
<u>Rupiah</u>		47,969		33,706
<u>Foreign currency</u>				
Hong Kong Dollar	24,569,597	44,527	19,510,538	34,782
United States Dollar	800,378	11,245	6,566,219	91,156
		55,772		125,938
		103,741		159,644
Total		9,154,378		10,237,736
Less allowance for impairment losses		(93,843)		-
Total - Net		9,060,535		10,237,736

b) By Bank:

	December 31, 2020	December 31, 2019
<u>Third parties</u>		
<u>Rupiah</u>		
PT Bank Central Asia Tbk	150,182	9,453
PT Bank CIMB Niaga Tbk	38,163	46,102
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	20,743	1,011
PT Bank MNC Internasional Tbk	16,090	153
PT Bank Maybank Indonesia Tbk	5,239	1,078
Others	20,316	21,834
	250,733	79,631
<u>Foreign currency</u>		
J.P Morgan Chase Bank, N.A.	2,925,377	3,478,400
Standard Chartered Bank	1,764,602	1,472,362
Bank of America	576,623	659,651
MUFG Bank. Ltd.	528,333	653,011
Citibank N.A.	429,023	315,288
Bank of China. Ltd	338,481	1,051,061
Banco Central de Timor Leste	287,472	48,568
Others	1,949,993	2,320,120
	8,799,904	9,998,461
	9,050,637	10,078,092

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5. CURRENT ACCOUNTS WITH OTHER BANKS (continued)

b) By Bank (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Related parties (Note 45)</u>		
<u>Rupiah</u>		
PT Bank Negara Indonesia (Persero) Tbk	11,585	8,831
PT Bank Mandiri (Persero) Tbk	30,112	23,342
PT Bank Tabungan Negara (Persero) Tbk	5,936	1,322
PT Bank Syariah Mandiri	329	206
PT Bank BNI Syariah	7	5
	<u>47,969</u>	<u>33,706</u>
<u>Foreign currency</u>		
PT Bank Negara Indonesia (Persero) Tbk	48,042	40,054
PT Bank Mandiri (Persero) Tbk	7,730	85,884
	<u>55,772</u>	<u>125,938</u>
	<u>103,741</u>	<u>159,644</u>
Total	9,154,378	10,237,736
Less allowance for impairment losses	(93,843)	-
Net	<u>9,060,535</u>	<u>10,237,736</u>

c) Collectibility:

As of December 31, 2020 and 2019, all current accounts with other banks are classified as "Current".

d) Average interest rate:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah	0.18%	0.18%
Foreign currency	0.10	1.52

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5. CURRENT ACCOUNTS WITH OTHER BANKS (continued)

- e) BRI assesses the allowance for impairment losses on current accounts with other banks individually using objective evidence.

The following table presents the changes in the allowance for expected losses by financial instrument category.

	December 31, 2020			Total
	Stage 1- 12- months Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss - Not Impaired	Stage 3- Lifetime Expected Credit Loss - Impaired	
<u>Current accounts with others bank</u>				
Carrying value beginning balance	10,237,736	-	-	10,237,736
Transition to :				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of allowance for losses	(1,083,358)	-	-	(1,083,358)
New financial assets issued or purchased	-	-	-	-
Derecognized financial assets	-	-	-	-
Written-off financial assets	-	-	-	-
Recovery from written-off financial assets	-	-	-	-
Foreign exchange model or parameter changes and other changes	-	-	-	-
Carrying value ending balance	9,154,378	-	-	9,154,378

	December 31, 2020			Total
	Stage 1- 12- months Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss - Not Impaired	Stage 3- Lifetime Expected Credit Loss - Impaired	
<u>Current accounts with others bank</u>				
Balance at the beginning of the year	-	-	-	-
Impact of initial application of SFAS 71 (Note 52)	-	-	-	24
Allowance for expected credit loss beginning balance	24	-	-	24
Transition to :				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of allowance for losses	93,819	-	-	93,819
New financial assets issued or purchased	-	-	-	-
Derecognized financial assets	-	-	-	-
Written-off financial assets	-	-	-	-
Recovery from written-off financial assets	-	-	-	-
Foreign exchange model or parameter changes and other changes	-	-	-	-
Allowance for expected credit loss ending balance	93,843	-	-	93,843

As of December 31, 2020 and 2019, there were no current accounts with other banks that were impaired and which were restricted in use.

Management believes that the allowance for impairment losses is adequate as of December 31, 2020, and is not necessary as of December 31, 2019, because management believes that current accounts with other banks are collectible.

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6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS

a) By Currency and Type:

	December 31, 2020		December 31, 2019	
	Notional Amount Foreign Currency (Full Amount)	Rupiah Ekuivalen	Notional Amount Foreign Currency (Full Amount)	Rupiah Ekuivalen
<u>Third parties</u>				
<u>Rupiah</u>				
Bank Indonesia				
Term Deposit		5,697,835		22,996,890
Deposit Facility Syariah		500,000		2,023,000
Deposit Facility		683,682		38,290,994
		6,881,517		63,310,884
Inter-bank call money				
PT BPD Jawa Tengah		300,000		-
PT Bank Riau Kepri		150,000		50,000
PT BPD Maluku dan Maluku Utara		125,000		125,000
PT BPD Sumatera Selatan		100,000		-
PT BPD Sulawesi Tenggara		50,000		20,000
PT Standard Chartered Bank Indonesia		-		150,000
PT Bank Mega Indonesia Tbk		-		400,000
PT Bank Tabungan Pensiunan Nasional Tbk		-		400,000
PT BPD Jawa Timur Tbk		-		300,000
PT Bumi Putera BOT Finance		-		250,000
PT Bank DKI		-		150,000
PT BPD Jawa Barat dan Banten Tbk		-		100,000
PT Bank HSBC Indonesia		-		100,000
PT Bank CTBC Indonesia		-		60,000
PT Bank China Construction Bank Indonesia		-		60,000
PT Bank MNC Internasional Tbk		-		55,000
PT Bank Permata Tbk		-		50,000
		725,000		2,270,000
Time Deposits				
PT Maybank Indonesia Tbk		61,500		131,500
PT Bank Permata Tbk		40,000		155,000
PT Bank Danamon Indonesia Tbk		35,000		115,635
PT Bank DKI		15,500		124,000
PT Bank CIMB Niaga Tbk		15,000		-
PT Bank Riau Kepri		7,000		244,000
PT Bank Bukopin Tbk		3,500		50,100
PT BPD Kalimantan Barat		3,000		-
PT BPD Sumatera Barat		2,700		180,000
PT BPD Sulawesi Tengah		1,300		100,000
PT Bank Bukopin Syariah Tbk		1,100		3,450
PT BPR Bina Dana Swadaya		1,000		-
PT BPD Aceh Syariah		500		-
PT BPD Jabar Banten Syariah		500		-
PT Bank Panin Dubai Syariah Tbk		300		300
PT Bank OCBC NISP Tbk		-		99,500
PT BPD Sulawesi Utara dan Gorontalo		-		334,000
PT BPD Jawa Barat dan Banten Tbk		-		77,000
PT BPD Sulawesi Selatan dan Sulawesi Barat		-		200,000
PT Bank Sahabat Sampoerna		-		2,000
PT BPD Jawa Timur Tbk		-		340,000
PT BPD Sumatera Selatan		-		315,000
PT BPD Sulawesi Tenggara		-		234,000
PT BPD Jawa Tengah		-		200,000
PT BPD Jambi		-		100,000
PT BPD Kaltim dan Kaltara		-		65,000
PT BPD Lampung		-		50,000
PT Bank Danamon Syariah		-		40,010
PT Bank Pan Indonesia Tbk		-		30,000
PT BPD Kalimantan Selatan		-		30,000
PT Bank Jatim		-		7,000
PT Bank Ganesha Tbk		-		2,000
PT BPR Bringin Dana Swadaya		-		1,000
		187,900		3,230,495

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6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS (continued)

a) By Currency and Type (continued):

	December 31, 2020		December 31, 2019	
	Notional Amount Foreign Currency (Full Amount)	Rupiah Ekuivalen	Notional Amount Foreign Currency (Full Amount)	Rupiah Ekuivalen
<u>Third parties (continued)</u>				
<u>Rupiah (continued)</u>				
Deposit on Call				
PT BPD Jawa Barat dan Banten Tbk	-			50,000
PT Bank Capital Indonesia	-			12,750
	-			62,750
Other Placements (Banker's Acceptance)				
PT Bank Maybank Indonesia Tbk	-			582,911
	-			582,911
	7,794,417			69,457,040
<u>United States Dollar</u>				
Bank Indonesia				
Term Deposit	3,494,833,594	49,102,411	2,647,634,864	37,158,383
Inter-bank call money				
The Bank of New York Mellon Corporation	186,700,000	2,623,135	108,500,000	1,506,251
Federal Reserve Bank	181,955,872	2,556,480	114,648,160	1,591,603
Citibank, N.A.	112,100,000	1,575,005	130,590,000	1,812,916
Wells Fargo Bank, N.A.	52,900,000	743,245	137,800,000	1,913,009
TD Bank, N.A.	4,954,759	69,614	20,057,393	278,447
JP Morgan Chase Bank, N.A.	4,190,000	58,870	3,090,000	42,897
PT Bank BNP Paribas Indonesia	4,043,737	56,815	1,773,098	24,615
PT Bank Pan Indonesia Tbk	-		15,000,000	208,238
PT BPD Kaltim	-		10,000,000	138,825
ING Bank N.V.	-		260,000	3,609
	7,683,164			7,520,410
Time Deposits				
U.S. Bankcorp	4,226,636	59,384	87,854	1,220
PT BPD Jawa Barat dan Banten Tbk	2,900,000	40,745		-
TD Bank, N.A.	488,943	6,870	335,143	4,652
	106,999			5,872
Other Placements (Banker's Acceptance)				
PT Bank Woori Saudara Indonesia 1906 Tbk	20,000,000	281,000	20,000,000	277,650
PT Bank Maybank Indonesia Tbk	4,350,000	61,118		-
PT Bank Shinhan Indonesia	-		10,000,000	138,825
PT Bank CIMB Niaga Tbk	-		8,000,000	111,060
	342,118			527,535
<u>Singapore Dollar</u>				
Inter-bank call money				
UOB Singapore	799,174	8,476		-
		8,476		-
		57,243,168		45,212,200
		65,037,585		114,669,240
<u>Related parties (Note 45)</u>				
<u>Rupiah</u>				
Deposit on Call				
PT Bank Mandiri (Persero) Tbk		3,000		-
PT Bank Tabungan Negara (Persero) Tbk		-		4,200
		3,000		4,200

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6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS (continued)

a) By Currency and Type (continued):

	December 31, 2020		December 31, 2019	
	Notional Amount Foreign Currency (Full Amount)	Rupiah Ekuivalen	Notional Amount Foreign Currency (Full Amount)	Rupiah Ekuivalen
<u>Related parties (Note 45) (continued)</u>				
<u>Rupiah (continued)</u>				
<u>Time Deposits</u>				
PT Bank Tabungan				
Negara (Persero) Tbk		271,750		641,850
PT Bank Negara Indonesia (Persero) Tbk		113,000		121,500
PT Bank Mandiri (Persero) Tbk		42,100		13,600
PT Bank Syariah Mandiri		12,000		80,250
PT Bank BNI Syariah		6,500		5,250
		445,350		862,450
		448,350		866,650
<u>United States Dollar</u>				
Inter-bank call money				
PT Bank Mandiri (Persero) Tbk	75,000,000	1,053,750	65,000,000	902,362
PT Bank Negara Indonesia (Persero) Tbk		-	30,000,000	416,475
		1,053,750		1,318,837
		1,502,100		2,185,487
Total		66,539,685		116,854,727
Less allowance for impairment losses		(18,070)		-
Net		66,521,615		116,854,727

b) By Time Period

The classifications of placements based on their remaining period to maturity are as follows:

	December 31, 2020	December 31, 2019
<u>Third parties</u>		
<u>Rupiah</u>		
≤ 1 month	7,789,417	68,473,629
> 1 month - 3 months	5,000	250,500
> 3 months - 1 year	-	732,911
	7,794,417	69,457,040
<u>United States Dollar</u>		
≤ 1 month	48,533,997	35,340,464
> 1 month - 3 months	8,428,171	9,410,261
> 3 months - 1 year	281,000	461,475
	57,243,168	45,212,200
	65,037,585	114,669,240

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6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS (continued)

b) By Time Period (continued)

The classifications of placements based on their remaining period to maturity are as follows (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Related Parties (Note 45) (continued)</u>		
<u>Rupiah</u>		
≤ 1 month	448,350	795,650
> 1 month - 3 months	-	71,000
	<u>448,350</u>	<u>866,650</u>
<u>Foreign Currency</u>		
≤ 1 month	843,000	416,474
> 1 month - 3 months	-	902,363
> 3 months - 1 year	210,750	-
	<u>1,053,750</u>	<u>1,318,837</u>
	<u>1,502,100</u>	<u>2,185,487</u>
Total	66,539,685	116,854,727
Less allowance		
For impairment losses	(18,070)	-
Net	66,521,615	116,854,727

c) Collectability:

As of December 31, 2020 dan 2019, all placements with Bank Indonesia and other financial institutions are classified as "Current".

d) Average interest rates:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Rupiah</u>		
Placements with Bank Indonesia	3.21%	4.87%
Placement with other financial institutions	3.46	5.28
<u>United States Dollar</u>		
Placements with Bank Indonesia	0.08%	1.75%
Placement with other financial institutions	0.72	1.89

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6. PLACEMENTS WITH BANK INDONESIA AND OTHER FINANCIAL INSTITUTIONS (continued)

- e) BRI assesses the allowance for impairment losses on placements with Bank Indonesia and other financial institutions individually using objective evidence.

The following table presents the changes in the allowance for expected losses by financial instrument category.

	December 31, 2020			Total
	Stage 1- 12 - months Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss - Not Impaired	Stage 3- Lifetime Expected Credit Loss - Not Impaired	
<u>Placement with Bank Indonesia and other financial institutions</u>				
Carrying value beginning balance	116,854,727	-	-	116,854,727
Transition to :				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of allowance for losses	-	-	-	-
New financial assets issued or purchased	66,539,685	-	-	66,539,685
Derecognized financial assets	(116,854,727)	-	-	(116,854,727)
Written-off financial assets	-	-	-	-
Recovery from written-off financial assets	-	-	-	-
Foreign exchange model or parameter changes and other change	-	-	-	-
Carrying value ending balance	66,539,685	-	-	66,539,685

	December 31, 2020			Total
	Stage 1- 12 - months Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss - Not Impaired	Stage 3- Lifetime Expected Credit Loss - Not Impaired	
<u>Placement with Bank Indonesia and other financial institutions</u>				
Balance at the beginning of the year	-	-	-	-
Impact of initial application of SFAS 71 (Note 52)	-	-	-	668
Allowance for expected credit loss beginning balance	668	-	-	668
Transition to :				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of allowance for losses	-	-	-	-
New financial assets issued or purchased	18,070	-	-	18,070
Derecognized financial assets	(668)	-	-	(668)
Written off financial assets	-	-	-	-
Recovery from written-off financial assets	-	-	-	-
Foreign exchange model or parameter changes and other change	-	-	-	-
Allowance for expected credit loss ending balance	18,070	-	-	18,070

As of December 31, 2020 and 2019, there were no placements with Bank Indonesia and other financial institutions that were impaired and whose use was restricted. As of December 31, 2020, Placement with Bank Indonesia and other financial institutions are collectively impaired, while as of December 31, 2019 there were no impairment.

Management believes that the allowance for impairment losses is adequate as of December 31, 2020, and is not necessary as of December 31, 2019, because management believes that placement with Bank Indonesia and other financial institutions are collectible.

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7. SECURITIES

a) By Purpose, currency and type:

	December 31, 2020	
	Notional Amount Foreign currency (Full Amount)	Rupiah Equivalent
<u>Fair value through profit or loss</u>		
<u>Third Parties</u>		
<u>Rupiah</u>		
Mutual Fund		3,279,238
Negotiable Certificate of Deposit		49,419
Subordinated Bonds		48,313
Bonds		18,511
Others		86,443
		3,481,924
<u>United States Dollar</u>		
Mutual Fund	332,234,586	4,667,896
U.S. Treasury Bond	1,054,531	14,816
Others	4,229,395	59,423
		4,742,135
<u>Singaporean Dollar</u>		
Singapore Government Securities (SIGB)	1,000,000	10,606
		10,606
<u>Related parties (Note 45)</u>		
<u>Rupiah</u>		
Government Bonds		18,358,072
Mutual Fund		336,835
Bonds		300,911
Others		163,721
		19,159,539
<u>United States Dollar</u>		
Government Bonds	11,108,388	156,073
Bonds	4,915,950	69,069
		225,142
<u>European Euro</u>		
Government Bonds	2,708,198	46,674
		46,674
		27,666,020
<u>Fair Value Through Other Comprehensive Income</u>		
<u>Third Parties</u>		
<u>Rupiah</u>		
Bonds		2,925,963
Negotiable Certificate of Deposit		582,047
Mutual Fund		473,676
Subordinated Bonds		196,344
Others		153,767
		4,331,797

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7. SECURITIES (continued)

a) By Purpose, currency and type (continued):

	December 31, 2020	
	Notional Amount Foreign currency (Full Amount)	Rupiah Equivalent
<u>Fair Value Through Other Comprehensive Income (continued)</u>		
<u>Third Parties (continued)</u>		
<u>United States Dollar</u>		
Certificate of Bank Indonesia	759,730,066	10,674,207
U.S. Treasury Bonds	55,409,192	778,499
U.S. Treasury Bills	14,999,734	210,746
Bonds	13,478,482	189,373
		11,852,825
<u>Singaporean Dollar</u>		
Monetary Authority of Singapore (MAS) Bills	76,980,563	816,470
Singapore Government Securities (SIGB)	37,928,360	402,275
		1,218,745
<u>Related parties (Note 45)</u>		
<u>Rupiah</u>		
Government Bonds		109,882,540
Bonds		10,449,529
Medium-Term Note		341,167
Negotiable Certificate of Deposits		98,415
Others		141,189
		120,912,840
<u>United States Dollar</u>		
Government Bonds	3,440,535,854	48,339,529
Bonds	140,936,158	1,980,153
		50,319,682
<u>European Euro</u>		
Government Bonds	52,804,334	910,053
		910,053
		189,545,942
<u>Amortized Costs</u>		
<u>Third Parties</u>		
<u>Rupiah</u>		
Bonds		406,922
Medium-Term Note		50,000
Subordinated Bonds		35,065
Others		5,698
		497,685
<u>United States Dollar</u>		
Others	193,461,866	2,718,139
		2,718,139
<u>Related parties (Note 45)</u>		
<u>Rupiah</u>		
Government Bonds		78,609,483
Bonds		1,366,498
Medium-Term Note		236,000
		80,211,981

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7. SECURITIES (continued)

a) By Purpose, currency and type (continued):

	December 31, 2020	
	Notional Amount Foreign currency (Full Amount)	Rupiah Equivalent
Amortized Costs (continued)		
<u>Related parties (Note 45) (continued)</u>		
<u>United States Dollar</u>		
Government Bonds	1,854,581,018	26,056,863
Bonds	34,487,241	484,546
		26,541,409
<u>European Euro</u>		
Government Bonds	25,209,935	434,479
		434,479
		110,403,693
Total		327,615,655
Less Allowance for Impairment Losses		(348,941)
Net		327,266,714

	December 31, 2019	
	Notional Amount Foreign currency (Full Amount)	Rupiah Equivalent
Fair Value Through Profit or Loss		
<u>Third Parties</u>		
<u>Rupiah</u>		
Sukuk Bank Indonesia		1,819,017
Mutual Fund		1,741,692
Certificate of Bank Indonesia		1,437,944
Negotiable Certificate of Deposit		669,875
Bonds		139,962
Subordinated Bonds		49,174
Others		108,359
		5,966,023
<u>United States Dollar</u>		
Certificate of Bank Indonesia	39,509,711	548,494
U.S. Treasury Bonds	8,940,154	124,112
Mutual Fund	590,098	8,192
		680,798
<u>Related parties (Note 45)</u>		
<u>Rupiah</u>		
Government Bonds		9,413,001
Bonds		726,990
Negotiable Certificate of Deposit		133,444
Mutual Fund		45,272
Commercial Securities		28,321
Others		82,674
		10,429,702

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7. SECURITIES (continued)

a) By Purpose, currency and type (continued):

	December 31, 2019	
	Notional Amount Foreign currency (Full Amount)	Rupiah Equivalent
<u>Fair Value Through Profit or Loss (continued)</u>		
<u>Related parties (Note 45) (continued)</u>		
<u>United States Dollar</u>		
Government Bonds	38,785,882	538,445
Bonds	4,784,250	66,417
		604,862
<u>European Euro</u>		
Government Bonds	1,969,800	30,671
		635,533
		17,712,056
<u>Available-for-Sale</u>		
<u>Third Parties</u>		
<u>Rupiah</u>		
Bonds		3,855,542
Certificate of Bank Indonesia		3,276,144
Mutual Fund		1,501,437
Negotiable Certificate of Deposit		743,037
Subordinated Bonds		343,801
Medium-Term Note		115,449
Others		162,480
		9,997,890
<u>United States Dollar</u>		
Certificate of Bank Indonesia	304,791,444	4,231,267
U.S. Treasury Bonds	31,726,634	440,445
Bonds	21,869,444	303,603
Mutual Fund	20,106,477	279,128
		5,254,443
<u>Singaporean Dollar</u>		
Monetary Authority of Singapore (MAS) Bills	78,345,580	808,138
Singapore Government Securities (SIGB)	18,541,440	191,256
		999,394
<u>Related parties (Note 45)</u>		
<u>Rupiah</u>		
Government Bonds		69,868,034
Bonds		10,081,693
Medium-Term Note		323,199
Negotiable Certificate of Deposit		218,411
Mutual Fund		147,691
Commercial Securities		18,881
Others		184,303
		80,842,212

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7. SECURITIES (continued)

a) By Purpose, currency and type (continued):

	December 31, 2019	
	Notional Amount Foreign currency (Full Amount)	Rupiah Equivalent
Available-for-Sale (continued)		
<u>Related parties (Note 45) (continued)</u>		
<u>United States Dollar</u>		
Government Bonds	1,800,850,639	25,000,309
Bonds	82,438,776	1,144,456
		26,144,765
<u>European Euro</u>		
Government Bonds	58,766,330	915,028
		124,153,732
Held-to-maturity		
<u>Third Parties</u>		
<u>Rupiah</u>		
Sharia Certificate of Bank Indonesia		1,250,000
Certificate of Bank Indonesia		488,601
Bonds		441,169
Negotiable Certificate of Deposit		150,305
Medium-Term Note		50,000
Subordinated Bonds		35,999
		2,416,074
<u>United States Dollar</u>		
Others	261,111,092	3,624,875
<u>Related parties (Note 45)</u>		
<u>Rupiah</u>		
Government Bonds		34,551,317
Bonds		2,553,928
Medium-Term Note		11,000
		37,116,245
<u>United States Dollar</u>		
Government Bonds	701,551,026	9,739,282
Bonds	34,063,825	472,891
Others	15,001,675	208,261
		10,420,434
<u>European Euro</u>		
Government Bonds	25,529,821	397,515
		53,975,143
Total		195,840,931
Less Allowance for Impairment Losses		(758)
Net		195,840,173

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7. SECURITIES (continued)

b) By Collectibility:

As of December, 31 2020 and 2019, all securities are classified as "Current". except Bonds 1 Year 2003 issued by PT Great River International which is classified as "Loss" and is held by BRI Life (subsidiary) that has already matured on October 13, 2008 amounting to Rp758.

For that matter, BRI Life's management has formed allowance for impairment losses amounting to Rp758 as of December 31, 2020 and 2019.

c) By Remaining Period to Maturity:

The classifications of securities based on their remaining period to maturity are as follows :

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Third Parties</u>		
<u>Rupiah</u>		
≤ 1 month	7,824,478	15,963,913
> 1 month - 3 month	5,698	-
> 3 month - 1 year	312,536	1,685,825
> 1 year	148,694	730,249
	<u>8,311,406</u>	<u>18,379,987</u>
<u>Foreign Currency</u>		
≤ 1 month	19,043,814	6,934,635
> 1 month - 3 month	444,151	3,040,881
> 3 month - 1 year	1,054,485	583,994
	<u>20,542,450</u>	<u>10,559,510</u>
	<u>28,853,856</u>	<u>28,939,497</u>
<u>Related parties (Note 45)</u>		
<u>Rupiah</u>		
≤ 1 month	140,072,379	91,271,914
> 1 month - 3 month	322,090	2,094,823
> 3 month - 1 year	9,556,408	4,769,493
> 1 year	70,353,483	30,251,929
	<u>220,284,360</u>	<u>128,388,159</u>
<u>Foreign Currency</u>		
≤ 1 month	51,501,551	27,695,327
> 1 month - 3 month	168,648	495,779
> 3 month - 1 year	1,400,796	208,260
> 1 year	25,406,444	10,113,909
	<u>78,477,439</u>	<u>38,513,275</u>
	<u>298,761,799</u>	<u>166,901,434</u>
Total	327,615,655	195,840,931
Less Allowance for Impairment Losses	(348,941)	(758)
Net	<u>327,266,714</u>	<u>195,840,173</u>

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7. SECURITIES (continued)

d) By Type and Issuer:

d.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 and Singapore Government Securities. The details of Government bonds are as follows:

	Fair Value/ Carrying Value
	December 31, 2020
<u>Fair Value Through Profit or Loss</u>	
<u>Rupiah</u>	
Government Treasury Bills	11,586,330
Sharia Government Treasury Bills	2,996,361
Fixed Rate Government Bonds	2,187,408
Sukuk Government Bonds	1,274,953
Republic of Indonesia Bonds	313,020
	18,358,072
<u>Foreign Currency</u>	
United States Dollar Fixed rate Government Bonds	78,425
Sukuk Government Bonds	77,648
European Euro Government Bonds	46,674
U.S. Treasury Bonds	14,816
Singapore Government Securities (SIGB)	10,606
	228,169
	18,586,241
<u>Fair Value Through Other Comprehensive Income</u>	
<u>Rupiah</u>	
Fixed rate Government Bonds	71,274,544
Sukuk Government Bonds	33,314,783
Republic of Indonesia Bonds	1,891,155
Sharia Government Treasury Bills	1,782,623
Government Treasury Bills	1,619,435
	109,882,540
<u>Foreign Currency</u>	
United States Dollar Fixed Rate Government Bonds	28,602,080
Sukuk Government Bonds	19,737,449
European Euro Government Bonds	910,053
U.S. Treasury Bonds	778,499
Singapore Government Securities (SIGB)	402,275
U.S. Treasury Bills	210,746
	50,641,102
	160,523,642

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.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 and Singapore Government Securities, The details of Government bonds are as follows (continued):

	Fair Value/ Carrying Value
	December 31, 2020
<u>Amortized Costs</u>	
<u>Rupiah</u>	
Fixed Rate Government Bonds	53,497,079
Sukuk Government Bonds	25,007,050
Republic of Indonesia Bonds	70,983
Sharia Government Treasury Bills	34,371
	78,609,483
<u>Foreign Currency</u>	
United States Dollar Fixed Rate Government Bonds	14,264,437
Sukuk Government Bonds	11,792,426
European Euro Government Bonds	434,479
	26,491,342
	105,100,825
Total	284,210,708

	Fair Value/ Carrying Value
	December, 31 2019
<u>Fair Value Through Profit Or Loss</u>	
<u>Rupiah</u>	
Government Treasury Bills	5,591,810
Fixed Rate Government Bonds	1,617,310
Sharia Government Treasury Bills	1,468,558
Sukuk Government Bonds	624,733
Republic of Indonesia bonds	110,590
	9,413,001
<u>Foreign Currency</u>	
Republic of Indonesia Bonds	295,438
Sukuk Government Bonds	170,679
U.S. Treasury Bonds	124,112
United States Dollar Fixed Rate Government Bonds	72,329
European Euro Government Bonds	30,671
	693,229
	10,106,230

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.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 and Singapore Government Securities. The details of Government bonds are as follows (continued):

	Fair Value/ Carrying Value
	December 31, 2019
<u>Available-for-Sale</u>	
<u>Rupiah</u>	
Fixed rate Government Bonds	49,826,527
Sukuk Government Bonds	15,122,425
Government Treasury Bills	3,290,571
Sharia Government Treasury Bills	1,457,555
Republic of Indonesia Bonds	170,956
	69,868,034
<u>Foreign Currency</u>	
United States Dollar Fixed Rate Government Bonds	19,032,525
Sukuk Government Bonds	5,967,784
European Euro Government Bonds	915,028
U.S. Treasury Bonds	440,445
Singapore Government Securities (SIGB)	191,256
	26,547,038
	96,415,072
<u>Held-to-maturity</u>	
<u>Rupiah</u>	
Fixed rate Government Bonds	21,398,411
Sukuk Government Bonds	13,048,369
Sharia Government Treasury Bills	104,537
	34,551,317
<u>Foreign Currency</u>	
United States Dollar Fixed Rate Government Bonds	5,132,995
Sukuk Government Bonds	4,606,287
European Euro Government Bonds	397,515
	10,136,797
	44,688,114
Total	151,209,416

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.1. Government Bonds (continued)

Information regarding interest rates and maturity date as follows:

Rupiah	Annual Interest rate (%)	Maturity Date
Government Treasury Bills	Various	Various
Sharia Government Treasury Bills	Various	Various
Fixed rate Government Bonds		
FR0034	12.80	June 15, 2021
FR0035	12.90	June 15, 2022
FR0037	12.00	September 15, 2026
FR0039	11.75	August 15, 2023
FR0040	11.00	September 15, 2025
FR0042	10.25	July 15, 2027
FR0043	10.25	July 15, 2022
FR0044	10.00	September 15, 2024
FR0045	9.75	May 15, 2037
FR0046	9.50	July 15, 2023
FR0047	10.00	February 15, 2028
FR0050	10.50	July 15, 2038
FR0052	10.50	August 15, 2030
FR0053	8.25	July 15, 2021
FR0054	9.50	July 15, 2031
FR0056	8.38	September 15, 2026
FR0057	9.50	May 15, 2041
FR0058	8.25	June 15, 2032
FR0059	7.00	May 15, 2027
FR0061	7.00	May 15, 2022
FR0062	6.38	April 15, 2042
FR0063	5.63	May 15, 2023
FR0064	6.13	May 15, 2028
FR0065	6.63	May 15, 2033
FR0067	8.75	February 15, 2044
FR0068	8.38	March 15, 2034
FR0070	8.38	March 15, 2024
FR0071	9.00	March 15, 2029
FR0072	8.25	May 15, 2036
FR0073	8.75	May 15, 2031
FR0074	7.50	August 15, 2032
FR0075	7.50	May 15, 2038
FR0076	7.38	May 15, 2048
FR0077	8.13	May 15, 2024
FR0078	8.25	May 15, 2029
FR0079	8.38	April 15, 2039
FR0080	7.50	June 15, 2035
FR0081	6.50	June 15, 2025
FR0082	7.00	September 15, 2030
FR0083	7.50	April 15, 2040
FR0084	7.25	February 15, 2026
FR0085	7.75	April 15, 2031
FR0086	5.50	April 15, 2026
FR0087	6.50	February 15, 2031

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.1. Government Bonds (continued)

Information regarding interest rates and maturity date are as follows(continued):

	Annual Interest rate (%)	Maturity Date
<u>Rupiah (continued)</u>		
Sukuk Government Bonds		
IFR0006	10.25	March 15, 2030
IFR0007	10.25	January 15, 2025
IFR0010	10.00	February 15, 2036
PBS002	5.45	January 15, 2022
PBS003	6.00	January 15, 2027
PBS004	6.10	February 15, 2037
PBS005	6.75	April 15, 2043
PBS007	9.00	September 15, 2040
PBS011	8.75	August 15, 2023
PBS012	8.88	November 15, 2031
PBS014	6.50	May 15, 2021
PBS015	8.00	July 15, 2047
PBS017	6.13	October 15, 2025
PBS018	7.63	May 15, 2028
PBS019	8.25	September 15, 2023
PBS020	9.00	October 15, 2027
PBS021	8.50	November 15, 2026
PBS022	8.63	April 15, 2034
PBS023	8.13	May 15, 2023
PBS024	8.38	May 15, 2032
PBS025	8.38	May 15, 2033
PBS026	6.63	October 15, 2024
PBS027	6.50	May 15, 2023
PBS028	7.76	October 15, 2046
SR010	5.90	March 10, 2021
SR011	8.05	March 10, 2022
SR012	6.30	March 10, 2023
SR013	6.05	September 10, 2023
Republic of Indonesia Bonds		
ORI015	8.25	October 15, 2021
ORI016	6.80	October 15, 2022
ORI017	6.40	July 15, 2023
ORI018	5.70	October 15, 2023
<u>Foreign Currency</u>		
Fixed Rate Government Bonds		
United States Dollar		
RI0122	3.70	January 8, 2022
RI0123	2.95	January 11, 2023
RI0124	5.88	January 15, 2024
RI0125	4.13	January 15, 2025
RI0126	4.75	January 8, 2026
RI0127	4.35	January 8, 2027
RI0127A	4.35	January 19, 2027

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.1. Government Bonds (continued)

Information regarding interest rates and maturity date are as follows (continued):

	Annual Interest rate (%)	Maturity Date
<u>Foreign Currency (continued)</u>		
Fixed rate Government Bonds (continued)		
United States Dollar (continued)		
RI0128	3.50	January 11, 2028
RI0142	5.25	January 17, 2042
RI0144	6.75	January 15, 2044
RI0145	5.13	January 15, 2045
RI0146	5.95	January 8, 2046
RI0147	5.25	January 8, 2047
RI0148	4.35	January 11, 2048
RI0224	4.45	February 11, 2024
RI0229	4.75	February 11, 2029
RI0230	2.85	February 14, 2030
RI0237	6.63	February 17, 2037
RI0238	7.75	January 17, 2038
RI0249	5.35	February 11, 2049
RI0250	3.50	February 14, 2050
RI0422	3.75	April 25, 2022
RI0423	3.38	April 15, 2023
RI0428	4.10	April 24, 2028
RI0443	4.63	April 15, 2043
RI0470	4.45	April 15, 2070
RI0521	4.88	May 5, 2021
RI0727	3.85	July 18, 2027
RI0747	4.75	July 18, 2047
RI0822	3.70	January 8, 2022
RI0827	3.85	July 18, 2027
RI0929	3.40	September 18, 2029
RI1023	5.38	October 17, 2023
RI1030	3.85	October 15, 2030
RI1035	8.50	October 12, 2035
RI1049	3.70	October 30, 2049
RI1050	4.20	October 15, 2050
RI1124	4.45	February 11, 2024
RI1129	4.75	February 11, 2029
USDFR0002	4.05	June 24, 2026
Sukuk Government Bonds		
INDOIS 21	3.40	March 31, 2021
INDOIS 21A	3.40	March 29, 2021
INDOIS 22	3.40	November 21, 2022
INDOIS 22A	3.40	March 29, 2022
INDOIS 23	3.75	March 1, 2023
INDOIS 24	4.35	September 10, 2024
INDOIS 24A	3.90	August 20, 2024
INDOIS 25	4.33	May 28, 2025
INDOIS 25A	2.30	June 23, 2025
INDOIS 26	4.55	March 29, 2026
INDOIS 27	4.15	March 29, 2027
INDOIS 28	4.40	March 1, 2028
INDOIS 29	4.45	February 20, 2029

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.1. Government Bonds (continued)

Information regarding interest rates and maturity date are as follows (continued):

	Annual Interest rate (%)	Maturity Date
<u>Foreign Currency (continued)</u>		
Sukuk Government Bonds (continued)		
INDOIS 29 A	3.40	September 18, 2029
INDOIS 30	2.80	June 23, 2030
INDOIS 30 A	2.85	February 14, 2030
INDOIS 30 B	3.85	October 15, 2030
INDOIS 49	3.70	October 30, 2049
INDOIS 49 A	5.35	February 11, 2049
INDOIS 50	3.80	June 23, 2050
INDOIS 50 A	3.50	February 14, 2050
Government Bonds European Euro		
RI0227	0.90	February 14, 2027
RI1031	1.40	October 30, 2031
RIEUR0623	2.63	June 14, 2023
RIEUR0721	2.68	July 8, 2021
RIEUR0724	2.15	July 18, 2024
RIEUR0725	3.38	July 30, 2025
U.S. Treasury Bonds	Various	Various
U.S. Treasury Bills	Various	Various
Singapore Government Securities		
SIGB 0525	2.38	June 1, 2025
SIGB 0626	2.13	June 1, 2026
SIGB 1125	0.50	November 1, 2025

Market values of Government bonds classified as "Fair Value through Profit or Loss" and "Fair Value through Other Comprehensive Income" range from 94.00% to 157.20% As of December 31, 2020 and market values of Government bonds classified as "Fair Value through Profit or Loss" and "Available-for-Sale" range from 82.97% to 150.46% as of December 31 2019.

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds

	Fair Value/ Carrying Value
	December 31, 2020
<u>Fair Value Through Profit or Loss</u>	
<u>Third Parties</u>	
<u>Rupiah</u>	
PT Indosat Tbk	10,592
PT Bank CIMB Niaga Tbk	5,137
PT Medco Energi Internasional Tbk	2,782
	18,511
<u>Related parties (Note 45)</u>	
<u>Rupiah</u>	
PT Sarana Multi Infrastruktur (Persero)	100,656
PT Pupuk Indonesia (Persero)	55,123
PT Perusahaan Listrik Negara (Persero)	55,033
PT Pegadaian (Persero)	25,046
PT Sarana Multigriya Finansial (Persero)	22,626
PT Bank Tabungan Negara (Persero) Tbk	20,696
PT Pembangunan Perumahan (Persero) Tbk	16,776
PT Timah (Persero) Tbk	4,955
	300,911
<u>Foreign Currency</u>	
PT Perusahaan Listrik Negara (Persero)	54,020
PT Bank Mandiri (Persero) Tbk	15,049
	69,069
	388,491
<u>Fair value through Other Comprehensive Income</u>	
<u>Third Parties</u>	
<u>Rupiah</u>	
PT Adira Dinamika Multi Finance Tbk	600,216
PT Astra Sedaya Finance	441,156
PT Bank CIMB Niaga Tbk	433,518
PT Bank Maybank Indonesia Tbk	195,552
PT BCA Finance	160,760
PT Federal International Finance	150,976
PT Bank Pan Indonesia Tbk	129,998
PT Bank Tabungan Pensiunan Nasional Tbk	123,051
PT BPD Jawa Barat and Banten Tbk	100,808
PT BFI Finance Indonesia Tbk	91,384
Others	498,544
	2,925,963

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Fair Value/ Carrying Value
December 31, 2020

Fair value through Other

Comprehensive Income (continued)

Third Parties (continued)

Foreign Currency

Bank of America	9,452
Wells Fargo & Company	8,670
Citigroup, Inc.	8,173
JP Morgan Chase Bank, N.A	7,878
The Federal Home Loan Mortgage Corporation	7,144
The Royal Bank of Canada	5,954
Verizon Communications, Inc.	5,910
Stanley Black & Decker, Inc.	5,642
Enterprise Products Operating, LLC	5,546
PNC Financial Services Group, Inc.	5,543
Others	119,461
	189,373

Related parties (Note 45)

Rupiah

PT Sarana Multigriya Finansial (Persero)	1,392,283
PT Perusahaan Listrik Negara (Persero)	1,133,196
PT Bank Mandiri (Persero) Tbk	1,044,633
PT Sarana Multi Infrastruktur (Persero)	872,833
PT Bank Negara Indonesia (Persero) Tbk	800,687
Lembaga Pembiayaan Ekspor Indonesia	713,650
PT Bank Tabungan Negara (Persero) Tbk	589,026
PT Kereta Api Indonesia (Persero)	553,208
PT Pegadaian (Persero)	502,217
PT Angkasa Pura I (Persero)	316,107
Others	2,531,689
	10,449,529

Foreign Currency

PT Pertamina (Persero)	717,857
PT Perusahaan Gas Negara (Persero) Tbk	334,488
PT Perusahaan Listrik Negara (Persero)	319,186
PT Bank Mandiri (Persero) Tbk	315,232
PT Pelabuhan Indonesia II (Persero)	138,858
PT Pelabuhan Indonesia III (Persero)	136,860
PT Hutama Karya (Persero)	17,672
	1,980,153
	15,545,018

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7, SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds(continued)

	Fair Value/ Carrying Value
	December 31, 2020
<u>Amortized acquisition costs</u>	
<u>Third Parties</u>	
<u>Rupiah</u>	
PT Bank Pan Indonesia Tbk	185,105
PT Indosat Tbk	92,960
PT Indonesia Infrastructure Finance	70,000
PT Global Mediacom Tbk	25,000
PT BPD Sumatera Barat	10,000
PT Bank CIMB Niaga	10,000
PT Wahana Ottomitra Multiartha Finance Tbk	5,030
PT Bank DKI	4,028
PT XL Axiata Indonesia Tbk	2,025
PT Bank UOB Indonesia	2,016
Others	758
	406,922
<u>Related parties (Note 45)</u>	
<u>Rupiah</u>	
PT Perusahaan Listrik Negara(Persero)	378,571
PT Bank Tabungan Negara(Persero) Tbk	261,649
Lembaga Pembiayaan Ekspor Indonesia	223,426
PT Telekomunikasi Indonesia (Persero) Tbk	200,257
PT Angkasa Pura I (Persero)	100,000
PT Aneka Tambang (Persero) Tbk	80,001
PT Kereta Api Indonesia (Persero) Tbk	35,000
PT Adhi Karya (Persero) Tbk	30,489
PT Sarana Multi Infrastructure (Persero)	30,000
PT Angkasa Pura II (Persero)	10,021
Others	17,084
	1,366,498
<u>Foreign Currency</u>	
PT Perusahaan Listrik Negara (Persero)	204,778
PT Pertamina (Persero)	164,199
PT Perusahaan Gas Negara (Persero) Tbk	56,058
PT Pelabuhan Indonesia II (Persero)	37,196
PT Pelabuhan Indonesia III (Persero)	22,315
	484,546
	2,257,966
Total	18,191,475

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7, SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

	Fair Value/ Carrying Value
	December 31, 2019
<u>Fair value through profit or loss</u>	
<u>Third Parties</u>	
<u>Rupiah</u>	
PT Bank CIMB Niaga Tbk	55,223
PT Indosat Tbk	15,277
PT Bank Pembangunan Daerah Jawa Barat and Banten Tbk	14,944
PT Indonesia Infrastructure Finance	14,000
PT Bank Maybank Indonesia Tbk	10,307
PT Adira Dinamika Multifinance Tbk	10,098
PT Astra Sedaya Finance	10,016
PT Medco Energi Internasional Tbk	7,335
PT Medco Power Indonesia	2,762
	139,962
 <u>Related parties (Note 45)</u>	
<u>Rupiah</u>	
PT Bank Tabungan Negara(Persero) Tbk	223,179
PT Sarana Multi Infrastruktur (Persero)	125,252
PT Sarana Multigriya Finansial (Persero)	106,941
PT Angkasa Pura II (Persero)	83,468
PT Pupuk Indonesia (Persero)	70,638
PT Telekomunikasi Indonesia (Persero) Tbk	32,303
PT Pembangunan Perumahan (Persero) Tbk	29,742
PT Perusahaan Listrik Negara(Persero)	25,328
PT Bank Negara Indonesia (Persero) Tbk	15,261
PT Bank Mandiri Taspen	9,998
Others	4,880
	726,990
 <u>Foreign Currency</u>	
PT Perusahaan Listrik Negara(Persero)	62,627
PT Pertamina (Persero)	3,790
	66,417
	933,369

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7, SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Fair Value/ Carrying Value
December, 31 2019

Available For Sale

Third Parties

Rupiah

PT Adira Dinamika Multi Finance Tbk	636,633
PT Bank CIMB Niaga Tbk	454,568
PT Bank Pan Indonesia Tbk	346,105
PT Astra Sedaya Finance	289,226
PT Indosat Tbk	264,071
PT BCA Finance	254,773
PT Bank Tabungan Pensiunan NasionalTbk	193,013
PT BFI Finance Indonesia Tbk	185,654
PT Bank OCBC NISP Tbk	184,509
PT Bank Maybank Indonesia Tbk	182,088
Others	864,902
	3,855,542

Foreign Currency

Oversea-Chinese Banking Corporation	59,095
Alibaba Group Holding Ltd.	72,984
Bank of America	10,558
The Federal Home Loan Mortgage Corporation	8,515
Citigroup, Inc.	8,050
Wells Fargo & Company	7,615
Province of Quebec	6,944
The Royal Bank of Canada	6,730
Enterprise Products Operating, LLC	6,205
Verizon Communication, Inc.	6,067
Others	110,840
	303,603

Related parties (Note 45)

Rupiah

PT Sarana Multigriya Finansial (Persero)	1,342,851
Lembaga Pembiayaan EksporIndonesia	1,259,616
PT Perusahaan Listrik Negara (Persero)	1,229,646
PT Bank Tabungan Negara (Persero) Tbk	919,669
PT Bank Mandiri (Persero) Tbk	916,224
PT Bank Negara Indonesia (Persero) Tbk	449,691
PT Sarana Multi Infrastruktur (Persero)	444,208
PT Pegadaian (Persero)	404,757
PT Mandiri Tunas Finance	368,310
PT Angkasa Pura I (Persero)	332,113
Others	2,414,608
	10,081,693

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

	Fair Value/ Carrying Value
	December 31, 2019
<u>Available-for-Sale (continued)</u>	
<u>Related parties (Note 45) (continued)</u>	
<u>Foreign Currency</u>	
PT Pertamina (Persero)	620,514
PT Perusahaan Listrik Negara (Persero)	286,301
PT Pelabuhan Indonesia III (Persero)	111,585
PT Perusahaan Gas Negara (Persero) Tbk	82,696
PT Bank Mandiri (Persero) Tbk	28,645
PT Pelabuhan Indonesia II (Persero)	14,715
	1,144,456
	15,385,294
 <u>Held-to-maturity</u>	
<u>Third Parties</u>	
<u>Rupiah</u>	
PT Bank Pan Indonesia Tbk	185,226
PT Indosat Tbk	93,266
PT Indonesia Infrastructure Finance	70,000
PT Global Mediacom Tbk	26,895
PT BPD Jawa Tengah	25,000
PT Bank UOB Indonesia	10,024
PT BPD Jambi	10,000
PT BPD Sumatera Barat	10,000
PT Bank CIMB Niaga Tbk	10,000
PT Great River International Tbk	758
	441,169
 <u>Related Parties (Note 45)</u>	
<u>Rupiah</u>	
PT Pupuk Indonesia (Persero)	900,000
PT Bank Tabungan Negara (Persero) Tbk	371,352
Lembaga Pembiayaan Ekspor Indonesia	275,019
PT Pegadaian (Persero)	249,054
PT Telekomunikasi Indonesia (Persero) Tbk	236,503
PT Perusahaan Listrik Negara (Persero)	153,375
PT Angkasa Pura I (Persero)	100,000
PT Aneka Tambang (Persero) Tbk	75,000
PT Jasa Marga (Persero) Tbk	57,160
PT Kereta Api Indonesia (Persero) Tbk	35,000
Others	101,465
	2,553,928

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

	Fair Value/ Carrying Value
	December 31, 2019
<u>Held-to-maturity (continued)</u>	
<u>Related parties (Note 45) (continued)</u>	
<u>Foreign Currency</u>	
PT Perusahaan Listrik Negara (Persero)	213,610
PT Pertamina (Persero)	145,426
PT Perusahaan Gas Negara (Persero) Tbk	55,244
PT Pelabuhan Indonesia II (Persero)	36,468
PT Pelabuhan Indonesia III (Persero)	22,143
	472,891
	3,467,988
Total	19,786,651

Information regarding interest rates, maturity dates and ratings are as follows:

	Annual Interest Rate (%)	Maturity Date
<u>Third Parties</u>		
<u>Rupiah</u>		
PT AKR Corporindo Tbk		
<i>Berkelanjutan</i> I Phase I Year 2017 Series C	9.00	July 7, 2024
PT Adira Dinamika Multifinance Tbk		
<i>Berkelanjutan</i> III Phase III Year 2016		
Series C	10.25	March 2, 2021
<i>Berkelanjutan</i> III Phase V Year 2017		
Series C	8.90	March 2, 2022
<i>Berkelanjutan</i> III Phase VI Year 2017		
Series C	8.40	July 14, 2022
<i>Berkelanjutan</i> IV Phase II Year 2018		
Series C	7.17	March 21, 2021
Series D	7.50	March 21, 2023
<i>Berkelanjutan</i> IV Phase III Year 2018		
Series C	8.50	August 16, 2021
Series D	9.00	August 16, 2022
<i>Berkelanjutan</i> IV Phase V Year 2019		
Series B	8.60	April 16, 2022
<i>Berkelanjutan</i> IV Phase VI Year 2019		
Series B	7.80	October 04, 2022
Series C	8.10	October 04, 2024

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Annual Interest Rate (%)	Maturity Date
Third Parties (continued)		
Rupiah (continued)		
PT Astra Sedaya Finance		
<i>Berkelanjutan</i> III Phase III Year 2017 Series C	8.75	March 3, 2022
<i>Berkelanjutan</i> III Phase IV Year 2017 Series C	7.65	November 2, 2022
<i>Berkelanjutan</i> IV Phase I Year 2018 Series B	7.50	May 25, 2021
<i>Berkelanjutan</i> IV Phase II Year 2019 Series B	8.80	February 13, 2022
<i>Berkelanjutan</i> IV Phase II Year 2019 Series C	9.20	February 13, 2024
<i>Berkelanjutan</i> IV Phase III Year 2019 Series B	7.70	October 23, 2022
<i>Berkelanjutan</i> IV Phase III Year 2019 Series C	7.95	October 23, 2024
<i>Berkelanjutan</i> IV Phase IV Year 2020 Series B	7.00	March 27, 2023
PT Bank Bukopin Tbk EBA Class 1A	9.25	September 4, 2022
PT Bank CIMB Niaga Tbk		
<i>Berkelanjutan</i> II Phase I Year 2016 Series C	8.25	November 3, 2021
<i>Berkelanjutan</i> II Phase II Year 2017 Series C	8.15	August 23, 2022
<i>Berkelanjutan</i> II Phase III Year 2017 Series C	7.75	November 2, 2022
<i>Berkelanjutan</i> II Phase IV Year 2017 Series C	8.80	September 20, 2023
<i>Berkelanjutan</i> I Phase I Year 2019	7.80	December 19, 2024
<i>Berkelanjutan</i> III Phase I Year 2019 Series B	7.55	December 19, 2022
Sukuk Mudharabah <i>Berkelanjutan</i> I		
Phase I Year 2018 Series B	9.25	November 15, 2021
Phase II Year 2019 Series B	7.90	August 21, 2022
Phase II Year 2019 Series C	8.25	August 21, 2024
Phase III Year 2020 Series A	5.80	April 7, 2021
Phase III Year 2020 Series B	7.00	March 27, 2023
PT Bank Danamon Tbk		
<i>Berkelanjutan</i> I Phase I Year 2019 Series B	8.55	May 24, 2022
PT Bank Maybank Indonesia Tbk		
<i>Berkelanjutan</i> II Phase I Year 2017 Series A	8.00	July 11, 2022
<i>Berkelanjutan</i> II Phase II Year 2018	7.15	March 15, 2023
<i>Berkelanjutan</i> III Phase I Year 2019 Series B	8.50	July 3, 2022
PT Bank Tabungan Pensiunan Nasional Tbk		
<i>Berkelanjutan</i> IV Phase I Year 2019 Series A	7.55	November 26, 2022
<i>Berkelanjutan</i> IV Phase I Year 2019 Series B	7.75	November 26, 2024

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds(continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Annual Interest Rate (%)	Maturity Date
<u>Third Parties (continued)</u>		
<u>Rupiah (continued)</u>		
PT Bank OCBC NISP Tbk		
<i>Berkelanjutan</i> II Phase IV Year 2018 Series B	6.90	April 10, 2021
PT Bank Pan Indonesia Tbk		
<i>Berkelanjutan</i> II Phase I Year 2016	9.15	June 28, 2021
<i>Berkelanjutan</i> II Phase II Year 2016	8.75	October 27, 2021
<i>Berkelanjutan</i> II Phase III Year 2018	7.60	February 27, 2023
PT BPD Sumatera Barat		
Sukuk Mudharabah II Year 2015	10.99	January 8, 2021
PT Bank DKI		
<i>Berkelanjutan</i> I Phase I Year 2016	9.25	June 30, 2021
PT Bank Sulawesi Selatan dan Sulawesi Barat		
<i>Berkelanjutan</i> II Phase I Year 2018 Series A	10.40	December 28, 2021
PT BPD Jawa Barat and Banten Tbk		
<i>Berkelanjutan</i> I Phase I Year 2017 Series B	8.15	December 6, 2022
<i>Berkelanjutan</i> I Phase III Year 2019 Series A	8.25	October 18, 2022
Series B	8.50	October 18, 2024
PT Bank QNB Indonesia Tbk		
<i>Berkelanjutan</i> Phase I Year 2019	9.50	July 5, 2022
PT BCA Finance		
<i>Berkelanjutan</i> III Phase I Year 2019 Series C	7.80	November 5, 2022
PT BFI Finance Indonesia Tbk		
<i>Berkelanjutan</i> IV Phase I Year 2018 Series B	7.75	June 26, 2021
<i>Berkelanjutan</i> IV Phase II Year 2019 Series B	10.50	February 22, 2022
PT Chandra Asri Petrochemical Tbk		
<i>Berkelanjutan</i> I Phase I Year 2017 Series B	9.10	December 12, 2022
<i>Berkelanjutan</i> I Phase I Year 2018 Series C	9.00	March 1, 2025
PT Federal International Finance		
<i>Berkelanjutan</i> III Phase III Year 2018 Series B	7.45	1 April 1, 2021
<i>Berkelanjutan</i> III Phase V Year 2019 Series B	8.80	March 21, 2022
PT Global Mediacom Tbk		
Year 2017 Series A	11.50	July 17, 2022
<i>Berkelanjutan</i> I Phase I Year 2017 Series A	11.50	July 7, 2022
PT Great River International Tbk		
I Year 2003	12.55	October 13, 2008
PT Indomobil Finance Indonesia		
<i>Berkelanjutan</i> III Phase II Year 2018 Series C	8.15	February 15, 2023
<i>Berkelanjutan</i> III Phase III Year 2018 Series B	8.20	May 18, 2021

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Annual Interest Rate (%)	Maturity Date
Third Parties (continued)		
Rupiah (continued)		
PT Indonesia Infrastructure Finance		
Phase I Year 2016		
Series B	8.70	July 19, 2021
Series C	9.00	July 19, 2023
Phase I Year 2019 Series B	7.75	March 18, 2022
Phase II Year 2020		
Series A	5.00	October 28, 2021
Series B	6.65	October 21, 2023
PT Indosat Tbk		
Indosat VIII Year 2012 Series B	8.88	June 27, 2022
Sukuk Ijarah <i>Berkelanjutan</i> I Phase I Year 2014 Series C	10.50	December 12, 2021
Sukuk Ijarah <i>Berkelanjutan</i> I Phase III Year 2015 Series B	11.20	December 8, 2025
<i>Berkelanjutan</i> I Phase III Year 2015 Series D	11.20	December 8, 2025
<i>Berkelanjutan</i> II Phase I Year 2017 Series E	9.25	May 31, 2027
<i>Berkelanjutan</i> II Phase II Year 2017 Series E	8.65	November 9, 2027
<i>Berkelanjutan</i> II Phase III Year 2018 Series B	7.40	May 3, 2021
Series C	7.65	May 3, 2023
Series E	8.70	May 3, 2028
Bonds VIII Year 2012 Series B	8.88	June 27, 2022
PT Jakarta Lingkar Westsatu		
Bonds I Year 2018		
Series A	9.75	September 20, 2021
PT Lontar Papyrus Pulp & Paper		
Sukuk Mudharabah I Year 2018		
Series A	10.00	October 10, 2021
PT Maybank Indonesia Finance		
<i>Berkelanjutan</i> I Phase III Year 2016		
Series B	8.80	November 3, 2021
<i>Berkelanjutan</i> I Phase IV Year 2017 Series B	7.90	November 15, 2022
<i>Berkelanjutan</i> II Phase I Year 2018 Series A	7.75	May 17, 2021
PT Medco Energi Internasional Tbk		
<i>Berkelanjutan</i> II Phase I Year 2016		
Series B	11.30	July 15, 2021
<i>Berkelanjutan</i> II Phase II Year 2016 Series B	11.30	September 30, 2021
<i>Berkelanjutan</i> II Phase V Year 2017 Series C	11.30	June 14, 2022
<i>Berkelanjutan</i> III Phase I Year 2018 Series A	8.75	March 29, 2021
Series B	9.15	March 29, 2023
PT Medco Power Indonesia		
Sukuk Wakalah II Year 2019		
Series A	10.00	May 23, 2022

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Annual Interest Rate (%)	Maturity Date
<u>Third Parties (continued)</u>		
<u>Rupiah (continued)</u>		
PT Sinar Mas Agro Resources and Technology Tbk <i>Berkelanjutan</i> II Phase I Year 2020 Series A	8.50	April 3, 2023
PT Tower Bersama Infrastructure Tbk <i>Berkelanjutan</i> II Phase I Year 2016	9.25	July 1, 2021
PT Bank UOB Indonesia <i>Berkelanjutan</i> I Phase I Year 2016 Series C	8.25	November 25, 2021
PT Wahana Ottomitra Multiartha Finance Tbk <i>Berkelanjutan</i> II Phase V Year 2018 Series B	8.60	June 8, 2021
<i>Berkelanjutan</i> III Phase II Year 2019 Series B	9.15	May 29, 2021
PT XL Axiata Tbk Sukuk Ijarah <i>Berkelanjutan</i> II Phase I Year 2018 Series A	9.10	October 16, 2021
Sukuk Ijarah <i>Berkelanjutan</i> II Phase II Year 2019 Series B	8.65	February 8, 2022
<i>Berkelanjutan</i> I Phase I Year 2018 Series B	9.10	October 16, 2021
<u>United States Dollar</u>		
Oversea-Chinese Banking Corporation	4.25	June 19, 2024
Abbot Laboratories	3.40	November 30, 2023
Alibaba Group Holding Ltd.	3.60	November 28, 2024
Amazon.com, Inc.	3.15	August 22, 2027
Amgen, Inc.	2.20	February 21, 2027
Anthem, Inc.	3.65	December 1, 2027
Apple, Inc.	3.20	May 11, 2027
AT&T, Inc.	4.25	March 1, 2027
The Bank of Nova Scotia Year 2022	2.70	March 7, 2022
Year 2025	4.50	December 16, 2025
Truist Financial Corporation Year 2023	2.20	March 16, 2023
Year 2025	3.63	December 16, 2025
Berkshire Hathaway, Inc. Year 2023	2.75	March 15, 2023
Year 2030	1.85	March 21, 2030
Bank of Tokyo Mitsubishi UFJ	3.68	February 22, 2027
Bank of America Year 2023	3.00	December 20, 2023
Year 2023	3.30	January 11, 2023
Year 2026	3.50	April 19, 2026
Year 2031	2.50	February 13, 2031
Bank of New York Mellon	1.60	April 24, 2025
B.P Capital	3.28	September 19, 2027
Bristol Myers Squibb	3.40	July 26, 2029
The Canadian Imperial Bank of Commerce Year 2022	2.55	June 16, 2022
Year 2024	3.10	April 2, 2024

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds(continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Annual Interest Rate (%)	Maturity Date
<u>Third Parties (continued)</u>		
<u>United States Dollar (continued)</u>		
JPMorgan Chase Bank, N.A		
Year 2025	3.22	March 1, 2025
Year 2026	2.01	March 13, 2026
Year 2029	4.45	December 5, 2029
Chevron Corporation	2.95	May 16, 2026
Citigroup, Inc.		
Year 2024	3.75	June 16, 2024
Year 2028	3.52	October 27, 2028
Year 2031	2.67	January 29, 2031
The Coca Cola Company	2.13	September 6, 2029
Comcast Corporation		
Year 2023	2.85	January 15, 2023
Year 2026	3.15	March 1, 2026
CVS Health Corporation		
Year 2022	2.75	December 1, 2022
Year 2027	3.63	April 1, 2027
Duke Energy Corporation	2.45	February 1, 2030
Enbridge, Inc.	3.70	July 15, 2027
Enterprise Products Operating LLC		
Year 2023	3.35	March 15, 2023
Year 2028	4.15	October 16, 2028
Equinor ASA	2.88	April 06, 2025
Exxon Corporation	3.04	March 1, 2026
The Federal Home Loan Mortgage Co.	2.36	January 13, 2022
Goldman Sachs		
Year 2021	3.00	October 25, 2021
Year 2024	4.00	March 3, 2024
The Home Depot, Inc.	2.50	April 15, 2027
Kimberly- Clark Corporation	3.10	March 26, 2030
Kinder Morgan, Inc.	4.15	February 1, 2024
Manulife Financial Corporation	4.15	March 4, 2026
McDonald's Corporation	3.30	July 1, 2025
Merck & Co, Inc.	2.75	February 10, 2025
Microsoft Corporation	3.30	February 6, 2027
Norfolk Southern Corporation	2.90	June 15, 2026
Oracle Corporation	3.25	November 15, 2027
Pacific Corporation	2.95	February 1, 2022
PepsiCo, Inc.		
Year 2022	3.10	July 17, 2022
Year 2029	2.63	July 29, 2029
Phillips 66 Company	4.30	April 1, 2022
PNC Provider Services Group, Inc.		
Year 2025	2.95	February 23, 2025
Year 2030	2.55	January 22, 2030
The Procter & Gamble Company	3.00	March 25, 2030
Prologis, Inc.	2.25	April 15, 2030
Province of Quebec	2.75	August 25, 2021
Rogers Communications, Inc.	4.10	October 1, 2023

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds(continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Annual Interest Rate (%)	Maturity Date
<u>Third Parties (continued)</u>		
<u>United States Dollar (continued)</u>		
The Royal Bank of Canada		
Year 2022	2.75	February 1, 2022
Year 2024	2.55	July 16, 2024
Year 2026	4.65	January 27, 2026
Shell International Finance BV	3.25	May 11, 2025
Stanley Black & Decker, Inc.		
Year 2022	2.75	May 19, 2022
Year 2024	3.70	October 23, 2024
Year 2027	3.63	January 20, 2027
Warner Media, LLC	3.55	June 1, 2024
TC Energy Corporation	4.25	May 15, 2028
United Technologies Corporation	3.95	August 16, 2025
United Bancorp, Inc.	3.15	April 27, 2027
Ventas, Inc.	3.00	January 15, 2030
Verizon Communications, Inc.		
Year 2025	3.38	February 20, 2025
Year 2028	4.33	September 21, 2028
Walmart, Inc.	3.05	July 8, 2026
Wells Fargo & Company		
Year 2022	3.50	March 8, 2022
Year 2026	2.16	February 11, 2026
Year 2029	4.15	January 24, 2029
Welltower, Inc.	3.10	January 15, 2030
<u>Related parties (Note 45)</u>		
<u>Rupiah</u>		
PT Adhi Karya (Persero) Tbk		
<i>Berkelanjutan</i> II Phase I Year 2017	9.25	June 22, 2022
<i>Berkelanjutan</i> II Phase II Year 2019		
Series B	9.75	June 25, 2024
PT Aneka Tambang (Persero) Tbk		
<i>Berkelanjutan</i> I Year 2011		
Series B	9.05	December 14, 2021
PT Angkasa Pura I (Persero)		
<i>Berkelanjutan</i> I Year 2016		
Series C	8.55	November 22, 2026
Sukuk Ijarah Angkasa Pura I Year 2016		
Series A	8.10	November 22, 2021
PT Angkasa Pura II (Persero)		
<i>Berkelanjutan</i> I Year 2016		
Series A	8.60	June 30, 2021
Series C	9.00	June 30, 2026
<i>Berkelanjutan</i> I Phase I Year 2018		
Series A	8.65	December 12, 2021
<i>Berkelanjutan</i> I Phase II Year 2018		
Series B	8.95	December 12, 2026

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Annual Interest Rate (%)	Maturity Date
<u>Related parties (Note 45) (continued)</u>		
<u>Rupiah (continued)</u>		
PT Bank Mandiri (Persero) Tbk		
<i>Berkelanjutan</i> I Phase I Year 2016		
Series A	7.95	September 30, 2021
Series B	8.50	September 30, 2023
Series C	8.65	September 30, 2026
<i>Berkelanjutan</i> I Phase II Year 2017		
Series A	8.00	June 15, 2022
Series B	8.50	June 15, 2024
<i>Berkelanjutan</i> I Phase III Year 2018		
Series A	8.50	September 21, 2023
<i>Berkelanjutan</i> II Phase I Year 2020		
Series A	7.75	May 12, 2025
PT Bank Mandiri Taspen		
<i>Berkelanjutan</i> I Phase I Year 2019		
Series A	7.90	November 26, 2022
Series B	8.20	November 26, 2024
PT Bank Negara Indonesia (Persero) Tbk		
<i>Berkelanjutan</i> I Phase I Year 2017		
	8.00	July 11, 2022
PT Bank Tabungan Negara (Persero) Tbk		
Phase XV Year 2011		
	9.50	June 28, 2021
<i>Berkelanjutan</i> I Phase I Year 2012		
	7.90	June 5, 2022
<i>Berkelanjutan</i> I Phase II Year 2013		
	7.90	March 27, 2023
<i>Berkelanjutan</i> II Phase I Year 2015		
Series C	10.00	July 8, 2022
<i>Berkelanjutan</i> II Phase II Year 2016		
Series B	8.75	August 30, 2021
<i>Berkelanjutan</i> III Phase I Year 2017		
Series B	8.50	July 13, 2022
<i>Berkelanjutan</i> III Phase II Year 2019		
Series B	8.75	June 28, 2022
Series C	9.00	June 28, 2024
PT Utama Karya (Persero)		
<i>Berkelanjutan</i> I Phase I Year 2016		
	8.55	December 21, 2026
<i>Berkelanjutan</i> I Phase II Year 2016		
	8.07	June 6, 2027
<i>Berkelanjutan</i> I Phase III Year 2017		
Series A	7.80	September 26, 2022
PT Kereta Api Indonesia (Persero)		
<i>Berkelanjutan</i> II Year 2017		
Series A	7.75	November 21, 2022
Series B	8.25	November 21, 2024
<i>Berkelanjutan</i> II Year 2019		
Series A	7.75	December 13, 2024
Series B	8.20	December 13, 2026
PT Mandiri Tunas Finance		
<i>Berkelanjutan</i> II Phase II Year 2016		
Series B	9.25	June 1, 2021
<i>Berkelanjutan</i> IV Phase I Year 2019		
Series A	9.40	January 8, 2022
<i>Berkelanjutan</i> IV Phase II Year 2019		
Series A	8.90	July 26, 2022
Series B	9.50	July 26, 2024

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Annual Interest Rate (%)	Maturity Date
Related parties (Note 45) (continued)		
Rupiah (continued)		
Lembaga Pembiayaan Ekspor Indonesia		
<i>Berkelanjutan</i> II Phase VII Year 2016		
Series C	9.60	February 19, 2021
<i>Berkelanjutan</i> III Phase I Year 2016		
Series C	8.70	June 8, 2021
<i>Berkelanjutan</i> III Phase III Year 2016		
Series C	8.20	November 22, 2021
Series D	8.50	November 22, 2023
<i>Berkelanjutan</i> III Phase IV Year 2017		
Series C	8.90	February 23, 2023
<i>Berkelanjutan</i> III Phase V Year 2017		
Series B	7.90	August 15, 2022
Series C	8.25	August 15, 2024
<i>Berkelanjutan</i> III Phase VI Year 2018		
Series B	6.70	February 14, 2023
Series C	6.90	February 14, 2025
<i>Berkelanjutan</i> IV Phase I Year 2018		
Series C	8.30	June 6, 2025
<i>Berkelanjutan</i> IV Phase II Year 2018		
Series B	7.50	September 5, 2021
Series C	8.40	September 5, 2023
<i>Berkelanjutan</i> IV Phase III Year 2018		
Series B	8.75	November 8, 2021
Series D	9.75	November 8, 2025
<i>Berkelanjutan</i> IV Phase IV Year 2019		
Series B	8.40	April 23, 2022
Series C	8.90	April 23, 2024
Series E	9.50	April 23, 2029
<i>Berkelanjutan</i> IV Phase V Year 2019		
Series B	8.45	July 9, 2022
Series C	8.70	July 9, 2024
Series D	9.20	July 9, 2026
<i>Berkelanjutan</i> IV Phase VI Year 2019		
Series D	8.50	September 3, 2026
<i>Berkelanjutan</i> IV Phase VII Year 2019		
Series C	8.10	December 6, 2026
Series D	8.50	October 29, 2026
Series E	8.75	October 29, 2029
Sukuk Mudharabah <i>Berkelanjutan</i> I		
Phase II Year 2018 Series B	8.75	November 8, 2021
Sukuk Mudharabah I Phase III		
Year 2019	8.40	April 23, 2023

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Annual Interest Rate (%)	Maturity Date
Related Parties (Note 45) (continued)		
Rupiah (continued)		
PT Pegadaian (Persero)		
<i>Berkelanjutan</i> I Phase I Year 2011 Series C	9.00	October 11, 2021
<i>Berkelanjutan</i> III Phase I Year 2017 Series C	7.70	October 3, 2022
<i>Berkelanjutan</i> III Phase II Year 2018 Series B	6.90	March 16, 2021
<i>Berkelanjutan</i> III Phase II Year 2018 Series C	7.10	March 16, 2023
<i>Berkelanjutan</i> IV Phase I Year 2020 Series A	6.90	May 23, 2021
PT Pelabuhan Indonesia I (Persero)		
Bonds I Pelindo 1 Gerbang Nusantara Year 2016 Series B	9.00	June 21, 2021
PT Perusahaan Listrik Negara (Persero)		
Phase III Year 2019 Series A	8.50	February 19, 2022
Phase III Year 2019 Series B	9.10	February 19, 2024
Phase VIII Year 2006 Series B	13.75	June 21, 2021
Phase IX Year 2007 Series B	10.90	July 10, 2022
Phase XII Year 2010 Series B	10.40	July 8, 2022
<i>Berkelanjutan</i> I Phase I Year 2013 Series B	8.25	July 5, 2023
<i>Berkelanjutan</i> I Phase II Year 2013 Series B	9.60	December 10, 2023
<i>Berkelanjutan</i> II Phase II Year 2017 Series C	8.20	November 3, 2027
<i>Berkelanjutan</i> II Phase II Year 2017 Series D	8.70	November 3, 2032
<i>Berkelanjutan</i> II Phase III Year 2018 Series C	7.25	February 22, 2028
<i>Berkelanjutan</i> II Phase III Year 2018 Series E	8.75	February 22, 2038
<i>Berkelanjutan</i> III Phase II Year 2018 Series B	9.00	October 10, 2025
<i>Berkelanjutan</i> III Phase III Year 2019 Series A	8.50	February 19, 2022
<i>Berkelanjutan</i> III Phase III Year 2019 Series B	9.10	February 19, 2024
<i>Berkelanjutan</i> III Phase III Year 2019 Series D	9.60	February 19, 2029
<i>Berkelanjutan</i> III Phase IV Year 2019 Series A	8.00	August 1, 2024
<i>Berkelanjutan</i> III Phase IV Year 2019 Series B	8.50	August 1, 2026
<i>Berkelanjutan</i> III Phase V Year 2019 Series A	7.90	October 1, 2024
<i>Berkelanjutan</i> III Phase V Year 2019 Series B	8.40	October 1, 2026
<i>Berkelanjutan</i> III Phase V Year 2019 Series D	9.40	October 1, 2034
<i>Berkelanjutan</i> III Phase VI Year 2020 Series A	7.20	February 18, 2027
<i>Berkelanjutan</i> III Phase VI Year 2020 Series B	7.70	February 18, 2030
<i>Berkelanjutan</i> III Phase VI Year 2020 Series C	8.00	February 18, 2035
<i>Berkelanjutan</i> III Phase VI Year 2020 Series D	8.70	February 18, 2040
<i>Berkelanjutan</i> III Phase VII Year 2020 Series A	7.92	May 6, 2023

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Annual Interest Rate (%)	Maturity Date
Related Parties (Note 45) (continued)		
Rupiah (continued)		
PT Perusahaan Listrik Negara (Persero) (continued)		
Sukuk Ijarah Phase V Year 2010 Series B	10.40	July 8, 2022
Sukuk Ijarah <i>Berkelanjutan</i> I Phase II Year 2013 Series B	9.60	December 10, 2023
Sukuk Ijarah <i>Berkelanjutan</i> II Phase I Year 2017 Series A	7.70	July 11, 2022
Year 2017 Series B	8.50	July 11, 2027
Sukuk Ijarah <i>Berkelanjutan</i> II Phase II Year 2017 Series C	8.70	November 3, 2032
Sukuk Ijarah <i>Berkelanjutan</i> II Phase III Year 2018 Series A	6.50	February 22, 2023
Year 2018 Series B	7.25	February 22, 2028
Sukuk Ijarah <i>Berkelanjutan</i> III Phase II Year 2018 Series B	9.00	October 10, 2025
Sukuk Ijarah <i>Berkelanjutan</i> III Phase III Year 2018 Series A	8.50	February 19, 2022
Sukuk Ijarah <i>Berkelanjutan</i> III Phase V Year 2018 Series A	7.90	October 1, 2024
Sukuk Ijarah <i>Berkelanjutan</i> III Phase IV Year 2019 Series B	8.50	August 1, 2026
Sukuk Ijarah <i>Berkelanjutan</i> III Phase VI Year 2020 Series C	8.75	February 18, 2035
PT Pembangunan Perumahan (Persero) Tbk		
<i>Berkelanjutan</i> II Phase II Year 2019 Series A	8.24	November 27, 2022
Series B	8.25	November 27, 2024
PT Pembangunan Perumahan Properti (Persero)		
<i>Berkelanjutan</i> I Phase I Year 2018 Series A	9.00	July 6, 2021
<i>Berkelanjutan</i> I Phase II Year 2019	11.15	February 22, 2022
<i>Berkelanjutan</i> I Phase III Year 2019	11.00	July 19, 2022
PT Permodalan Nasional Madani (Persero)		
<i>Berkelanjutan</i> II Phase I Year 2017 Series B	9.25	July 12, 2022
<i>Berkelanjutan</i> II Phase II Year 2018 Series A	8.00	April 13, 2021
Series B	8.50	April 13, 2023
<i>Berkelanjutan</i> III Phase I Year 2019 Series A	9.50	May 28, 2022
<i>Berkelanjutan</i> III Phase II Year 2019 Series A	8.40	November 28, 2022
PT Pupuk Indonesia (Persero)		
<i>Berkelanjutan</i> I Phase I Year 2017 Series B	8.60	July 12, 2024
<i>Berkelanjutan</i> I Phase II Year 2017 Series B	7.90	November 9, 2022

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Annual Interest Rate (%)	Maturity Date
Related Parties (Note 45) (continued)		
Rupiah (continued)		
PT Sarana Multigriya Finansial (Persero)		
<i>Berkelanjutan</i> III Phase VI Year 2016	8.60	September 27, 2021
<i>Berkelanjutan</i> IV Phase III Year 2018		
Series B	6.85	February 20, 2021
Series C	6.95	February 20, 2023
<i>Berkelanjutan</i> IV Phase IV Year 2018		
Series B	6.95	May 18, 2021
<i>Berkelanjutan</i> IV Phase VII Year 2019		
Series B	7.50	February 12, 2022
Series C	9.25	February 12, 2024
<i>Berkelanjutan</i> IV Phase VIII Year 2019		
Series B	8.80	March 22, 2022
<i>Berkelanjutan</i> V Phase I Year 2019		
Series B	8.50	July 4, 2022
<i>Berkelanjutan</i> V Phase II Year 2019		
Series A	7.80	August 28, 2022
Series B	8.10	August 28, 2024
<i>Berkelanjutan</i> V Phase III Year 2020		
Series B	7.50	February 18, 2025
EBA SP SMF BTN05 Class keA Series A1	8.50	May 7, 2032
PT Sarana Multi Infrastruktur (Persero)		
<i>Berkelanjutan</i> I Phase I Year 2016		
Series B	8.20	November 18, 2021
<i>Berkelanjutan</i> I Phase II Year 2017		
Series C	7.60	November 15, 2022
<i>Berkelanjutan</i> I Phase I Year 2018		
Series A	7.55	July 6, 2021
<i>Berkelanjutan</i> II Phase I Year 2019		
Series B	8.50	June 25, 2022
<i>Berkelanjutan</i> II Phase III Year 2019		
Series B	7.75	October 30, 2022
Series C	8.30	October 30, 2024
Series D	7.95	October 30, 2026
<i>Berkelanjutan</i> V Phase II Year 2019		
Series B	8.10	August 28, 2024
Sukuk Mudharabah I Phase II Year 2019		
Series A	8.55	August 28, 2026
PT Semen Indonesia (Persero)		
<i>Berkelanjutan</i> I Phase I Year 2017	8.60	June 20, 2022
<i>Berkelanjutan</i> I Phase II Year 2019		
Series A	9.00	May 28, 2024
PT Telekomunikasi Indonesia (Persero) Tbk		
<i>Berkelanjutan</i> I Phase I Year 2015		
Series A	9.93	June 23, 2022
Series B	10.25	June 23, 2025
Series D	11.00	June 23, 2045

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Annual Interest Rate (%)	Maturity Date
<u>Related Parties (Note 45) (continued)</u>		
<u>Rupiah (continued)</u>		
PT Timah (Persero) Tbk		
<i>Berkelanjutan</i> I Phase I Year 2017 Series B	8.75	September 28, 2022
<i>Berkelanjutan</i> I Phase II Year 2019 Series A	8.50	August 15, 2022
Sukuk Ijarah <i>Berkelanjutan</i> I Phase II Year 2019	8.75	August 15, 2024
PT Waskita Karya (Persero)		
<i>Berkelanjutan</i> II Phase II Year 2016	8.50	September 28, 2021
<i>Berkelanjutan</i> II Phase III Year 2017 Series B	9.00	February 12, 2022
<i>Berkelanjutan</i> III Phase I Year 2017 Series B	8.50	October 6, 2022
<i>Berkelanjutan</i> III Phase II Year 2018 Series A	7.75	February 23, 2021
Series B	8.25	February 23, 2023
<i>Berkelanjutan</i> III Phase IV Year 2019 Series A	9.00	May 16, 2022
Series B	9.75	May 16, 2024
PT Waskita Karya Beton Precast (Persero)		
<i>Berkelanjutan</i> I Phase I 2019	9.95	July 5, 2022
<i>Berkelanjutan</i> I Phase II Year 2019	9.75	October 30, 2022
PT Wijaya Karya (Persero) Tbk		
Surat Berharga Perpetual I Year 2018	10.50	December 28, 2021
<u>Foreign Currency</u>		
PT Bank Mandiri (Persero) Tbk		
Year 2024	3.75	April 11, 2024
Year 2025	4.75	May 13, 2025
PT Hutama Karya (Persero) Tbk		
Year 2030	3.75	May 11, 2030
PT Pelabuhan Indonesia II (Persero)		
Year 2025	4.25	May 5, 2025
PT Pelabuhan Indonesia III (Persero)		
Year 2023	4.50	May 2, 2023
Year 2024	4.88	October 1, 2024
PT Pertamina (Persero)		
Year 2021	5.25	May 23, 2021
Year 2022	4.88	May 3, 2022
Year 2023	4.30	May 20, 2023
Year 2029	3.16	July 23, 2029
Year 2030	3.10	January 21, 2030
PT Perusahaan Gas Negara (Persero) Tbk		
Year 2024	5.13	May 16, 2024
PT Perusahaan Listrik Negara (Persero)		
Year 2021	5.50	November 22, 2021
Year 2027	4.13	May 15, 2027
Year 2028	5.45	May 21, 2028
Year 2029	5.38	January 25, 2029
Year 2030	3.40	February 5, 2030
Year 2050	4.00	June 30, 2050

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Ratings*)	
	December 31, 2020	December 31, 2019
<u>Third Parties</u>		
<u>Rupiah</u>		
PT AKR Corporindo Tbk		
<i>Berkelanjutan I Phase I Year 2017</i>		
Series C	idAA-	-
PT Adira Dinamika Multifinance Tbk		
<i>Berkelanjutan III Phase III Year 2016</i>		
Series C	idAAA	idAAA
<i>Berkelanjutan III Phase V Year 2017</i>		
Series C	idAAA	idAAA
<i>Berkelanjutan III Phase VI Year 2017</i>		
Series C	idAAA	idAAA
<i>Berkelanjutan IV Phase II Year 2018</i>		
Series C	idAAA	idAAA
Series D	idAAA	idAAA
<i>Berkelanjutan IV Phase III Year 2018</i>		
Series C	idAAA	idAAA
Series D	idAAA	idAAA
<i>Berkelanjutan IV Phase V Year 2019</i>		
Series B	idAAA	idAAA
<i>Berkelanjutan IV Phase VI Year 2019</i>		
Series B	idAAA	idAAA
Series C	idAAA	idAAA
PT Astra Sedaya Finance		
<i>Berkelanjutan III Phase III Year 2017</i>		
Series C	idAAA	idAAA
<i>Berkelanjutan III Phase IV Year 2017</i>		
Series C	idAAA	idAAA
<i>Berkelanjutan IV Phase I Year 2018</i>		
Series B	idAAA	-
<i>Berkelanjutan IV Phase II Year 2019</i>		
Series B	idAAA	idAAA
Series C	idAAA	idAAA
<i>Berkelanjutan IV Phase III Year 2019</i>		
Series B	idAAA	idAAA
Series C	idAAA	idAAA
<i>Berkelanjutan IV Phase IV Year 2020</i>		
Series B	idAAA	-
PT Bank Bukopin Tbk		
EBA Class 1A	idAAA(sf)	idAAA
PT Bank CIMB Niaga Tbk		
<i>Berkelanjutan II Phase I Year 2016</i>		
Series C	idAAA	idAAA
<i>Berkelanjutan II Phase II Year 2017</i>		
Series C	idAAA	idAAA
<i>Berkelanjutan II Phase III Year 2017</i>		
Series C	idAAA	idAAA
<i>Berkelanjutan II Phase IV Year 2017</i>		
Series C	idAAA	idAAA
<i>Berkelanjutan I Phase I Year 2019</i>	idAAA	idAAA
<i>Berkelanjutan III Phase I Year 2019</i>		
Series B	idAAA	idAAA

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Ratings*)	
	December 31, 2020	December 31, 2019
<u>Third Parties (continued)</u>		
<u>Rupiah (continued)</u>		
PT Bank CIMB Niaga Tbk (continued)		
Sukuk Mudharabah <i>Berkelanjutan</i> I		
Phase I Year 2018 Series B	idAAA(sy)	-
Phase II Year 2019 Series B	idAAA(sy)	idAAA(sy)
Phase II Year 2019 Series C	idAAA(sy)	idAAA(sy)
Phase III Year 2020 Series A	idAAA(sy)	-
Phase III Year 2020 Series B	idAAA(sy)	-
PT Bank Danamon Tbk		
<i>Berkelanjutan</i> I Phase I Year 2019		
Series B	AAA(idn)	-
PT Bank Maybank Indonesia Tbk		
<i>Berkelanjutan</i> II Phase I Year 2017		
Series A	idAAA	idAAA
<i>Berkelanjutan</i> II Phase II Year 2018	idAAA	idAAA
<i>Berkelanjutan</i> III Phase I Year 2019	idAAA	idAAA
Series B	idAAA	idAAA
PT Bank Tabungan Pensiunan Nasional Tbk		
<i>Berkelanjutan</i> IV Phase I Year 2019		
Series A	idAAA(idn)	idAAA
Series B	idAAA(idn)	idAAA
PT Bank OCBC NISP Tbk		
<i>Berkelanjutan</i> II Phase IV Year 2018		
Series B	idAAA	idAAA
PT Bank Pan Indonesia Tbk		
<i>Berkelanjutan</i> II Phase I Year 2016		
	idAA	idAA
<i>Berkelanjutan</i> II Phase II Year 2016		
	idAA	idAA
<i>Berkelanjutan</i> II Phase III Year 2018		
	idAA	idAA
PT BPD Sumatera Barat		
Sukuk Mudharabah II Year 2015		
	idA(sy)	idA(sy)
PT Bank DKI		
<i>Berkelanjutan</i> I Phase I Year 2016		
	idAA-	-
PT Bank Sulawesi Selatan dan Sulawesi Barat		
<i>Berkelanjutan</i> II Phase I Year 2018		
Series A	idA+	-
PT BPD Jawa Barat and Banten Tbk		
<i>Berkelanjutan</i> I Phase I Year 2017		
Series B	idAA-	-
<i>Berkelanjutan</i> I Phase III Year 2019		
Series A	idAA-	idAA-
Series B	idAA-	idAA-
PT Bank QNB Indonesia Tbk		
<i>Berkelanjutan</i> Phase I Year 2019		
	idAAA(idn)	-
PT BCA Finance		
<i>Berkelanjutan</i> III Phase I Year 2019		
Series C	idAAA	idAAA
PT BFI Finance Indonesia Tbk		
<i>Berkelanjutan</i> IV Phase I Year 2018		
Series B	A+(idn)	A+(idn)
<i>Berkelanjutan</i> IV Phase II Year 2019		
Series B	A+(idn)	A+(idn)

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Ratings*)	
	December 31, 2020	December 31, 2019
<u>Third Parties (continued)</u>		
<u>Rupiah (continued)</u>		
PT Chandra Asri Petrochemical Tbk		
<i>Berkelanjutan</i> I Phase I Year 2017		
Series B	idAA-	-
<i>Berkelanjutan</i> I Phase I Year 2018		
Series C	idAA-	-
PT Federal International Finance		
<i>Berkelanjutan</i> III Phase III Year 2018		
Series B	idAAA	-
<i>Berkelanjutan</i> III Phase V Year 2019		
Series B	idAAA	-
PT Global Mediacom Tbk		
<i>Berkelanjutan</i> I Phase I Year 2017		
Series A	idA+	idA+
PT Great River International Tbk		
I Year 2003	D	D
PT Indomobil Finance Indonesia		
<i>Berkelanjutan</i> III Phase II Year 2018		
Series C	idA	-
<i>Berkelanjutan</i> III Phase III Year 2018		
Series B	idA	-
PT Indonesia Infrastructure Finance		
Phase I Year 2016		
Series B	idAAA	idAAA
Series C	idAAA	-
Phase I Year 2019 Series B	idAAA	-
Phase II Year 2020		
Series A	idAAA	-
Series B	idAAA	-
PT Indosat Tbk		
Indosat VIII Year 2012 Series B	idAAA	idAAA
Sukuk Ijarah <i>Berkelanjutan</i> I Phase I		
Year 2014 Series C	idAAA(sy)	idAAA(sy)
Sukuk Ijarah <i>Berkelanjutan</i> I Phase III		
Year 2015 Series B	idAAA(sy)	idAAA(sy)
<i>Berkelanjutan</i> I Phase III Year 2015		
Series D	idAAA	idAAA
<i>Berkelanjutan</i> II Phase I Year 2017		
Series E	idAAA	idAAA
<i>Berkelanjutan</i> II Phase II Year 2017		
Series E	idAAA	idAAA
<i>Berkelanjutan</i> II Phase III Year 2018		
Series B	idAAA	-
Series C	idAAA	idAAA
Series E	idAAA	idAAA
Bonds VIII Year 2012 Series B	idAAA	idAAA

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Ratings*)	
	December 31, 2020	December 31, 2019
<u>Third Parties (continued)</u>		
<u>Rupiah (continued)</u>		
PT Jakarta Lingkar Westsatu		
Bonds I Year 2018		
Series A	idA+	-
PT Lontar Papyrus Pulp & Paper		
Sukuk Mudharabah I Year 2018		
Series A	idA+(sy)	-
PT Maybank Indonesia Finance		
<i>Berkelanjutan</i> I Phase III Year 2016		
Series B	AA+(idn)	-
<i>Berkelanjutan</i> I Phase IV Year 2017		
Series B	AA+(idn)	-
<i>Berkelanjutan</i> II Phase I Year 2018		
Series A	AA+(idn)	-
PT Medco Energi Internasional Tbk		
<i>Berkelanjutan</i> II Phase I Year 2016		
Series B	idA+	idA+
<i>Berkelanjutan</i> II Phase II Year 2016		
Series B	idA+	-
<i>Berkelanjutan</i> II Phase V Year 2017		
Series C	idA+	-
<i>Berkelanjutan</i> III Phase I Year 2018		
Series A	idA+	-
Series B	idA+	-
PT Medco Power Indonesia		
Sukuk Wakalah II Year 2019		
Series A	idA(sy)	idA(sy)
PT Sinar Mas Agro Resources and Technology Tbk		
<i>Berkelanjutan</i> II Phase I Year 2020		
Series A	idA+	-
PT Tower Bersama Infrastructure Tbk		
<i>Berkelanjutan</i> II Phase I Year 2016	AA-(idn)	-
PT Bank UOB Indonesia		
<i>Berkelanjutan</i> I Phase I Year 2016		
Series C	AAA(idn)	-
PT Wahana Ottomitra Multiartha Tbk		
<i>Berkelanjutan</i> II Phase V Year 2018		
Series B	idAA-	-
<i>Berkelanjutan</i> III Phase II Year 2019		
Series B	idAA-	-
PT XL Axiata Tbk		
Sukuk Ijarah <i>Berkelanjutan</i> II Phase I		
Year 2018 Series A	AAA(idn)	-
Sukuk Ijarah <i>Berkelanjutan</i> II Phase II		
Year 2019 Series B	AAA(idn)	-
<i>Berkelanjutan</i> I Phase I Year 2018		
Series B	AAA(idn)	-

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Ratings [*])	
	December 31, 2020	December 31, 2019
<u>Third Parties (continued)</u>		
<u>Foreign Currency</u>		
Oversea-Chinese Banking Corporation	A3**)	A3**)
Abbot Laboratories	A3**)	-
Alibaba Group Holding Ltd.	A1**)	A1**)
Amazon.com, Inc.	A2**)	-
Amgen, Inc.	Baa1**)	-
Anthem, Inc.	Baa2**)	-
Apple, Inc.	Aa1**)	-
AT&T, Inc.	Baa2**)	-
The Bank of Nova Scotia		
Year 2022	Aa2**)	-
Year 2025	Baa1**)	-
Truist Financial Corporation		
Year 2023	A3**)	-
Year 2025	A3	-
Berkshire Hathaway, Inc.		
Year 2023	Aa2**)	-
Year 2030	Aa2**)	-
Bank of Tokyo Mitsubishi UFJ	A1**)	-
Bank of America		
Year 2023	A2**)	A2**)
Year 2023	A2**)	A2**)
Year 2026	A2**)	A2**)
Year 2031	A2**)	-
Bank of New York Mellon	A1**)	-
B.P Capital	A1**)	-
Bristol Myers Squibb	A2**)	-
The Canadian Imperial Bank of Commerce		
Year 2022	Aa2**)	-
Year 2024	A2**)	-
JP Morgan Chase Bank, N.A		
Year 2025	A2**)	-
Year 2026	A2**)	-
Year 2029	A2**)	-
Chevron Corporation	Aa2**)	-
Citigroup, Inc.		
Year 2024	A3**)	A3**)
Year 2028	A3**)	A3**)
Year 2031	A3**)	-
The Coca Cola Company	A3**)	-
Comcast Corporation		
Year 2023	A3**)	-
Year 2026	A3**)	-
CVS Health Corporation		
Year 2022	Baa2**)	-
Year 2027	Baa2**)	-
Duke Energy Corporation	-Aa2**)	-
Enbridge, Inc.	Baa2**)	-
Enterprise Products Operating LLC		
Year 2023	Baa1**)	Baa1**)
Year 2028	Baa1**)	Baa1**)

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Ratings ^{*)}	
	December 31, 2020	December 31, 2019
<u>Third Parties (continued)</u>		
<u>Foreign Currency (continued)</u>		
Equinor ASA	Aa2**)	-
Exxon Corporation	Aa1**)	-
The Federal Home Loan Mortgage Co.	Aaa**)	Aaa**)
Goldman Sachs		
Year 2021	A3**)	-
Year 2024	A3**)	-
The Home Depot, Inc.	A2**)	-
Kimberly - Clark Corporation	A2**)	-
Kinder Morgan, Inc.	Baa2**)	-
Manulife Financial Corporation	A-**)	-
McDonald's Corporation	Baa1**)	-
Merck & Co., Inc.	A1**)	-
Microsoft Corporation	Aaa**)	-
Norfolk Southern Corporation	Baa1**)	-
Oracle Corporation	A3***)	-
Pacific Corporation	A1**)	-
PepsiCo., Inc.		
Year 2022	A1**)	-
Year 2029	A1**)	-
Phillips 66 Company	A3**)	-
PNC Financial Services Group, Inc.		
Year 2025	A2**)	-
Year 2030	A3**)	-
The Procter & Gamble Company	Aa3**)	-
Prologis, Inc.	A3**)	-
Province of Quebec	Aa2**)	Aa2**)
Rogers Communications, Inc.	Baa1**)	-
The Royal Bank of Canada		
Year 2022	Aa2**)	Aa2**)
Year 2024	Aa2**)	Aa2**)
Year 2026	Aa2**)	Aa2**)
Shell International Finance BV	Aa2**)	-
Stanley Black & Decker, Inc.		
Year 2022	A3*+**)	-
Year 2024	A3*+**)	-
Year 2027	A3*+**)	-
Warner Media, LLC	A-**)	-
TC Energy Corporation	Baa1**)	-
United Technologies Corporation	Baa1**)	-
United Bancorp, Inc.	A1**)	-
Ventas, Inc.	Baa1**)	-
Verizon Communications, Inc.		
Year 2025	Baa1**)	Baa1**)
Year 2028	Baa1**)	Baa1**)
Walmart, Inc.	Aa2**)	-
Wells Fargo & Company		
Year 2022	A2**)	A2**)
Year 2026	A2**)	-
Year 2029	A2**)	A2**)
Welltower, Inc.	Baa1**)	-

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Ratings ^{*)}	
	December 31, 2020	December 31, 2019
<u>Related parties (Note 45)</u>		
<u>Rupiah</u>		
PT Adhi Karya (Persero) Tbk		
<i>Berkelanjutan</i> II Phase I Year 2017	idA-	-
<i>Berkelanjutan</i> II Phase II Year 2019		
Series B	idA-	-
PT Aneka Tambang (Persero) Tbk		
<i>Berkelanjutan</i> I Year 2011		
Series B	idA	idA
PT Angkasa Pura I (Persero)		
<i>Berkelanjutan</i> I Year 2016		
Series C	idAAA	idAAA
Sukuk Ijarah Angkasa Pura I Year 2016		
Series A	idAAA(sy)	idAAA(sy)
PT Angkasa Pura II (Persero)		
<i>Berkelanjutan</i> I Year 2016		
Series A	idAAA	idAAA
Series C	idAAA	-
<i>Berkelanjutan</i> I Phase I Year 2018		
Series A	idAAA	-
<i>Berkelanjutan</i> I Phase II Year 2018		
Series B	idAAA	-
PT Bank Mandiri (Persero) Tbk		
<i>Berkelanjutan</i> I Phase I Year 2016		
Series A	idAAA	idAAA
Series B	idAAA	idAAA
Series C	idAAA	-
<i>Berkelanjutan</i> I Phase II Year 2017		
Series A	idAAA	idAAA
Series B	idAAA	idAAA
<i>Berkelanjutan</i> I Phase III Year 2018		
Series A	idAAA	idAAA
<i>Berkelanjutan</i> II Phase I Year 2020		
Series A	idAAA	-
PT Bank Mandiri Taspen		
<i>Berkelanjutan</i> I Phase I Year 2019		
Series A	AA(idn)	-
Series B	AA(ldn)	idAA
PT Bank Negara Indonesia (Persero) Tbk		
<i>Berkelanjutan</i> I Phase I Year 2017	idAAA	idAAA
PT Bank Tabungan Negara (Persero) Tbk		
Phase XV Year 2011	idAA+	idAA+
<i>Berkelanjutan</i> I Phase I Year 2012	idAA+	idAA+
<i>Berkelanjutan</i> I Phase II Year 2013	idAA+	idAA+
<i>Berkelanjutan</i> II Phase I Year 2015		
Series C	idAA+	idAA+
<i>Berkelanjutan</i> II Phase II Year 2016		
Series B	idAA+	idAA+
<i>Berkelanjutan</i> III Phase I Year 2017		
Series B	idAA+	idAA+
<i>Berkelanjutan</i> III Phase II Year 2019		
Series B	idAA+	idAA+
Series C	idAA+	idAA+

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Ratings*)	
	December 31, 2020	December 31, 2019
<u>Related parties (Note 45) (continued)</u>		
<u>Rupiah (continued)</u>		
PT Hutama Karya (Persero)		
<i>Berkelanjutan</i> I Phase I Year 2016	idAAA(gg)	-
<i>Berkelanjutan</i> I Phase II Year 2016	idAAA(gg)	-
<i>Berkelanjutan</i> I Phase III Year 2017		
Series A	idAAA(gg)	-
PT Kereta Api Indonesia (Persero)		
<i>Berkelanjutan</i> II Year 2017		
Series A	idA-	-
Series B	idA-	-
<i>Berkelanjutan</i> II Year 2019		
Series A	idA-	idAAA
Series B	idA-	-
PT Mandiri Tunas Finance		
<i>Berkelanjutan</i> II Phase II Year 2016		
Series B	idAA+	idAA+
<i>Berkelanjutan</i> IV Phase I Year 2019		
Series A	idAA+	idAA+
<i>Berkelanjutan</i> IV Phase II Year 2019		
Series A	idAA+	idAA+
Series B	idAA+	idAA+
Lembaga Pembiayaan Ekspor Indonesia		
<i>Berkelanjutan</i> II Phase VII Year 2016		
Series C	idAAA	idAAA
<i>Berkelanjutan</i> III Phase I Year 2016		
Series C	idAAA	idAAA
<i>Berkelanjutan</i> III Phase III Year 2016		
Series C	idAAA	idAAA
Series D	idAAA	idAAA
<i>Berkelanjutan</i> III Phase IV Year 2017		
Series C	idAAA	idAAA
<i>Berkelanjutan</i> III Phase V Year 2017		
Series B	idAAA	idAAA
Series C	idAAA	idAAA
<i>Berkelanjutan</i> III Phase VI Year 2018		
Series B	idAAA	idAAA
Series C	idAAA	idAAA
<i>Berkelanjutan</i> IV Phase I Year 2018		
Series C	idAAA	-
<i>Berkelanjutan</i> IV Phase II Year 2018		
Series B	idAAA	idAAA
Series C	idAAA	idAAA
<i>Berkelanjutan</i> IV Phase III Year 2018		
Series B	idAAA	idAAA
Series D	idAAA	idAAA
<i>Berkelanjutan</i> IV Phase IV Year 2019		
Series B	idAAA	-
Series C	idAAA	-
Series E	idAAA	idAAA

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Ratings ^{*)}	
	December 31, 2020	December 31, 2019
<u>Related parties (Note 45) (continued)</u>		
<u>Rupiah (continued)</u>		
Lembaga Pembiayaan Ekspor Indonesia (continued)		
<i>Berkelanjutan</i> IV Phase V Year 2019		
Series B	idAAA	idAAA
Series C	idAAA	idAAA
Series D	idAAA	idAAA
<i>Berkelanjutan</i> IV Phase VI Year 2019		
Series D	idAAA	idAAA
<i>Berkelanjutan</i> IV Phase VII Year 2019		
Series C	idAAA	idAAA
Series D	idAAA	-
Series E	idAAA	-
Sukuk Mudharabah <i>Berkelanjutan</i> I		
Phase II Year 2018 Series B	idAAA(sy)	idAAA(sy)
Sukuk Mudharabah I Phase III		
Year 2019	idAAA(sy)	idAAA(sy)
PT Pegadaian (Persero)		
<i>Berkelanjutan</i> I Phase I Year 2011		
Series C	idAAA	idAAA
<i>Berkelanjutan</i> III Phase I Year 2017		
Series C	idAAA	idAAA
<i>Berkelanjutan</i> III Phase II Year 2018		
Series B	idAAA	idAAA
Series C	idAAA	idAAA
<i>Berkelanjutan</i> IV Phase I Year 2020		
Series A	idAAA	-
PT Pelabuhan Indonesia I (Persero)		
Bonds I Pelindo 1 Gerbang Nusantara Year 2016		
Series B	idAA-	-
PT Perusahaan Listrik Negara (Persero)		
Phase III Year 2019 Series A	idAAA	idAAA
Phase III Year 2019 Series B	idAAA	idAAA
Phase VIII Year 2006 Series B	idAAA	idAAA
Phase IX Year 2007 Series B	idAAA	idAAA
Phase XII Year 2010 Series B	idAAA	idAAA
<i>Berkelanjutan</i> I Phase I Year 2013		
Series B	idAAA	idAAA
<i>Berkelanjutan</i> I Phase II Year 2013		
Series B	idAAA	idAAA
<i>Berkelanjutan</i> II Phase II Year 2017		
Series C	idAAA	idAAA
Series D	idAAA	idAAA
<i>Berkelanjutan</i> II Phase III Year 2018		
Series C	idAAA	idAAA
Series E	idAAA	idAAA
<i>Berkelanjutan</i> III Phase II Year 2018		
Series B	idAAA	idAAA

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Ratings ^{*)}	
	December 31, 2020	December 31, 2019
<u>Related parties (Note 45) (continued)</u>		
<u>Rupiah (continued)</u>		
PT Perusahaan Listrik Negara (Persero) (continued)		
<i>Berkelanjutan</i> III Phase III Year 2019		
Series A	idAAA	idAAA
Series B	idAAA	idAAA
Series D	idAAA	idAAA
<i>Berkelanjutan</i> III Phase IV Year 2019		
Series A	idAAA	idAAA
Series B	idAAA	idAAA
<i>Berkelanjutan</i> III Phase V Year 2019		
Series A	idAAA	idAAA
Series B	idAAA	idAAA
Series D	idAAA	idAAA
<i>Berkelanjutan</i> III Phase VI Year 2020		
Series A	idAAA	-
Series B	idAAA	-
Series C	idAAA	-
Series D	idAAA	-
<i>Berkelanjutan</i> III Phase VII Year 2020		
Series A	idAAA	-
Sukuk Ijarah Phase V Year 2010		
Series B	idAAA(sy)	idAAA(sy)
Sukuk Ijarah <i>Berkelanjutan</i> I Phase I Year 2013	idAAA(sy)	idAAA(sy)
Sukuk Ijarah <i>Berkelanjutan</i> I Phase II Year 2013 Series B	idAAA(sy)	idAAA(sy)
Sukuk Ijarah <i>Berkelanjutan</i> II Phase I Year 2017 Series A	idAAA(sy)	idAAA(sy)
Year 2017 Series B	idAAA(sy)	idAAA(sy)
Sukuk Ijarah <i>Berkelanjutan</i> II Phase II Year 2017 Series C	idAAA(sy)	-
Sukuk Ijarah <i>Berkelanjutan</i> II Phase III Year 2018 Series A	idAAA(sy)	idAAA(sy)
Year 2018 Series B	idAAA(sy)	idAAA(sy)
Sukuk Ijarah <i>Berkelanjutan</i> III Phase II Year 2018 Series B	idAAA(sy)	idAAA(sy)
Sukuk Ijarah <i>Berkelanjutan</i> III Phase III Year 2018 Series A	idAAA(sy)	idAAA(sy)
Sukuk Ijarah <i>Berkelanjutan</i> III Phase V Year 2018 Series A	idAAA(sy)	-
Sukuk Ijarah <i>Berkelanjutan</i> III Phase IV Year 2019 Series B	idAAA(sy)	-
Sukuk Ijarah <i>Berkelanjutan</i> III Phase VI Year 2020 Series C	idAAA(sy)	-
PT Pembangunan Perumahan (Persero) Tbk		
<i>Berkelanjutan</i> II Phase II Year 2019		
Series A	idA+	idA+
Series B	idA+	-

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Ratings ^{*)}	
	December 31, 2020	December 31, 2019
<u>Related parties (Note 45) (continued)</u>		
<u>Rupiah (continued)</u>		
PT Pembangunan Perumahan Properti (Persero)		
<i>Berkelanjutan</i> I Phase I Year 2018		
Series A	BBB-(idn)	-
<i>Berkelanjutan</i> I Phase II Year 2019	BBB-(idn)	-
<i>Berkelanjutan</i> I Phase III Year 2019	BBB-(idn)	-
PT Permodalan Nasional Madani (Persero)		
<i>Berkelanjutan</i> II Phase I Year 2017		
Series B	idA+	-
<i>Berkelanjutan</i> II Phase II Year 2018		
Series A	idA+	-
Series B	idA+	-
<i>Berkelanjutan</i> III Phase I Year 2019		
Series A	idA+	-
<i>Berkelanjutan</i> III Phase II Year 2019		
Series A	idA+	-
PT Pupuk Indonesia (Persero)		
<i>Berkelanjutan</i> I Phase I Year 2017		
Series B	idAAA	-
<i>Berkelanjutan</i> I Phase II Year 2017		
Series B	idAAA	idAAA
PT Sarana Multigriya Finansial (Persero)		
<i>Berkelanjutan</i> III Phase VI Year 2016	idAAA	idAAA
<i>Berkelanjutan</i> IV Phase III Year 2018		
Series B	-	idAAA
Series C	idAAA	idAAA
<i>Berkelanjutan</i> IV Phase IV Year 2018		
Series B	idAAA	idAAA
<i>Berkelanjutan</i> IV Phase VII Year 2019		
Series B	idAAA	idAAA
Series C	idAAA	idAAA
<i>Berkelanjutan</i> IV Phase VIII Year 2019		
Series B	idAAA	idAAA
<i>Berkelanjutan</i> V Phase I Year 2019		
Series B	idAAA	idAAA
<i>Berkelanjutan</i> V Phase II Year 2019		
Series A	idAAA	idAAA
Series B	idAAA	idAAA
<i>Berkelanjutan</i> V Phase III Year 2020		
Series B	idAAA	-
EBA SP SMF BTN05 Class A Series A1	idAAA	idAAA

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Ratings*)	
	December 31, 2020	December 31, 2019
<u>Related parties (Note 45) (continued)</u>		
<u>Rupiah (continued)</u>		
PT Sarana Multi Infrastruktur (Persero)		
<i>Berkelanjutan</i> I Phase I Year 2016		
Series B	idAAA	idAAA
<i>Berkelanjutan</i> I Phase II Year 2017		
Series C	idAAA	idAAA
<i>Berkelanjutan</i> I Phase I Year 2018		
Series A	idAAA	-
<i>Berkelanjutan</i> II Phase I Year 2019		
Series B	idAAA	idAAA
<i>Berkelanjutan</i> II Phase III Year 2019		
Series B	idAAA	idAAA
Series C	idAAA	idAAA
Series D	idAAA	idAAA
<i>Berkelanjutan</i> V Phase II Year 2019		
Series B	idAAA	idAAA
Sukuk Mudharabah I Phase II Year 2019		
Series A	idAAA(sy)	idAAA(sy)
PT Semen Indonesia (Persero)		
<i>Berkelanjutan</i> I Phase I Year 2017	idAA	-
<i>Berkelanjutan</i> I Phase II Year 2019		
Series A	idAA	-
PT Telekomunikasi Indonesia (Persero) Tbk		
<i>Berkelanjutan</i> I Phase I Year 2015		
Series A	idAAA	idAAA
Series B	idAAA	idAAA
Series D	idAAA	idAAA
PT Timah (Persero)		
<i>Berkelanjutan</i> I Phase I Year 2017		
Series B	idA	-
<i>Berkelanjutan</i> I Phase II Year 2019		
Series A	idA	-
Sukuk Ijarah <i>Berkelanjutan</i> I		
Phase II Year 2019	idA(sy)	-
PT Waskita Karya (Persero) Tbk		
<i>Berkelanjutan</i> II Phase II Year 2016	idBBB+	-
<i>Berkelanjutan</i> II Phase III Year 2017		
Series B	idBBB+	-
<i>Berkelanjutan</i> III Phase I Year 2017		
Series B	idBBB+	-
<i>Berkelanjutan</i> III Phase II Year 2018		
Series A	B-(idn)	-
Series B	B-(idn)	-
<i>Berkelanjutan</i> III Phase IV Year 2019		
Series A	B-(idn)	-
Series B	B-(idn)	-
PT Waskita Karya Beton Precast (Persero)		
<i>Berkelanjutan</i> I Phase I 2019	CC(idn)	-
<i>Berkelanjutan</i> I Phase II Year 2019	BB(idn)	-
PT Wijaya Karya (Persero) Tbk		
Surat Berharga Perpetual I Year 2018	idA-	-

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.2. Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows (continued):

	Ratings*)	
	December 31, 2020	December 31, 2019
<u>Related Parties (Note 45) (continued)</u>		
<u>Foreign Currency</u>		
PT Bank Mandiri (Persero) Tbk		
Year 2024	BBB-***)	BBB-***)
Year 2025	BBB-***)	-
PT Hutama Karya (Persero) Tbk		
Year 2024	BBB-***)	-
PT Pelabuhan Indonesia II (Persero)		
Year 2025	BBB***)	BBB***)
PT Pelabuhan Indonesia III (Persero)		
Year 2023	BBB-***)	BBB-***)
Year 2024	BBB-***)	BBB-***)
PT Pertamina (Persero)		
Year 2021	BBB***)	BBB***)
Year 2022	BBB***)	BBB***)
Year 2023	BBB***)	BBB***)
Year 2029	BBB***)	BBB***)
Year 2030	BBB***)	-
PT Perusahaan Gas Negara (Persero) Tbk		
Year 2024	BBB-***)	BBB-***)
PT Perusahaan Listrik Negara (Persero)		
Year 2021	BBB***)	BBB***)
Year 2027	BBB***)	BBB***)
Year 2028	BBB***)	BBB***)
Year 2029	BBB***)	BBB***)
Year 2030	BBB***)	BBB***)
Year 2050	BBB***)	-

*) Based on the rank published by PT Pemeringkat Efek Indonesia (Pefindo)

**) Based on the rank published by Moody's

***) Based on Ratings issued by Standard and Poor's

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.4. Mutual Fund

December 31, 2020

Fair Value Through Profit or Loss

Third Parties

Rupiah

PT Schroder Investment Management Indonesia	2,128,820
PT Batavia Prosperindo Assets Manajemen	452,225
PT Manulife Assets Manajemen Indonesia	326,742
PT Aberdeen Standard Investment Indonesia	106,283
PT Sucorinvest Asset Management	61,705
PT Ashmore Asset Management Indonesia	58,046
PT Panin Asset Management	42,502
PT Samuel Assets Manajemen	28,544
PT Mega Capital Investama	20,781
PT BNP Paribas Investment Partners	15,758
Others	37,832
	3,279,238

United States Dollar

PT Manulife Assets Manajemen Indonesia	2,112,386
PT Ashmore Asset Management Indonesia	1,406,892
BNP Paribas Asset Management	714,162
PT Schroder Investment Management Indonesia	434,456
	4,667,896

Related parties (Note 45)

Rupiah

PT Andareksa Investment Management	170,890
PT Bahana TCW Investment Management	131,442
PT Mandiri Manajemen Investasi	34,503
	336,835

8,283,969

Fair Value Through Other Comprehensive Income

Third Parties

Rupiah

PT Trimegah Asset Management	473,676
	473,676

Total

8,757,645

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.4. Mutual Fund (continued)

December, 31 2019

Fair Value Through Profit or Loss

Third Parties

Rupiah

PT Schroder Investment Management Indonesia	1,680,740
PT Trimegah Asset Management	22,357
PT Insight Investments Management	18,855
PT BNP Paribas Investment Partners	9,888
PT Avrist Asset Management	9,852
	1,741,692

United States Dollar

PT Schroder Investment Management Indonesia	8,192
	1,749,884

Related parties (Note 45)

Rupiah

PT Bahana TCW Investment Management	33,500
PT Mandiri Manajemen Investasi	11,772
	45,272
	1,795,156

Available-for-Sale

Third Parties

Rupiah

PT Trimegah Asset Management	465,212
PT EMCO Asset Management	262,709
PT Samuel Assets Manajemen	193,632
PT Aberdeen Standard Investments Indonesia	100,300
PT Sucoinvest Asset Management	99,941
PT Insight Investments Management	95,122
PT Syailendra Capital	65,983
PT Ashmore Asset Management Indonesia Tbk	62,778
PT Manulife Assets Manajemen Indonesia	52,297
PT Panin Asset Management	48,143
Others	55,320
	1,501,437

United States Dollar

PT Schroder Investment Management Indonesia	139,916
PT Ashmore Asset Management Indonesia Tbk	139,212
	279,128

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.4. Mutual Fund (continued)

	December, 31 2019
<u>Available-for-Sale (continued)</u>	
<u>Related Parties (Note 45)</u>	
<u>Rupiah</u>	
PT BNI Asset Management	76,287
PT Mandiri Manajemen Investasi	71,404
	147,691
	1,928,256
Total	3,723,412

d.4. Negotiable Certificate of Deposit (NCD)

	Nominal Value	Annual Interest Rate (%)	Maturity Date	Carrying Value
				December 31, 2020
<u>Fair Value Through Profit or Loss</u>				
<u>Third Parties</u>				
<u>Rupiah</u>				
PT Bank Maybank Indonesia Tbk Year 2020 Series C	50,000	4.28	Apr 8, 2021	49,419
				49,419
<u>Fair Value Through Other Comprehensive Income</u>				
<u>Third Parties</u>				
<u>Rupiah</u>				
PT Bank Commonwealth VII Phase I Year 2020	190,000	5.94	Jan 29, 2021	189,435
The Bank of Tokyo-Mitsubishi UFJ Ltd, V Phase II Year 2020 Series C	200,000	5.26	July 22, 2021	194,876
V Phase I Year 2020 Series D	150,000	5.70	Feb 18, 2021	149,160
PT Bank Maybank Indonesia Tbk XII Year 2020 Series C	50,000	5.12	Aug 13, 2021	48,576
				582,047
<u>Related Parties (Note 45)</u>				
<u>Rupiah</u>				
PT Bank Negara Indonesia (Persero) Tbk Phase I Year 2020 Series D	100,000	5.80	May 7, 2021	98,415
				98,415
Total				680,462
				729,881

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.4. Negotiable Certificate of Deposit (NCD) (continued)

	Nominal Value	Annual Interest Rate (%)	Maturity Date	Carrying Value
				December 31, 2019
<u>Fair Value Through Profit or Loss</u>				
<u>Third Parties</u>				
<u>Rupiah</u>				
PT Bank Commonwealth				
VI Phase II Year 2019 Series A	50,000	5.54	Mar 20, 2020	49,364
VI Phase II Year 2019 Series B	80,000	5.59	Sep 22, 2020	76,463
PT Bank DKI				
I Year 2019 Series B	100,000	6.95	Dec 8, 2020	94,429
PT BPD Jawa Tengah				
Year 2019 Series B	100,000	6.70	May 15, 2020	97,798
Year 2019 Series A	100,000	6.97	Nov 13, 2020	94,668
The Bank of Tokyo-Mitsubishi UFJ Ltd.				
IV Phase IV Year 2019 Series C	100,000	6.20	Aug 14, 2020	96,258
IV Phase V Year 2019 Series C	100,000	6.10	Nov 6, 2020	94,788
PT Bank Mizuho Indonesia				
Year VII Year 2018	70,000	6.05	Nov 26, 2020	66,107
				669,875
<u>Related Parties (Note 45)</u>				
<u>Rupiah</u>				
PT Bank Negara Indonesia (Persero) Tbk				
II Year 2019 Series D	36,000	6.47	Jul 2, 2020	34,916
III Year 2019 Series B	100,000	5.55	Apr 1, 2020	98,528
				133,444
				803,319
<u>Available-for-Sale</u>				
<u>Third Parties</u>				
<u>Rupiah</u>				
PT Bank Commonwealth				
VI Phase I 2019	50,000	7.88	Apr 8, 2020	49,209
VI Phase II 2019 Series B	50,000	6.65	Sep 22, 2020	47,789
The Bank of Tokyo-Mitsubishi UFJ Ltd.				
IV Phase V Year 2019 Series C	100,000	6.10	Nov 6, 2020	94,788
IV Phase IV Year 2019 Series C	200,000	6.95	Aug 14, 2020	192,517
PT Bank Mizuho Indonesia				
Phase IV Year 2018	50,000	6.05	Nov 26, 2020	47,219
PT Bank KEB Hana Indonesia				
V Year 2019	50,000	6.89	Sep 17, 2020	47,834
PT BPD Sulawesi Barat				
II Year 2019 Series B	30,000	6.97	Des 15, 2020	28,293
PT BPD Kalimantan Timur and Kalimantan Utara				
I Year 2019	45,000	8.80	Mar 5, 2020	44,536
PT Bank Woori Saudara Indonesia 1906 Tbk				
IV Phase II Year 2019	50,000	7.84	Jul 2, 2020	48,494

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.4. Negotiable Certificate of Deposit (NCD) (continued)

	Nominal Value	Annual Interest Rate (%)	Maturity Date	Carrying Value
				December 31, 2019
Available-for-Sale (continued)				
<u>Third Parties (continued)</u>				
<u>Rupiah (continued)</u>				
PT Bank Maybank Indonesia Tbk IX Year 2019 Series B	50,000	6.95	Sep 6, 2020	47,929
PT Bank DKI I Year 2019 Series B	100,000	6.95	Dec 8, 2020	94,429
				743,037
<u>Related Parties (Note 45)</u>				
<u>Rupiah</u>				
PT Bank Negara Indonesia (Persero) Tbk I Year 2019 Series D	28,000	7.77	April 1, 2020	27,574
III Year 2019 Series D	200,000	6.70	Oct 1, 2020	190,837
				218,411
Held-to-maturity				
<u>Third Parties</u>				
<u>Rupiah</u>				
PT BPD Jawa Tengah Year 2018 Series A	60,000	6.97	Nov 13 2020	56,520
PT Bank DKI I Series B	100,000	6.95	Dec 13 2020	93,785
				150,305
Total				1,915,072

d.5. Subordinated Bonds

	Fair Value/ Carrying Value
	December 31, 2020
Fair Value Through Profit or Loss	
<u>Third Parties</u>	
<u>Rupiah</u>	
PT Bank KEB Hana Indonesia Series I Year 2016	33,170
PT Bank Central Asia Tbk <i>Berkelanjutan</i> I Phase I Year 2018 Series B	15,143
	48,313

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7. SECURITIES (continued)

d) By Type and issuer (continued):

d.5. Subordinated Bonds (continued)

	Fair Value/ Carrying Value
	December 31, 2020
<u>Fair Value Through Other Comprehensive Income</u>	
<u>Third Parties</u>	
<u>Rupiah</u>	
PT Bank Permata Tbk	
<i>Berkelanjutan</i> II Phase II Year 2014	36,685
PT Bank Pan Indonesia Tbk	
<i>Berkelanjutan</i> II Phase II Year 2017	40,183
PT Bank Maybank Indonesia Tbk	
<i>Berkelanjutan</i> II Phase I Year 2014	30,855
<i>Berkelanjutan</i> II Phase II Year 2016	24,312
PT Bank Central Asia Tbk	
<i>Berkelanjutan</i> I Phase I Year 2018 Series A	4,979
PT Bank UOB Indonesia	
Series I Year 2014	28,641
<i>Berkelanjutan</i> I Phase II Year 2017	21,059
PT Bank KEB Hana Indonesia	
Series I Year 2016	9,630
	196,344
 <u>Amortized Costs</u>	
<u>Third Parties</u>	
<u>Rupiah</u>	
PT Bank Pembangunan Daerah Jawa Tengah	
Subordinasi I 2015	35,065
Total	279,722

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7. SECURITIES (continued)

d) By Type and Issuer (continued):

d.5. Subordinated Bonds (continued)

	Fair Value/ Carrying Value
	December, 31 2019
<u>Fair Value Through Profit or Loss</u>	
<u>Third Parties</u>	
<u>Rupiah</u>	
PT Bank KEB Hana Indonesia Phase I Year 2016	33,051
PT Bank Central Asia Tbk <i>Berkelanjutan</i> I Phase I Year 2018 Series B	14,669
PT Bank CIMB Niaga Tbk Series II Year 2010	1,454
	49,174
<u>Available-for-Sale</u>	
<u>Third Parties</u>	
<u>Rupiah</u>	
PT Bank Permata Tbk <i>Berkelanjutan</i> II Phase I Year 2013	5,261
<i>Berkelanjutan</i> II Phase II Year 2014	37,579
PT Bank Pan Indonesia Tbk <i>Berkelanjutan</i> II Phase II Year 2017	39,234
PT Bank CIMB Niaga Tbk Series II Year 2010	134,639
PT Bank Maybank Indonesia Tbk <i>Berkelanjutan</i> II Phase I Year 2014	31,706
<i>Berkelanjutan</i> II Phase II Year 2016	24,169
PT Bank UOB Indonesia Series I Year 2014	29,522
<i>Berkelanjutan</i> I Phase II Year 2017	20,771
PT Bank KEB Hana Indonesia Series I Year 2016	9,596
PT Bank Bukopin Tbk <i>Berkelanjutan</i> II Phase I Year 2015	2,533
<i>Berkelanjutan</i> II Phase II Year 2017	3,940
PT Bank Central Asia Tbk <i>Berkelanjutan</i> I Phase I Year 2018 Series A	4,851
	343,801
<u>Held-to-maturity</u>	
<u>Third Parties</u>	
<u>Rupiah</u>	
PT BPD Jawa Tengah Phase I Year 2015	35,999
	35,999
Total	428,974

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7. SECURITIES (continued)

d) By Type and issuer (continued):

d.5. Subordinated Bonds (continued)

Information regarding interest rates, maturity dates and ratings are as follows:

	Annual Interest Rate (%)	Maturity Date	Ratings ^{*)}	
			December 31, 2020	December 31, 2019
<u>Third Parties</u>				
<u>Rupiah</u>				
PT Bank CIMB Niaga Tbk Series II Year 2010	10.85	Dec 23, 2020	-	AA(idn)
PT Bank KEB Hana Indonesia Series I Year 2016	9.95	Dec 21, 2023	AA(idn)	AA(idn)
PT Bank Central Asia Tbk <i>Berkelanjutan</i> I Phase I Year 2018				
Series A	7.75	Jul 5, 2025	idAA	AA(idn)
Series B	8.00	Jul 5, 2030	idAA	idAA
PT Bank Maybank Indonesia Tbk <i>Berkelanjutan</i> II Phase I Year 2014	11.35	Jul 8, 2021	AA(idn)	AA(idn)
<i>Berkelanjutan</i> II Phase II Year 2016	9.63	Jun 10, 2023	AA(idn)	AA(idn)
PT Bank Permata Tbk <i>Berkelanjutan</i> II Phase I Year 2013	12.00	Dec 24, 2020	-	idAA+
<i>Berkelanjutan</i> II Phase II Year 2014	11.75	Oct 24, 2021	idAA	idAA
PT Bank Pan Indonesia Tbk <i>Berkelanjutan</i> II Phase II Year 2017	10.25	Mar 17, 2024	idA+	idA+
PT Bank UOB Indonesia I Year 2014	11.35	May 28, 2021	AA(idn)	AA(idn)
<i>Berkelanjutan</i> I Phase II Year 2017	9.25	Oct 17, 2024	AA(idn)	AA(idn)
PT Bank Bukopin Tbk <i>Berkelanjutan</i> II Phase I Year 2015	11.00	Jun 30, 2022	-	BBB(idn)
<i>Berkelanjutan</i> II Phase II Year 2017	10.00	Jan 31, 2024	-	BBB(idn)
PT Bank Pembangunan Daerah Jawa Tengah Subordinasi I 2015	12.25	Dec 18 2022	idA	-

*) Based on the rank published by PT Pemeringkat Efek Indonesia (Pefindo)

d.6. Medium-Term Note (MTN)

	Nominal Value	Annual Interest Rate (%)	Maturity Date	Carrying Value
				December 31, 2020
Fair Value Through Other Comprehensive Income				
<u>Related Parties (Note 45)</u>				
<u>Rupiah</u>				
PT Telekomunikasi Indonesia (Persero) Tbk Phase I Year 2018 Series C	100,000	8.35*)	Sep 4, 2021	101,645
Perum Perumnas Phase III Series A Year 2018	60,000	10.75*)	Dec 10, 2021	61,542
PT Kimia Farma (Persero) Tbk Phase II Year 2018	36,000	7.75*)	Mar 15, 2021	36,380
PT Sarana Multigriya Finansial (Persero) Phase X Year 2020	40,000	5.25*)	Dec 5, 2021	40,351
PT Wijaya Karya (Persero) Tbk Phase I Year 2018	100,000	10.50*)	Dec 28, 2021	101,249
				341,167

*) Interest received every 3 (three) month.

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7. SECURITIES (continued)

d) By Type and issuer (continued):

d.6. Medium-Term Note (MTN) (continued)

	Nominal Value	Annual Interest Rate (%)	Maturity Date	Carrying Value
				December 31, 2020
<u>Amortized Costs</u>				
<u>Third Parties</u>				
<u>Rupiah</u>				
PT Indah Kiat Pulp & Paper Tbk Series VII Year 2018	50,000	10.25*)	Apr 20, 2021	50,000
				50,000
<u>Related Parties (Note 45)</u>				
<u>Rupiah</u>				
PT Pegadaian (Persero)	200,000	7.00*)	Mar 6, 2021	200,000
PT Bio Farma (Persero)	25,000	8.75*)	Aug 24, 2021	25,000
PT Perkebunan Nusantara II (Persero) VIII Year 2019	10,000	11.00*)	Jun 26, 2024	10,000
VIII Series B	1,000	11.00*)	Oct 31, 2024	1,000
				236,000
				286,000
Total				627,167
				Carrying Value
	Nominal Value	Annual Interest Rate (%)	Maturity Date	December 31, 2019
<u>Available-for-Sale</u>				
<u>Third Parties</u>				
<u>Rupiah</u>				
PT Bank Danamon Indonesia Tbk I Year 2019	115,000	8.15*)	Mar 6, 2020	115,449
<u>Related Parties (Note 45)</u>				
<u>Rupiah</u>				
PT Telekomunikasi Indonesia (Persero) Tbk Phase I Year 2018 Series B	65,000	7.07*)	Sep 4, 2020	65,838
Phase I Year 2018 Series C	100,000	8.12*)	Sep 4, 2021	102,570
PT Kimia Farma (Persero) Tbk Phase I Year 2017	57,000	8.10*)	Sep 15, 2020	57,359
Phase II Year 2018	36,000	7.75*)	Mar 15, 2021	36,328
Perum Perumnas Phase III Series A Year 2018	60,000	10.75*)	Dec 10, 2021	61,104
				323,199
				438,648

*) Interest received every 3 (three) month.

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7. SECURITIES (continued)

d) By Type and issuer (continued):

d.6. Medium-Term Note (MTN) (continued)

	Nominal Value	Annual Interest Rate (%)	Maturity Date	Carrying Value
				December 31 2019
<u>Held-to-maturity</u>				
<u>Third Parties</u>				
<u>Rupiah</u>				
PT Indah Kiat Pulp & Paper Tbk Series VII Year 2018	50,000	10.25*)	Apr 20, 2021	50,000
<u>Related Parties (Note 45)</u>				
<u>Rupiah</u>				
PT Perkebunan Nusantara II (Persero) VIII Year 2019	10,000	11.00*)	Jun 26, 2024	10,000
VII Series B	1,000	11.00*)	Oct 31, 2024	1,000
				11,000
				61,000
Total				499,648

*) Interest received every 3 (three) month.

e) Management believes that the allowance for impairment losses as of December 31, 2020 and 2019 is adequate.

f) The average interest rates:

	December 31, 2020	December 31, 2019
Rupiah	6.90%	7.46%
United States Dollar	4.09	4.17
European Euro	2.79	2.85
Singaporean Dollar	1.33	1.90

g) BRI recognized net unrealized gain (loss) resulting from the changes in fair values of securities classified as "Fair Value through Profit or Loss" amounting to Rp342,351 and Rp80,980 for the year ended December 31, 2020 and 2019, respectively which are presented in the "Unrealized gain on changes in fair value of securities" in the consolidated statement of profit or loss and other comprehensive income.

h) BRI recognized net gain on sale of securities amounting Rp2,860,653 and Rp1,839,341 for the year ended December 31, 2020 and 2019, respectively which are presented in the "Gain on sale of securities and Government Recapitalization Bonds-net" in the consolidated statements of profit or loss and other comprehensive income.

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7. SECURITIES (continued)

- i) Securities with nominal value Rp33,906,302 and Rp48,539,991 as of December 31, 2020 and 2019, respectively were sold under agreement to repurchase (Note 24).
- j) The following table presents changes in expected allowance for losses based on the category of financial instruments:

	December 31, 2020			Total
	Stage 1- 12 month Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss Not Impaired	Stage 3- Lifetime Expected Credit Loss Impaired	
<u>Securities measured at fair value</u>				
<u>through other comprehensive income</u>				
Carrying value beginning balance	124,153,732	-	-	124,153,732
Transition to:				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of allowance for losses	(5,315,721)	-	-	(5,315,721)
New financial assets issued or purchased	115,615,007	-	-	115,615,007
Derecognized financial assets	(46,132,091)	-	-	(46,132,091)
Written-off financial assets	-	-	-	-
Recovery from written-off financial assets	-	-	-	-
Foreign exchange model or parameter change and other change	1,225,015	-	-	1,225,015
Carrying value ending balance	189,545,942	-	-	189,545,942

	December 31, 2020			Total
	Stage 1- 12 month Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss Not Impaired	Stage 3- Lifetime Expected Credit Loss Impaired	
<u>Securities measured at amortized cost</u>				
Carrying value beginning balance	53,974,385	-	758	53,975,143
Transition to :				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of allowance for losses	-	-	-	-
New financial assets issued or purchased	60,243,498	-	-	60,243,498
Derecognized financial assets	(3,970,110)	-	-	(3,970,110)
Written-off financial assets	-	-	-	-
Recovery from written-off financial assets	-	-	-	-
Foreign exchange model or parameter change and other change	155,162	-	-	155,162
Carrying value ending balance	110,402,935	-	758	110,403,693

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7. SECURITIES (continued)

- j) The following table presents changes in expected allowance for losses based on the category of financial instruments:

December 31, 2020			
Stage 1- 12 month Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss Not Impaired	Stage 3- Lifetime Expected Credit Loss Impaired	Total
<u>Securities measured at fair value through other comprehensive income</u>			
Balance at the beginning of the year	-	-	-
Impact of initial adoption of SFAS 71 (Note 52)	-	-	111,385
Allowance for expected credit loss beginning balance	111,385	-	111,385
Transition to:			
Stage 1	-	-	-
Stage 2	-	-	-
Stage 3	-	-	-
Net remeasurement of allowance for losses	491,402	-	491,402
Net financial assets issued or purchased	510,852	-	510,852
Derecognized financial assets	(30,281)	-	(30,281)
Written-off financial assets	-	-	-
Recovery from written-off financial assets	-	-	-
Foreign exchange model or parameter change and other change	(103,512)	-	(103,512)
Allowance for expected credit loss ending balance^{a)}	979,846	-	979,846

^{a)} 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.

December 31, 2020			
Stage 1- 12 month Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss Not Impaired	Stage 3- Lifetime Expected Credit Loss Impaired	Total
<u>Securities measured at amortized cost</u>			
Balance at the beginning of the year	-	-	758
Impact of initial adoption of SFAS 71 (Note 52)	-	-	43,093
Allowance for expected credit loss beginning balance	43,093	758	43,851
Transition to :			
Stage 1	-	-	-
Stage 2	-	-	-
Stage 3	-	-	-
Net remeasurement of allowance for losses	99,772	-	99,772
Net financial assets issued or purchased	103,696	-	103,696
Derecognized financial assets	(1,888)	-	(1,888)
Written-off financial assets	-	-	-
Recovery from written-off financial assets	-	-	-
Foreign exchange model or parameter change and other change	103,510	-	103,510
Allowance for expected credit loss ending balance	348,183	758	348,941

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8. EXPORT BILLS AND NOTES RECEIVABLE

a) By Type and Currency:

	December 31, 2020		December 31, 2019	
	Notional amount foreign currency (Full Amount)	Rupiah Equivalent	Notional amount foreign currency (Full Amount)	Rupiah Equivalent
<u>Third parties</u>				
<u>Rupiah</u>				
Notes Receivables		6,211,397		3,740,156
Domestic Documentary Letter of Credit (SKBDN)		3,956,830		3,362,976
Export Bills		2,416,160		3,244,802
Other Bills		412,784		565,482
		12,997,171		10,913,416
<u>Foreign Currency</u>				
Domestic Documentary Letter of Credit (SKBDN)				
United Stated Dollar	870,862	12,236	1,195,050	16,590
European Euro	3,021	51		-
Renminbi	2,006,235	4,314		-
		16,601		16,590
Export Bills				
United Stated Dollar	358,324,560	5,029,255	306,931,212	4,260,973
Renminbi	255,016,373	548,350	18,195,016	2,325
		5,577,605		4,263,298
Notes Receivables				
United Stated Dollar	458,587,573	6,442,962	303,229,301	4,209,581
European Euro	1,769,995	30,505	613,581	9,554
Renminbi	30,432,774	65,437	15,864,856	31,637
Japanese Yen		-	174,341,222	22,283
		6,538,904		4,273,055
Other Bills				
United Stated Dollar	40,228,362	565,208	62,177,125	863,173
European Euro	1,914,500	32,995	2,980,000	46,400
Singapore Dollar	1,209,427	12,827	1,134,222	11,700
Japanese Yen	90,011,140	12,238	36,615,000	4,680
Renminbi	1,750,000	3,763	3,973,250	7,923
		627,031		933,876
		12,760,141		9,486,819
		25,757,312		20,400,235
<u>Related Parties (Note 45)</u>				
<u>Rupiah</u>				
Export Bills		1,362		5,994
Domestic Documentary Letter of Credit (SKBDN)		313,852		3,472,960
Notes Receivables		235,310		3,406,600
Other Bills		112,818		1,851,090
		663,342		8,736,644
<u>Foreign Currency</u>				
Notes Receivables				
United States Dollar			53,771,939	746,489
European Euro			4,718,418	73,469
				819,958

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8. EXPORT BILLS AND NOTES RECEIVABLE (continued)

a) By Type and Currency (continued) :

	December 31, 2020		December 31, 2019	
	Notional amount foreign currency (Full Amount)	Rupiah Equivalent	Notional amount foreign currency (Full Amount)	Rupiah Equivalent
<u>Related Parties (Note 45) (continued)</u>				
<u>Foreign Currency (continued)</u>				
Export Bills				
United States Dollar	7,271,280	102,161	81,771	1,135
Other Bills				
United States Dollar	56,995,915	800,793	217,985,486	3,026,184
European Euro	11,887,485	204,874	82,492,599	1,284,460
Great Britain Pound Sterling	342,956	6,520	2,413,767	44,023
Singapore Dollar	2,619,639	36,322	225,907	2,330
Swiss Franc	105,664	1,680	176,449	2,530
		1,050,189		4,359,527
		1,152,350		4,360,662
		1,815,692		13,917,264
Total		27,573,004		34,317,499
Less				
Allowance for impairment losses		(1,326,190)		(132,241)
Total - Net		26,246,814		34,185,258

b) By Collectability :

As of December 31, 2020, all export bills and other receivables are classified as "Current", except for Rp65,867 with a collectability of "Substandard".

As of December 31, 2019, all export bills and other receivables are classified as "Current", except for Rp1,078 with a "Special Mention" and Rp2,817 with a "Substandard" collectability.

c) By Period:

The classification of export bills and notes receivable based on their remaining period to maturity are as follows:

	December 31, 2020	December 31, 2019
<u>Third parties</u>		
≤ 1 month	6,257,818	4,866,611
> 1 month - 3 months	10,562,414	7,465,986
> 3 months - 1 year	8,937,080	8,067,638
	25,757,312	20,400,235
<u>Related parties (Note 45)</u>		
≤ 1 month	539,838	2,213,007
> 1 month - 3 months	630,024	2,121,449
> 3 months - 1 year	645,830	9,582,808
	1,815,692	13,917,264
Total	27,573,004	34,317,499
Less :		
Allowance for impairment losses	(1,326,190)	(132,241)
Total - Net	26,246,814	34,185,258

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8. EXPORT BILLS AND NOTES RECEIVABLE (continued)

d) The following table presents the changes in the allowance for expected losses by financial instrument category:

	December 31, 2020			
	Stage 1- 12 month Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss - Not Impaired	Stage 3- Lifetime Expected Credit Loss - Impaired	Total
Export bills and other receivable				
Carrying value beginning balance	30,292,051	4,003,283	22,165	34,317,499
Carrying value beginning balance with sharia principles	-	-	-	-
Transition to:				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of allowance for losses	(702)	523	-	(179)
Net financial assets issued or purchased	23,327,636	4,217,422	-	27,545,058
Derecognized financial assets	(30,291,441)	(4,003,331)	(22,165)	(34,316,937)
Written-off financial assets	-	-	-	-
Recovery from written-off financial assets	-	-	-	-
Foreign exchange model or parameter change and other change	-	68	-	68
Movements of carrying value with sharia principles	27,495	-	-	27,495
Carrying value ending balance	23,355,039	4,217,965	-	27,573,004

	December 31, 2020			
	Stage 1- 12 month Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss - Not Impaired	Stage 3- Lifetime Expected Credit Loss - Impaired	Total
Export bills and other receivable				
Balance at the beginning of the year	-	-	-	132,241
Impact of initial application of SFAS 71 (Note 52)	-	-	-	2,628,902
Allowance for expected credit loss beginning balance	427,853	2,311,525	21,765	2,761,143
Transition to:				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of allowance for losses	110,510	26,997	-	137,507
Net financial assets issued or purchased	1,066,011	233,182	-	1,299,193
Derecognized financial assets	(534,934)	(2,311,525)	(21,765)	(2,868,224)
Written-off financial assets	-	-	-	-
Recovery from written-off financial assets	-	-	-	-
Foreign exchange model or parameter change and other change	(3,429)	-	-	(3,429)
Allowance for expected credit loss ending balance	1,066,011	260,179	-	1,326,190

Change in allowance for impairment losses on export bills and other claims:

	December 31, 2019
Beginning balance	91,932
Provision for impairment loss (Note 35)	40,309
Written-off during the period	-
Ending balance	132,241

Management believes that the allowance for impairment losses on export bills and other receivables as of December 31, 2020 and 2019 is adequate.

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9. GOVERNMENT RECAPITALIZATION BONDS

This account represents bonds issued by the Government related to BRI's recapitalization program and Government Recapitalization Bonds purchased from the secondary market.

In connection with the recapitalization program, BRI received bonds issued by the Government at a nominal amount of Rp29,149,000 issued in 2 (two) tranches, at nominal amounts of Rp20,404,300 on July 25, 2000 and Rp8,744,700 on October 31, 2000, all of which are fixed rate interest bonds (Note 1b). In accordance with the Letter of the Minister of Finance of the Republic of Indonesia No.S-84/MK.01/2002 dated March 26, 2002 on "Conversion Implementation of Series FR Bonds into Series VR Bonds", on March 26, 2002 BRI partially redeemed fixed rate Government bonds with a variable interest rate Government bonds.

a) By ownership purpose and remaining period to maturity:

	Carrying Value/Fair Value
	December 31, 2019
<u>Available-for-sale</u>	
≤ 1 month	30,306
	30,306
<u>Held-to-maturity</u>	
> 3 months - 1 year	1,100,000
	1,100,000
Total	1,130,306

b) By classification and type:

			Carrying Value/ Fair Value
	Annual Interest Rate (%)	Maturity Date	December 31, 2019
<u>Available-for-sale</u>			
VR0031	SPN 3 months	July 25, 2020	30,306
			30,306
<u>Held-to-maturity</u>			
VR0031	SPN 3 months	July 25, 2020	1,100,000
			1,100,000
Total			1,130,306

c) Other significant information:

The schedule of interest payment for Government Recapitalization bonds is every 3 (three) months.

The market values of Government Recapitalization Bonds classified as "available-for-sale" are 99.97% as of December 31, 2019.

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10. SECURITIES PURCHASED UNDER AGREEMENT TO RESELL

a) Securities purchased under agreement to resell as of December 31, 2020 and 2019 consist of:

December 31, 2020					
	Interest Rate (%)	Date of Purchase	Date of Resale	Purchase Amount	Carrying Value
<u>Third Parties</u>					
<u>Rupiah</u>					
Bank Indonesia					
Government Bonds					
FR0077	3.75	Dec 28, 2020	Jan 4, 2021	25,505,387	25,513,358
VR0042	3.75	Dec 29, 2020	Jan 5, 2021	14,302,191	14,305,171
VR0035	3.75	Dec 28, 2020	Jan 4, 2021	1,337,042	1,337,600
VR0043	3.75	Dec 30, 2020	Jan 6, 2021	1,328,726	1,329,002
FR0079	3.84	Sep 30, 2020	Jan 4, 2021	527,602	532,779
VR0039	3.75	Dec 29, 2020	Jan 5, 2021	381,011	381,130
FR0078	3.96	Sep 4, 2020	Jun 4, 2021	265,915	269,366
FR0078	3.94	Sep 4, 2020	Jun 4, 2021	265,915	269,349
FR0046	5.15	Jan 17, 2020	Jan 15, 2021	248,200	260,591
FR0074	3.97	Sep 4, 2020	Sep 3, 2021	255,897	259,227
VR0036	3.90	Sep 4, 2020	Mar 5, 2021	237,986	241,028
VR0036	3.86	Sep 4, 2020	Mar 5, 2021	237,986	240,997
FR0083	4.59	Jun 12, 2020	Jun 11, 2021	234,431	240,469
FR0080	4.57	Jun 12, 2020	Mar 12, 2021	233,556	239,545
FR0068	3.57	Dec 16, 2020	Mar 17, 2021	112,674	112,841
FR0078	3.55	Sep 7, 2020	Jan 4, 2021	109,125	109,384
FR0072	3.57	Sep 8, 2020	Mar 9, 2021	107,856	108,102
FR0072	3.83	Nov 4, 2020	Feb 3, 2021	106,840	107,488
FR0082	3.55	Dec 16, 2020	Jan 13, 2021	100,963	101,113
FR0087	3.55	Dec 8, 2020	Jan 5, 2021	99,919	100,146
VR0037	3.84	Oct 27, 2020	Jan 26, 2021	95,789	96,453
FR0052	3.55	Dec 4, 2020	Jan 4, 2021	63,408	63,576
FR0071	3.55	Dec 2, 2020	Jan 4, 2021	57,330	57,494
FR0068	3.55	Dec 14, 2019	Jan 11, 2021	56,066	56,160
FR0058	3.57	Dec 2, 2020	Mar 3, 2021	55,341	55,500
FR0080	3.84	Nov 11, 2020	Feb 10, 2021	52,311	52,590
FR0080	3.82	Nov 11, 2020	Feb 10, 2021	52,311	52,588
FR0087	3.65	Dec 4, 2020	Sep 3, 2021	49,827	49,963
FR0076	3.60	Nov 25, 2020	Feb 24, 2021	48,481	48,656
FR0073	3.60	Dec 4, 2020	Jun 4, 2021	36,919	37,019
FR0080	4.60	Apr 9, 2020	Jun 7, 2021	754	779
PT BPD Maluku dan Maluku Utara					
Government Bonds					
FR0084	3.85	Dec 22, 2020	Jan 5, 2021	48,859	48,906
FR0087	3.85	Dec 22, 2020	Jan 5, 2021	140,063	140,198
Total				46,756,681	46,818,568
December 31, 2019					
	Interest Rate (%)	Date of Purchase	Date of Resale	Purchase Amount	Carrying Value
<u>Third parties</u>					
<u>Rupiah</u>					
Bank Indonesia					
Government Bonds					
FR0063	5.04	Dec 17, 19	Jan 14, 20	7,709,270	7,724,380
FR0077	5.06	Dec 17, 19	Mar 17, 20	3,063,470	3,069,498
FR0063	5.02	Dec 20, 19	Jan 3, 20	931,289	932,717
FR0065	5.04	Dec 5, 19	Jan 2, 20	874,280	877,462
FR0064	5.04	Dec 20, 19	Jan 17, 20	443,180	443,862
FR0065	5.06	Dec 20, 19	Mar 20, 20	432,370	433,038
FR0070	5.01	Dec 31, 19	Jan 14, 20	312,756	312,756

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10. SECURITIES PURCHASED UNDER AGREEMENT TO RESELL (continued)

a) Securities purchased under agreement to resell as of December 31, 2020 and 2019 consist of (continued):

	December 31, 2019				
	Interest Rate (%)	Date of Purchase	Date of Resale	Purchase Amount	Carrying Value
<u>Third parties (continued)</u>					
<u>Rupiah (continued)</u>					
Bank Indonesia (continued)					
Government Bonds (continued)					
FR0068	5.04	Dec 12, 19	Jan 9, 20	310,439	311,265
FR0077	5.05	Nov 26, 19	Feb 25, 20	304,376	305,870
FR0061	5.04	Dec 31, 19	Jan 28, 20	293,558	293,558
FR0061	5.04	Dec 11, 19	Jan 8, 20	292,221	293,039
FR0061	5.01	Dec 26, 19	Jan 9, 20	292,691	292,894
FR0063	5.04	Dec 10, 19	Jan 7, 20	279,670	280,492
FR0077	5.33	Oct 16, 19	Jan 15, 20	125,660	127,074
FR0077	5.06	Nov 26, 19	Feb 25, 20	202,917	203,915
FR0079	5.09	Nov 22, 19	May 20, 20	102,938	103,506
FR0079	5.09	Dec 6, 19	Jun 5, 20	102,727	103,090
FR0078	5.33	Oct 16, 19	Jan 15, 20	83,774	84,716
FR0079	5.19	Dec 13, 19	Dec 11, 20	51,203	51,336
FR0061	5.13	Dec 13, 19	Sep 11, 20	48,681	48,806
SPN12200410	5.00	Dec 26, 19	Jan 2, 20	2,799,210	2,801,154
SPN12201106	5.09	Nov 15, 19	Feb 14, 20	542,427	545,955
SPN12201009	5.00	Dec 31, 19	Jan 7, 20	273,186	273,186
PT BPD Maluku and Maluku Utara					
Government Bonds					
FR0077	5.20	Dec 23, 19	Jan 6, 20	47,756	47,811
PT BPD Jawa Tengah					
Government Bonds					
FR0065	5.10	Dec 23, 19	Jan 2, 20	749,053	749,159
FR0064	5.10	Dec 30, 19	Jan 2, 20	325,612	325,658
				20,994,714	21,036,197
<u>United States Dollar</u>					
ING Bank N.V.					
Government Bonds					
RI0822	2.01	Dec 11, 19	Jan 6, 20	520,760	521,343
SNI0323	2.01	Dec 11, 19	Jan 6, 20	145,489	145,651
				666,249	666,994
				21,660,963	21,703,191
<u>Related Parties (Note 45)</u>					
<u>Rupiah</u>					
PT Asuransi Jiwasraya (Persero)					
Government Bonds					
FR0059	6.59	Aug 28, 19	Feb 19, 20	351,324	359,364
FR0074	6.59	Aug 30, 19	Feb 21, 20	249,555	255,174
FR0061	6.59	Aug 29, 19	Feb 21, 20	81,328	83,174
FR0061	6.59	Aug 29, 19	Feb 20, 20	60,751	62,130
FR0065	6.59	Aug 30, 19	Feb 20, 20	45,806	46,838
FR0061	6.59	Aug 29, 19	Feb 19, 20	44,094	45,094
FR0068	6.59	Aug 30, 19	Feb 20, 20	13,128	13,424
FR0063	6.59	Aug 29, 19	Feb 20, 20	7,954	8,135
FR0044	6.59	Aug 29, 19	Feb 20, 20	5,593	5,720
				859,533	879,053
Total				22,520,496	22,582,244

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10. SECURITIES PURCHASED UNDER AGREEMENT TO RESELL (continued)

b) The following table presents the changes in the expected allowance for losses by financial instrument category:

	December 30, 2020			Total
	Stage 1- 12 months Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss - Not Impaired	Stage 3- Lifetime Expected Credit Loss - Impaired	
<u>Securities purchased under agreement to resell</u>				
Carrying value beginning balance	22,582,244	-	-	22,582,244
Transition to:				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of allowance for losses	-	-	-	-
New financial assets issued or purchased	197,245,886	-	-	197,245,886
Derecognized financial assets	(173,009,562)	-	-	(173,009,562)
Written-off financial assets	-	-	-	-
Recovery from written-off financial assets	-	-	-	-
Foreign exchange model or parameter change and other change	-	-	-	-
Carrying value ending balance	46,818,568	-	-	46,818,568

	December 30, 2020			Total
	Stage 1- 12 months Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss - Not Impaired	Stage 3- Lifetime Expected Credit Loss - Impaired	
<u>Securities purchased under agreement to resell</u>				
Balance at the beginning of the year	-	-	-	-
Impact of initial application of SFAS 71	-	-	-	1
Allowance for expected credit loss beginning balance	1	-	-	1
Transition to:				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of allowance for losses	-	-	-	-
New financial assets issued or purchased	-	-	-	-
Derecognized financial assets	-	-	-	-
Written-off financial assets	(1)	-	-	(1)
Recovery from written-off financial assets	-	-	-	-
Foreign exchange model or parameter change and other change	-	-	-	-
Allowance for expected credit loss ending balance	-	-	-	-

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11. DERIVATIVES RECEIVABLE AND PAYABLE

The summary of the derivatives transactions are as follows:

Transaction	December 31, 2020	
	Derivatives receivable	Derivatives payable
Foreign currency swap	1,177,679	195,687
Foreign currency and interest rate swap	144,151	14,421
Purchase and sale of foreign currency forward	142,912	35,799
Interest rate swap	110,358	158,856
Purchase and sale of foreign currency spot	1,559	1,160
Currency option	-	1,851
Total	1,576,659	407,774

Transaction	December 31, 2019	
	Derivatives receivable	Derivatives payable
Foreign currency swap	139,081	34,341
Purchase and sale of foreign currency forward	21,975	21,943
Interest rate swap	19,264	74,114
Stock option	17,306	-
Currency option	9,092	21,424
Foreign currency and interest rate swap	3,151	32,338
Purchase and sale of foreign currency spot	527	445
Total	210,396	184,605

The notional amounts of derivatives transactions are as follows:

	December 31, 2020	December 31, 2019
Foreign currency and interest rate swap		
Rupiah	3,827,625	-
United States Dollar	-	111,458,000
Interest rate swap		
United States Dollar	731,572,074	441,572,073
Stock option		
Rupiah	-	17,306
Currency option		
Purchase contract		
United States Dollar	-	190,626,196
Sales contract		
United States Dollar	41,707,102	640,127,645
European Euro	-	2,000,000
Great Britain Pound Sterling	-	4,000,000
New Zealand Dollar	-	1,000,000
Foreign currency spot		
Purchase contract		
United States Dollar	16,000,000	3,000,000
Sales contract		
United States Dollar	27,143,607	29,150,000

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11. DERIVATIVES RECEIVABLE AND PAYABLE (continued)

The notional amounts of derivatives transactions are as follows (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Foreign currency forward		
Purchase contract		
United States Dollar	232,569,444	71,782,079
Renminbi	2,800,000	-
European Euro	-	3,806,914
Sales contract		
United States Dollar	843,687,353	210,025,464
European Euro	62,964	-
Australian Dollar	-	50,143
Foreign currency swap		
Purchase contract		
United States Dollar	170,114,774	170,241,135
Australian Dollar	-	50,000
Sales contract		
United States Dollar	2,808,686,838	1,435,993,512
European Euro	190,000,000	53,213,329
Great Britain Pound Sterling	9,200,000	10,000,000
Australian Dollar	-	3,000,000

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 LIBORs plus with a certain margin.

12. LOANS

a) By Type and Currency

The details of loans by type are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Third parties</u>		
<u>Rupiah</u>		
Kupedes	351,337,166	307,717,343
Working Capital	160,260,667	157,280,773
Consumer	143,781,795	140,783,704
Investment	60,447,524	62,735,396
Program	35,879,902	35,139,821
Syndicated	485,119	606,930
	<u>752,192,173</u>	<u>704,263,967</u>
<u>Foreign currency</u>		
Investment	40,761,907	38,079,976
Working Capital	30,017,025	30,662,859
Consumer	802,927	839,482
Syndicated	924,464	812,255
	<u>72,506,323</u>	<u>70,394,572</u>
	<u>824,698,496</u>	<u>774,658,539</u>

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12. LOANS (continued)

a) By Type and Currency (continued):

The details of loans by type are as follows (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Related parties (Note 45)</u>		
<u>Rupiah</u>		
Investment	37,083,948	44,273,596
Working Capital	25,624,320	41,123,158
Syndicated	3,953,066	4,989,605
Key Employees	186,633	22,847
Consumer	3,317	960
	<u>66,851,284</u>	<u>90,410,166</u>
<u>Foreign currency</u>		
Working Capital	5,765,444	10,133,668
Investment	2,142,983	2,228,820
	<u>7,908,427</u>	<u>12,362,488</u>
	<u>74,759,711</u>	<u>102,772,654</u>
Total	899,458,207	877,431,193
Less: Allowance for impairment losses	(65,165,002)	(38,363,840)
Net	834,293,205	839,067,353

The details of loans by currency are as follows:

	<u>December 31, 2020</u>		<u>December 31, 2019</u>	
	Notional amount foreign currency (Full Amount)	Rupiah Equivalent	Notional amount foreign currency (Full Amount)	Rupiah Equivalent
<u>Rupiah</u>		819,043,457		794,674,133
<u>Foreign currency</u>				
United States Dollar	5,717,364,006	80,328,965	5,946,335,164	82,549,997
Singaporean Dollar	6,516,568	69,116	18,947,828	195,448
Japanese Yen	90,909,084	12,360	90,876,476	11,615
European Euro	250,010	4,309		-
		<u>80,414,750</u>		<u>82,757,060</u>
Total		899,458,207		877,431,193
Less: Allowance for Impairment losses		(65,165,002)		(38,363,840)
Net		834,293,205		839,067,353

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12. LOANS (continued)

b) By Economic Sector:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Third parties</u>		
<u>Rupiah</u>		
Trading, hotels and restaurants	289,833,592	273,382,521
Agriculture	100,923,232	88,019,439
Manufacturing	47,500,427	35,394,385
Business Services	40,672,940	38,225,264
Construction	18,740,830	20,272,747
Transportation, warehousing and communications	11,060,454	11,709,242
Social services	5,699,714	10,689,178
Electricity, gas and water	4,459,079	2,632,523
Mining	2,354,278	3,988,819
Others	230,947,627	219,949,849
	<u>752,192,173</u>	<u>704,263,967</u>
<u>Foreign currency</u>		
Manufacturing	26,184,147	25,389,715
Electricity, gas and water	14,907,363	10,344,163
Agriculture	12,995,793	15,775,631
Mining	4,861,825	4,684,343
Trading, hotels and restaurants	4,078,573	4,652,808
Construction	3,673,480	3,697,854
Business Services	3,707,144	3,408,835
Transportation, warehousing and communications	887,115	1,350,059
Social services	349,487	190,096
Others	861,396	901,068
	<u>72,506,323</u>	<u>70,394,572</u>
	<u>824,698,496</u>	<u>774,658,539</u>
<u>Related parties (Note 45)</u>		
<u>Rupiah</u>		
Electricity, gas and water	16,128,026	26,009,009
Construction	16,233,554	15,087,950
Manufacturing	7,781,515	9,763,102
Transportation, warehousing and communications	7,677,961	6,338,133
Agriculture	6,725,037	7,510,746
Trading, hotels and restaurants	6,014,905	16,477,443
Business Services	5,263,900	4,904,395
Mining	505,214	592,653
Social services	331,222	3,702,928
Others	189,950	23,807
	<u>66,851,284</u>	<u>90,410,166</u>
<u>Foreign currency</u>		
Manufacturing	3,687,097	1,646,608
Business Services	1,998,026	733,039
Electricity, gas and water	1,032,396	466,917
Social services	1,112,644	1,761,903
Mining	78,264	7,754,021
	<u>7,908,427</u>	<u>12,362,488</u>
	<u>74,759,711</u>	<u>102,772,654</u>
Total	899,458,207	877,431,193
Less: Allowance for Impairment losses	(65,165,002)	(38,363,840)
Net	834,293,205	839,067,353

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12. LOANS (continued)

c) By Period:

The classification of loans based on the remaining period to maturity are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Third parties</u>		
<u>Rupiah</u>		
≤ 1 month	15,675,083	22,998,164
> 1 month - 3 months	28,271,014	33,389,203
> 3 months - 1 year	137,370,976	95,818,374
> 1 year - 2 years	107,394,811	212,855,436
> 2 years - 5 years	249,061,795	131,427,104
> 5 years	214,418,494	207,775,686
	<u>752,192,173</u>	<u>704,263,967</u>
<u>Foreign currency</u>		
≤ 1 month	3,288,919	6,211,997
> 1 month - 3 months	3,383,986	2,127,349
> 3 months - 1 year	15,369,159	9,507,224
> 1 year - 2 years	5,606,542	14,306,607
> 2 years - 5 years	20,579,596	16,336,905
> 5 years	24,278,121	21,904,490
	<u>72,506,323</u>	<u>70,394,572</u>
	<u>824,698,496</u>	<u>774,658,539</u>
<u>Related parties (Note 45)</u>		
<u>Rupiah</u>		
≤ 1 month	4,686,688	9,970,354
> 1 month - 3 months	8,769,472	18,073,172
> 3 months - 1 year	5,827,999	2,270,891
> 1 year - 2 years	3,266,801	10,727,209
> 2 years - 5 years	7,725,408	6,464,047
> 5 years	36,574,916	42,904,493
	<u>66,851,284</u>	<u>90,410,166</u>
<u>Foreign currency</u>		
≤ 1 month	2,057	24,193
> 1 month - 3 months	413,920	7,789,566
> 3 months - 1 year	1,106,582	2,166,267
> 1 year - 2 years	287,818	667,675
> 2 years - 5 years	2,004,088	1,247,870
> 5 years	4,093,962	466,917
	<u>7,908,427</u>	<u>12,362,488</u>
	<u>74,759,711</u>	<u>102,772,654</u>
Total	899,458,207	877,431,193
Less: Allowance for Impairment losses	(65,165,002)	(38,363,840)
Net	834,293,205	839,067,353

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12. LOANS (continued)

d) By Collectability

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Individual	61,073,398	38,017,682
Collective		
Current	807,915,251	802,402,488
Special mention	18,934,167	25,510,533
Substandard	1,234,299	2,359,753
Doubtful	1,697,336	2,518,424
Loss	8,603,756	6,622,313
	<u>838,384,809</u>	<u>839,413,511</u>
Total	<u>899,458,207</u>	<u>877,431,193</u>
Less: Allowance for impairment losses		
Individual	(29,101,946)	(16,860,013)
Collective	(36,063,056)	(21,503,827)
	<u>(65,165,002)</u>	<u>(38,363,840)</u>
Net	<u>834,293,205</u>	<u>839,067,353</u>

e) By Operating Segment

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Third parties</u>		
<u>Rupiah</u>		
Micro	377,642,132	329,535,811
Retail	337,141,342	336,148,459
Corporate	37,408,699	38,579,697
	<u>752,192,173</u>	<u>704,263,967</u>
<u>Foreign currency</u>		
Corporate	58,406,031	54,485,406
Retail	14,100,292	15,909,166
	<u>72,506,323</u>	<u>70,394,572</u>
	<u>824,698,496</u>	<u>774,658,539</u>
<u>Related parties (Note 45)</u>		
<u>Rupiah</u>		
Corporate	63,873,229	84,168,630
Retail	2,978,055	6,241,536
	<u>66,851,284</u>	<u>90,410,166</u>

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12. LOANS (continued)

e) By Operating Segment (continued)

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Related parties (Note 45) (continued)</u>		
<u>Foreign currency</u>		
Corporate	7,908,427	12,362,488
	<u>7,908,427</u>	<u>12,362,488</u>
	74,759,711	102,772,654
Total	899,458,207	877,431,193
Less: Allowance for Impairment losses	(65,165,002)	(38,363,840)
Net	834,293,205	839,067,353

f) Other Significant Information:

1) The average interest rates are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Contractual Interest Rate		
Rupiah	10.40%	11.64%
Foreign currency	3.80	4.27
Effective Interest Rate		
Rupiah	12.49%	13.38%
Foreign currency	3.97	4.36

- 2) 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 20, 21 and 22)
- 3) Working capital and investment loans is given to debtors for working capital requirements and capital goods.
- 4) Consumption loans consist of loans to employees and retired employees, housing, motor vehicles and other consumption loans.
- 5) 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 cooperatives.
- 6) 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.

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12. LOANS (continued)

f) Other Significant Information (continued):

- 7) Syndicated loans represent loans provided to debtors under syndication agreements with other banks. The total of BRI's syndicated loans amounted to Rp61,909,777 and Rp61,915,310 as of December 31, 2020 and 2019 respectively. BRI's participation as leader in the syndicated loans ranged from 55.00% to 77.00% and 39.00% to 77.00% as of December 31, 2020 and 2019 respectively, BRI's participation as a member in the syndicated loans ranged from 1.00% to 25.00% as of December 31, 2020 and 2019, respectively.
- 8) Employee loans are loans given to employees with 4.5% to 5.5% annual interest rate that 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 Rp3,161,845 and Rp2,055,609 as of December 31, 2020 and 2019 respectively (Note 18).
- 9) Loans granted by BRI to related parties, other than loans to key employees (Note 45) are as follows:

	December 31, 2020	December 31, 2019
PT Perusahaan Listrik Negara (Persero)	16,182,590	25,998,611
Perum BULOG	5,841,839	14,919,169
PT Telekomunikasi Indonesia (Persero) Tbk	2,800,000	1,718,181
PT Waskita Karya (Persero) Tbk	2,617,195	602,000
PT Garuda Indonesia (Persero) Tbk	2,414,805	694,125
PT Kereta Api (Persero)	2,355,585	1,795,405
PT Pegadaian (Persero)	2,120,147	2,751,793
PT Krakatau Steel (Persero) Tbk	2,031,937	2,122,094
PT Trans Jabar Tol	1,848,697	2,141,861
PT Dirgantara Indonesia (Persero)	1,813,992	20,824
Others	34,546,291	49,985,744
Total	74,573,078	102,749,807

- 10) The amount of restructured loan by BRI (Parent Entity) in accordance with POJK No. 40/POJK.03/2019 dated December, 19 2020 regarding "Asset Quality Assessment for Commercial Banks" on December 31, 2020 and 2019, amounting to Rp42,644,077 and Rp51,867,610, respectively. Restructuring scheme is generally consist of extention of the loan period and rescheduling the overdue interest.

The amount of restructured loan (BRI Parent Entity and BRI Agro) due to Covid-19 based on OJK Regulation No. 11/POJK.03/2020 dated March 16, 2020 regarding "National Economic Stimulus as a Counterclyncal Policy on the Impact of the Spread of Corona Virus Disease 2019" and POJK No. 48/POJK.03/2020 dated December 1, 2020 regarding the Amendments to the Financial Services Authority Regulation No.11/POJK.03/2020 regarding "National Economic Stimulus as a Countercyclical Policy Impact of the Spread of Corona Virus Disease 2019" until December 31, 2020 is Rp194,879,073 with a scheme of extension of the loan period, lowering interest rates, postponing principal and interest.

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12. LOANS (continued)

f) Other Significant Information (continued):

- 11) In order to implement the National Economic Recovery Program (PEN) in accordance with the Regulation of the Minister of Finance of the Republic of Indonesia (PMK) No. 71/PMK.08/2020 dated June 23, 2020 regarding "Government Guarantee Procedures through Designated Guarantee Business Entities in the Context of Implementing the National Economic Recovery Program, BRI distributes Tangguh Working Capital Loans (KMK Tangguh) with total disbursements of until December 31, 2020, amounting to Rp8,786,012.
- 12) In order to implement the National Economic Recovery Program (PEN) in accordance with the Regulation of the Minister of Finance of the Republic of Indonesia (PMK) No. 98/PMK.08/2020 dated July 28, 2020 regarding Government Guarantee Procedures for Corporate Business, the total distribution of Working Capital Loans that have received loans for corporate debtors at BRI until December 31, 2020 is Rp200,000.
- 13) In order to implement the National Economic Recovery Program (PEN) in accordance with the Regulation of the Minister of Finance of the Republic of Indonesia (PMK) No. 138/PM.05/2020 dated September 28, 2020 regarding Procedures for Providing Interest Subsidies/Margin Subsidies in the Context of Implementing the National Economic Recovery Program and Regulation of the Coordinating Minister for Economic Affairs of the Republic of Indonesia (Permenko RI) No. 8 Year 2020 dated May 8, 2020 regarding the Amendments to the Regulation of the Coordinating Minister for Economic Affairs Number 6 Year 2020 regarding Special Treatment for Recipients of People's Business Loan Affected by the Corona Virus Disease 2019 Pandemic, the total of BRI debtors who received interest subsidies until December 31, 2020 were 8,906,873 debtors and the amount of interest subsidies received by BRI debtors related to the National Economic Recovery Program (PEN) is Rp4,743,511.
- 14) BRI supports the efforts to accelerate national economic recovery by channeling loans to the MSME segment originating from the placement of government funds according to PMK No. 104/PMK.05/2020 dated August 7, 2020 (Note 22) of Rp65,627,822 for Phase I (June 25, 2020 to September 24, 2020) and Rp78,145,378 for Phase II (September 25, 2020 to December 31, 2020) .
- 15) In BRI's report on Legal Lending Limit to Bank Indonesia as of December 31, 2020 and 2019 BRI has neither related parties or third parties debtor, in accordance with Bank Indonesia regulation (OJK), that does not comply with or exceed the Legal Lending Limit, respectively.

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12. LOANS (continued)

f) Other Significant Information (continued):

16) 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:

	December 31, 2020	December 31, 2019
Agricultures	18,865,269	15,859,453
Trading, hotels & restaurants	14,453,523	11,360,517
Manufacturing	13,816,620	11,879,996
Construction	7,820,702	1,995,762
Transportation, warehousing & communication	3,817,321	1,359,475
Business services	3,506,565	1,491,252
Mining	3,498,272	2,246,320
Electricity, gas and water	2,944,416	731,965
Social services	543,874	506,719
Others	3,342,227	2,086,713
Total	72,608,789	49,518,172
Less: Allowance for Impairment losses	(35,390,134)	(19,504,591)
Net	37,218,655	30,013,581

17) Ratios

- a. The ratios of non-performing loans (NPL) BRI (parent entity) based on related regulation are 2,94% and 2,62% as of September 30, 2020, December 31, 2020 and 2019 respectively. While the ratios of BRI's (parent entity) non-performing loans (NPL) - net are 0,80% and 1,04% respectively.
- a. The ratio of small business loans to total loans provided by BRI was 53,00% and 48,43%, respectively, as of December 31, 2020 and 2019.

The following table presents the changes in the expected allowance for losses by financial instrument category:

	December 31, 2020			Total
	Stage 1- 12 month Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss Not Impaired	Stage 3- Lifetime Expected Credit Loss Impaired	
Loans				
Carrying value beginning balance	781,901,970	73,887,478	21,641,745	877,431,193
Transition to				
Stage 1	19,772,305	(19,285,712)	(486,593)	-
Stage 2	(19,204,620)	19,893,341	(688,721)	-
Stage 3	(4,783,707)	(7,453,662)	12,237,369	-
Net remeasurement of allowance for losses	(86,023,131)	(2,945,176)	4,520,157	(84,448,150)
Net financial assets issued or purchases	306,406,952	34,396,541	4,753,687	345,557,180
Derecognized financial assets	(205,812,504)	(13,292,957)	(4,310,299)	(223,415,760)
Written-off financial assets	(340,783)	(2,093,639)	(11,809,437)	(14,243,859)
Recovery from written-off financial assets	-	-	-	-
Foreign exchange model or parameter Change and other change	(1,499,164)	27,820	48,947	(1,422,397)
Carrying value ending balance	790,417,318	83,134,034	25,906,855	899,458,207

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12. LOANS (continued)

The following table presents the changes in the expected allowance for losses by financial instrument category (continued):

	December 31, 2020			Total
	Stage 1- 12 month Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss Not Impaired	Stage 3- Lifetime Expected Credit Loss Impaired	
<u>Loans</u>				
Balance at beginning of the year	-	-	-	38,363,840
Impact of initial application of SFAS 71 (Note 52)	-	-	-	12,124,615
Allowance for expected credit loss Beginning balance	15,575,981	17,480,159	17,432,315	50,488,455
Transition to:				
Stage 1	2,064,161	(1,746,657)	(317,504)	-
Stage 2	(544,581)	981,973	(437,392)	-
Stage 3	(137,238)	(2,914,060)	3,051,298	-
Net remeasurement of allowance for losses	207,434	5,762,912	10,531,033	16,501,379
Net financial assets issued or purchased	10,856,322	8,262,293	3,499,225	22,617,840
Derecognized financial assets	(3,821,785)	(3,005,945)	(3,332,820)	(10,160,550)
Written-off financial assets	(340,783)	(2,093,639)	(11,809,437)	(14,243,859)
Recovery from written-off financial assets	-	-	-	-
Foreign exchange model or parameter change and other change	(64,849)	12,588	13,998	(38,263)
Allowance for expected credit loss ending balance	23,794,662	22,739,624	18,630,716	65,165,002

The movement of allowance for impairment losses on loans:

	December 31, 2019
Beginning balance	34,926,050
Provision for allowance for impairment losses (Note 35)	20,810,248
Loans written off during period	(17,006,364)
Foreign currency translation	(366,094)
Ending balance	38,363,840

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 by the Government of the Republic of Indonesia amounting to Rp1,217,393 and Rp1,354,379 as of December 2020 and 2019, respectively (Note 2e).

The minimum allowance for Earning Asset Losses on credit provided by BRI (Parent Entity), which must be established in accordance with Bank Indonesia (OJK) regulations (Note 2e) is Rp31,802,386 and dan Rp27,409,053, as of December 2020 and 2019, respectively.

As of December 31, 2020 and 2019, there were no loans that were transferred or used as collateral for debts.

Management believes that the allowance for impairment losses on loans as of December 31, 2020 and 2019 is adequate.

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13. SHARIA RECEIVABLES AND FINANCING

a) Sharia receivables and financing based on collectibility are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Third parties</u>		
Current	32,543,250	19,474,961
Special mention	1,379,217	758,984
Substandard	316,679	195,421
Doubtful	107,503	76,703
Loss	770,167	1,061,273
	<u>35,116,816</u>	<u>21,567,342</u>
<u>Related parties (Note 45)</u>		
Current	3,798,857	4,183,648
Special mention	-	3,442
Doubtful	-	815
Loss	-	10,950
	<u>3,798,857</u>	<u>4,198,855</u>
Total	38,915,673	25,766,197
Less: Allowance for impairment losses	(1,449,489)	(745,029)
Net	37,466,184	25,021,168

b) Sharia receivables and financing based on the remaining period to maturity are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Third parties</u>		
<u>Rupiah</u>		
≤ 1 month	545,014	417,276
> 1 months - 3 months	1,401,070	676,901
> 3 months - 1 year	3,519,932	2,459,441
> 1 year - 2 years	3,268,502	1,981,410
> 2 years - 5 years	12,086,284	8,095,420
> 5 years	14,296,014	7,936,894
	<u>35,116,816</u>	<u>21,567,342</u>

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13. SHARIA RECEIVABLES AND FINANCING (continued)

b) Sharia receivables and financing based on the remaining period to maturity are as follows (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Related parties (Note 45)</u>		
<u>Rupiah</u>		
≤ 1 month	1,183,543	435,686
> 1 month - 3 months	265,583	1,215,211
> 3 months - 1 year	54,178	192,078
> 1 year - 2 years	156,963	247,099
> 2 years - 5 years	94,278	356,841
> 5 years	2,044,312	1,751,940
	<u>3,798,857</u>	<u>4,198,855</u>
Total	38,915,673	25,766,197
Less: Allowance for impairment losses	(1,449,489)	(745,029)
Net	37,466,184	25,021,168

Sharia receivables and financing consist of *Murabahah* receivables, *Istishna* receivables, *Qardh* borrowing, *Mudharabah* and *Musyarakah* financing.

Amount of restructured sharia receivables and financing due to Covid-19 based on OJK Regulation No.11/POJK.03/2020 dated March 16, 2020 regarding National Economic Stimulus as a Countercyclical Policy Impact of the Spread of Corona Virus Disease 2019 and POJK No. 48/POJK.03/2020 dated December 1, 2020 regarding the Amendments to the Financial Services Authority Regulation No.11/POJK.03/2020 regarding National Economic Stimulus as a Countercyclical Policy due The Impact of the Spread of Corona Virus Disease 2019 until December 31, 2020 is Rp7,504,101.

Unrecognized *Murabahah* receivables income as of December 31, 2020 and 2019 amounted to Rp9,292,665 and Rp5,199,426, respectively.

Movements in the allowance for impairment losses on sharia receivables and financing:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance	745,029	497,141
Provision for impairment losses during the year (Note 35)	1,288,086	682,820
Recovery from written-off during the year	66,748	59,005
Loans written-off during the year	(650,374)	(493,937)
Ending balance	1,449,489	745,029

Management believes that the allowance for impairment losses on sharia receivables and financing as of December 31, 2020 and 2019 is adequate.

The type of collateral submitted by the debtors for the sharia receivables and financing are land and buildings, Registration Book of Motor Vehicle (BPKB) and other properties.

As of December 31, 2020 and 2019 there were no sharia receivables and financing that were transferred or used as collateral for debts.

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14. FINANCE LEASE RECEIVABLES

a) Finance lease receivables as of December 31, 2020 and 2019 consist of:

	<u>December 31 2020</u>	<u>December 31 2019</u>
<u>Third parties</u>		
Finance leases receivable - gross	4,185,436	4,703,181
Guaranteed residual values	1,981,977	2,575,844
Unearned finance leases income	(607,364)	(586,009)
Security deposit	(1,981,978)	(2,575,844)
	<u>3,578,071</u>	<u>4,117,172</u>
<u>Related Parties (Note 45)</u>		
Finance leases receivable - gross	48,241	80,772
Guaranteed residual values	1,677	6,565
Unearned finance leases income	(7,088)	(6,348)
Security deposit	(1,677)	(6,565)
	<u>41,153</u>	<u>74,424</u>
Total	<u>3,619,224</u>	<u>4,191,596</u>
Less allowance for impairment losses	(213,060)	(87,500)
Net	<u>3,406,164</u>	<u>4,104,096</u>

b) Finance lease receivable - gross due in period:

	<u>December 31 2020</u>	<u>December 31 2019</u>
<u>Third parties</u>		
<u>Rupiah</u>		
≤ 1 year	1,505,414	366,664
> 1 year - 2 years	884,059	1,152,391
> 2 years - 5 years	830,009	2,118,519
	<u>3,219,482</u>	<u>3,637,574</u>
<u>United States Dollar</u>		
≤ 1 year	201,549	51,412
> 1 year - 2 years	109,166	127,101
> 2 years - 5 years	47,874	301,085
	<u>358,589</u>	<u>479,598</u>
	<u>3,578,071</u>	<u>4,117,172</u>

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14. FINANCE LEASE RECEIVABLES (continued)

b) Finance lease receivable - gross due in period (continued):

	December 31, 2020	December 31, 2019
<u>Related Parties (Note 45)</u>		
<u>Rupiah</u>		
≤ 1 year	23,927	30,857
> 1 year - 2 years	16,279	24,545
> 2 years - 5 years	947	19,022
	<u>41,153</u>	<u>74,424</u>
Total	3,619,224	4,191,596
Less allowance for impairment losses	(213,060)	(87,500)
Net	3,406,164	4,104,096

c) The following table presents the changes in the expected allowance for losses by financial instrument category:

	December 31, 2020			Total
	Stage 1- 12 month Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss Not Impaired	Stage 3- Lifetime Expected Credit Loss Impaired	
<u>Finance lease receivables</u>				
Carrying value beginning balance	4,026,491	59,873	105,232	4,191,596
Transition to:				
Stage 1	38,913	(31,851)	(7,062)	-
Stage 2	(81,147)	108,466	(27,319)	-
Stage 3	(140,359)	(14,652)	155,011	-
Net remeasurement of allowance for losses				
New financial assets issued or purchased	992,010	15,842	13,873	1,021,725
Derecognized financial assets	(1,487,748)	(27,229)	(38,130)	(1,553,107)
Written-off financial assets	(4,249)	(854)	(14,098)	(19,201)
Recovery from write-off financial assets	-	-	-	-
Model or foreign exchange parameter change and other change	(22,508)	-	719	(21,789)
Carrying value ending balance	3,321,403	109,595	188,226	3,619,224

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14. FINANCE LEASE RECEIVABLES (continued)

- c) The following table presents the changes in the expected allowance for losses by financial instrument category (continued):

	December 31, 2020			Total
	Stage 1- 12 month Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss Not Impaired	Stage 3- Lifetime Expected Credit Loss Impaired	
Finance lease receivable				
Balance at the beginning of the year	-	-	-	87,500
Impact of initial application of SFAS 71 (Notes 52)	-	-	-	22,529
Allowance for expected credit loss beginning balance	2,755	19,639	87,635	110,029
Transition to:				
Stage 1	32,099	(13,566)	(18,533)	-
Stage 2	(4,434)	20,596	(16,162)	-
Stage 3	(2,399)	(4,500)	6,899	-
Net remeasurement of allowance for losses	(10,559)	9,766	70,162	69,369
New financial assets issued or purchased	32,133	5,615	23,029	60,777
Derecognized financial assets	(2,638)	(784)	(15,144)	(18,566)
Written-off financial assets	(2,152)	(614)	(6,101)	(8,867)
Recovery from written-off financial assets	-	-	-	-
Foreign exchange model or parameter changes and other change	(84)	-	402	318
Allowance for expected credit loss ending balance	44,721	36,152	132,187	213,060

Movement allowance for impairment loss finance lease receivables:

	December 31, 2019
Beginning balance	88,000
Provision for (reversal of) allowance for impairment losses (Note 35)	63,251
Written-off during the year	(62,839)
Foreign currency translation	(912)
Ending Balance	87,500

As of December 31, 2020 and 2019 there are no finance lease receivable that is transferred and/or used are pledged as collateral.

Management believes that the allowance for impairment losses for finance lease receivable as of December 31, 2020 and 2019 is adequate.

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15. ACCEPTANCES RECEIVABLE AND PAYABLE

a) By Type and Currency:

	December 31, 2020		December 31, 2019	
	Notional amount foreign currency (Full Amount)	Rupiah Equivalent	Notional amount foreign currency (Full Amount)	Rupiah Equivalent
<u>Third parties</u>				
<u>Rupiah</u>				
Import Letters of Credit and Domestic Documentary L/C (SKBDN)		3,789,849		6,579,401
<u>Foreign currency</u>				
Import L/C and SKBDN				
United States Dollar	77,786,022	1,092,894	123,214,660	1,710,528
European Euro	7,155,614	123,323	6,443,155	101,705
Japanese Yen	209,237,191	28,449	60,413,207	7,721
Renminbi	4,073,580	8,759	1,180,318	2,354
Great Britain Pound Sterling	36,705	698		-
Singapore Dollar	36,236	384		-
		1,254,507		1,822,308
		5,044,356		8,401,709
<u>Related parties (Note 45)</u>				
<u>Rupiah</u>				
Import L/C and SKBDN		1,548,475		763,441
<u>Foreign currency</u>				
Import L/C and SKBDN				
United States Dollar	14,634,549	205,615	12,903,095	179,127
Japanese Yen	138,000,000	18,763		-
European Euro	13,168	227	65,669	1,023
Singapore Dollar		-	73,997	763
		224,605		180,913
		1,773,080		944,354
Total		6,817,436		9,346,063
Less allowance for impairment losses		(546,260)		-
Net		6,271,176		9,346,063

b) By Collectibility:

As of December 31, 2020 and 2019, all acceptance receivables are classified as "Current", except for Rp500,603 with a "Special Mention" collectability for December 31, 2020 and Rp3,412 with "Loss" collectability for December 31, 2019.

c) By Period:

The classification of acceptances receivable based on the remaining period until maturity are as follows:

	December 31, 2020	December 31, 2019
<u>Third parties</u>		
≤ 1 month	2,166	2,616
> 1 month - 3 months	2,319,770	2,551,641
> 3 months - 1 year	2,722,420	5,847,452
	5,044,356	8,401,709

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15. ACCEPTANCES RECEIVABLE AND PAYABLE (continued)

c) By Period (continued)

The classification of acceptances receivable based on the remaining period until maturity are as follows (continued):

	December 31, 2020	December 31, 2019
<u>Related parties (Note 45)</u>		
> 1 month - 3 months	850,673	556,645
> 3 months - 1 year	922,407	387,709
	<u>1,773,080</u>	<u>944,354</u>
Total	6,817,436	9,346,063
Less: allowance for impairment losses	(546,260)	-
Net	6,271,176	9,346,063

d) The following table present movement of the allowance for expected credit losses by financial instrument.

	December 31, 2020			Total
	Stage 1- 12 month Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss Not Impaired	Stage 3- Lifetime Expected Credit Loss Impaired	
<u>Acceptances receivable and payable</u>				
Carrying value beginning balance	9,344,682	-	-	9,344,682
Carrying value beginning balance with sharia principle	1,381	-	-	1,381
Transition to :				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of allowance for losses	-	-	-	-
New financial assets issued or purchased	6,262,967	500,603	-	6,763,570
Derecognized financial assets	(9,344,682)	-	-	(9,344,682)
Written off financial assets	-	-	-	-
Recovery from written-off financial assets	-	-	-	-
Foreign exchange model or parameter change and other change	10,173	-	-	10,173
Movements in carrying value with sharia principles	42,312	-	-	42,312
Carrying value ending balance	6,316,833	500,603	-	6,817,436

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15. ACCEPTANCES RECEIVABLE AND PAYABLE (continued)

d) The following table present movement of the allowance for expected credit losses by financial instrument (continued)

	December 31, 2020			Total
	Stage 1- 12 month Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss Not Impaired	Stage 3- Lifetime Expected Credit Loss Impaired	
Acceptances receivable and payable				
Balance at beginning of the year	-	-	-	-
Impact of initial application of SFAS 71 (Notes 52)	-	-	-	140,746
Allowance for expected credit loss beginning balance	140,746	-	-	140,746
Transition to:				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of allowance for losses	415	-	-	415
New financial assets issued or purchased	239,521	306,106	-	545,627
Derecognized financial assets	(140,135)	-	-	(140,135)
Written-off financial assets	-	-	-	-
Recovery from written-off financial assets	-	-	-	-
Foreign exchange model or parameter change and other change	(393)	-	-	(393)
Allowance for expected credit loss ending balance	240,154	306,106	-	546,260

Management believes that the allowance for impairment losses as of December 31, 2020 is adequate and that the allowance for impairment losses as of December 31, 2019 is not necessary.

16. INVESTMENT IN ASSOCIATED ENTITIES

The details of Investment In Associated Entities are as follows:

Company Name	Type of Business	Percentage Of ownership (%)	December 31, 2020		
			Acquisition Cost	Accumulated net earning Associated Entities	Carrying Value
Equity Method					
Related parties (Note 45)					
(Investment in associated entity)					
PT Danareksa Investment Management	Securities Company	35.00	371,959	8,239	380,198
PT Bahana Artha Ventura	Venture Capital	35.00	71,325	3,071	74,396
			443,284	11,310	454,594
Cost Method					
PT Fintek Karya Nusantara	Baming system Service Provider	13.22			565,245
Investree Singapore Pte Ltd	Financial Technology Provider	4.01			146,457
Fazz Financial Group Pte Ltd	Financial Technology Provider	3.67			120,480

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16. INVESTMENT IN ASSOCIATED ENTITIES (continued)

The details of Investment In Associated Entities are as follows (continued):

December 31, 2020					
Company Name	Type of Business	Percentage Of ownership (%)	Acquisition Cost	Accumulated net earning Associated Entities	Carrying Value
Cost Method (continued)					
Funding Asia Group Pte Ltd	Financial Technology Provider	1.63			78,560
Nium Pte Ltd	Financial Technology Provider	1.29			48,255
Ayo Technology Pte Ltd	Financial Technology Provider	6.88			31,437
Tani Nusantara Pte Ltd	Financial Technology Provider	2.44			28,580
PT Pemeringkat Company Indonesia	Credit Rating Agency	8.01			7,970
Institution Pembayaran Nasional	Financial	17.50			3,500
PT Kustodian Sentral Efek Indonesia	Securities Depository Services	4.30			1,275
PT Clearing Berjangka Indonesia (Persero)	Clearing Institution	2.00			1,000
PT Jakarta Kyoei Medical Center	Health service service	1.68			221
Bursa Efek Indonesia	Stock exchange	0.80			135
Other investments	Miscellaneous	Various			2,091
					1,035,206
Total					1,489,800
Less: allowance For impairment losses					-
Net					1,489,800

December 31, 2019					
Company Name	Type of Business	Percentage Of ownership (%)	Acquisition Cost	Accumulated net earning Associated Entities	Carrying Value
Equity Method					
Related parties (Note 45)					
(Investment in associated entity)					
PT Danareksa Investment Management	Securities Company	35.00	371,959	5,811	377,770
PT Bahana Artha Ventura	Venture Capital	35.00	71,325	2,880	74,205
			443,284	8,691	451,975

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16. INVESTMENT IN ASSOCIATED ENTITIES (continued)

The details of Investment In Associated Entities are as follows (continued):

Company Name	Type of Business	Percentage Of ownership (%)	Acquisition Cost	December 31, 2019	
				Accumulated net earning Associated Entities	Carrying Value
Cost Method					
PT Fintek Karya Nusantara	Banking System Service Provider	13.69			250,000
Ayo Technology Pte Ltd	Financial Technology Provider	6.79			28,111
PT Pemeringkat Efek Indonesia	Credit Rating Agency	7.97			7,978
Lembaga Pembayaran Nasional	Financial	17.50			3,500
PT Kustodian Sentral Efek Indonesia	Securities Depository Services	4.30			1,275
PT Kliring Berjangka Indonesia (Persero)	Clearing Institution	2.00			1,000
PT Sarana Bersama Pembiayaan Indonesia	Financial nonbank	8.00			536
PT Jakarta Kyoei Medical Center	Health Center Service	1.68			220
PT Menara Proteksi Indonesia	Infrastructure	2.00			200
Bursa Efek Indonesia	Stock Exchange	0.80			135
BPR Toelongredjo Dasa Nusantara	Banking	1.50			77
BPR Tjoekir Dasa Nusantara	Banking	3.00			77
BPR Toelangan Dasa Nusantara	Banking	1.50			66
PT Merapi Gelanggang Wisata	Sport Facilities	0.64			50
PT Kendari Expressindo Bahari	Transportation	8.33			50
BPR Cinta Manis Agroloka	Banking	1.75			35
PT Sukapraja Estetika Padang Golf	Sport Facilities	0.24			25
BPR Bungamayang Agroloka	Perbankan	1.13			23
PT Aplikanusa Lintasarta	Nonbank	0.03			20
PT Danareksa Finance	Financial Institution	0.01			1
					293,379
Total					745,354
Less allowance for impairment losses					(50)
Net					745,304

As of December 31, 2020, all investment are classified as "Current", while as of December 31, 2019 all investment are classified as "Current" except for investment made by PT BRI Ventura Investama (subsidiary) in PT Kendari Expressindo Bahari classified as "Loss" and has been made full impairment amounted to Rp50 since 2019.

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16. INVESTMENT IN ASSOCIATED ENTITIES (continued)

The following dividend receipt:

	For the year ended December 31,	
	2020	2019
<u>BRI</u>		
PT Sarana Bersama Pembiayaan Indonesia	-	362
PT Danareksa Investment Management	5,530	5,495
<u>Subsidiary</u>		
<u>BRI Agro</u>		
BPR Cinta Manis Agroloka	6	6
BPR Bungamayang Agroloka	5	6
PT Aplikanusa Lintasarta	11	27
<u>BRIDS</u>		
PT Pemeringkat Efek Indonesia	1,008	857
<u>BRINS</u>		
PT Reasuransi Maipark	24	-
Others	85	-
Total	6,669	6,753

As of December 31, 2020, amount the allowance for impairment losses on investment in associated entities amounted to RpNil and as of December 31, 2019 amounted to Rp50. Management believes that the allowance for impairment losses on investment in associated entities is adequate.

17. PREMISES AND EQUIPMENTS

Premises and equipments consist of:

Description	December 31, 2020				
	Beginning Balance	Addition	Disposal	Reclassifi- cation ^{*)}	Ending Balance
<u>Cost</u>					
Landrights	21,123,087	285,463	33,418	897	21,376,029
Buildings	4,951,375	1,149,313	62,602	86,261	6,124,347
Motor vehicles	2,378,102	115,583	119,229	-	2,374,456
Computers and machineries	9,660,755	573,132	103,482	41	10,130,446
Furnitures and fixtures	1,980,108	260,200	59,853	(41)	2,180,414
Museum assets	184	-	-	-	184
Satellite	3,284,664	-	-	-	3,284,664
Construction in progress	697,405	759,189	2,909	(86,261)	1,367,424
	44,075,680	3,142,880	381,493	897	46,837,964
<u>Accumulated Depreciation</u>					
Buildings	2,041,008	499,491	26,659	-	2,513,840
Motor vehicles	2,115,204	140,776	117,491	-	2,138,489
Computers and machineries	6,379,234	1,235,054	78,043	-	7,536,245
Furnitures and fixtures	1,541,912	180,688	43,040	-	1,679,560
Satellite	565,693	218,977	-	-	784,670
	12,643,051	2,274,986	265,233	-	14,652,804
Book value - Net	31,432,629				32,185,160

^{*)} Include reclassification of land from abandoned assets

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17. PREMISES AND EQUIPMENTS (continued)

Premises and equipments consist of (continued):

Description	December 31, 2019				
	Beginning Balance	Addition	Disposal	Reclassification	Ending Balance
Cost					
Landrights	17,300,589	3,870,064	48,460	894	21,123,087
Buildings	4,959,992	286,426	21,250	(273,793)	4,951,375
Motor vehicles	2,284,879	115,754	22,531	-	2,378,102
Computers and machineries	8,286,786	1,413,248	39,279	-	9,660,755
Furniture and fixtures	1,808,142	215,046	43,080	-	1,980,108
Museum assets	184	-	-	-	184
Satellite	3,284,664	-	-	-	3,284,664
Construction in Progress	-	423,612	-	273,793	697,405
	<u>37,925,236</u>	<u>6,324,150</u>	<u>174,600</u>	<u>894</u>	<u>44,075,680</u>
Accumulated Depreciation					
Buildings	1,785,676	257,157	1,825	-	2,041,008
Motor vehicles	1,955,595	180,307	20,698	-	2,115,204
Computers and machineries	5,516,494	902,805	40,065	-	6,379,234
Furnitures and fixtures	1,405,897	174,382	38,367	-	1,541,912
Satellite	346,715	218,978	-	-	565,693
	<u>11,010,377</u>	<u>1,733,629</u>	<u>100,955</u>	<u>-</u>	<u>12,643,051</u>
Book value - Net	<u>26,914,859</u>				<u>31,432,629</u>

*) Include reclassification of land from abandoned assets

The cost of acquiring and accumulating depreciation of fixed assets as of December 31, 2020 also includes the value of BRI's right of use assets, with the following details:

Description	Beginning Balance	Addition	Disposal	Ending Balance
	January 1, 2020			December 31, 2020
Cost				
Landrights	32,123	1,295	33,418	-
Buildings	407,761	432,621	26,469	813,913
Motor vehicles	10,253	64,305	3,000	71,558
Computers and machineries	6,991	2,385	7,181	2,195
Furnitures and fixtures	15,252	19,221	16,853	17,620
	<u>472,380</u>	<u>519,827</u>	<u>86,921</u>	<u>905,286</u>
Accumulated Depreciation				
Landrights	-	224,779	20,044	204,735
Buildings	-	25,174	1,803	23,371
Computers and machineries	-	979	190	789
Furnitures and fixtures	-	9,036	1,601	7,435
	<u>-</u>	<u>259,968</u>	<u>23,638</u>	<u>236,330</u>
Book value - Net	<u>472,380</u>			<u>668,956</u>

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17. PREMISES AND EQUIPMENTS (continued)

The following table presents the expenses of rights reported in the consolidated statements of income:

	Year Ended December 31, 2020		
	Amortization expense of landrights	Interest expense of rental liabilities	Expenses related short-term rentals
Landrights	-	-	193
Buildings	224,779	6,750	190,637
Motor vehicles	25,174	3,152	56,981
Computers and machineries	979	103	15,376
Furnitures and fixtures	9,036	819	32,772
Total	259,968	10,824	295,959

The average rental period based on the contract owned by BRI is 2 (two) years.

BRI also has certain leases with leases of 12 months or less and low-value asset leases. BRI applies exemptions for short-term rentals and low-value leases for such leases.

Depreciation expense of premises and equipments charged to the consolidated statement of profit or loss and other comprehensive income amounted to Rp2.274.986 and Rp1.733.629 for the year ended December 31, 2020, and December 31, 2019 respectively (Note 37).

BRI insured its premises and equipments (excluding landrights and satellite) from losses due to risks of fire, theft, vandalism, force majeure, and others to PT BRI Asuransi Indonesia (BRI Insurance) (related parties - Note 45) and PT Asuransi Tugu Pratama Indonesia Tbk (related parties - Note 45) with coverage amount of Rp14.361.967 dan Rp14.291.901 for the year ended December 31, 2020, and December 31, 2019 respectively.

BRI insured its satellites to PT BRI Asuransi Indonesia (BRI Insurance) at December 31, 2020, and December 31, 2019 with full coverage amount of USD176,000 (full amount), and USD192,000,000 (full amount) in which the insurance policies ended at June 19, 2021, and June 19, 2020 respectively.

The gross carrying value of premises and equipments that have been fully depreciated but still used by BRI amounted to Rp8.622.771 dan Rp7.743.856 as of December 31, 2020, and December 31, 2019 respectively.

As of December 31, 2020, and December 31, 2019 there are no premises and equipments owned by BRI which are pledged as collateral.

On April 1, 2016, BRI changed its accounting policy for landrights measurement from cost model to revaluation model.

Based on Chairman of Bapepam-LK's Decision Letter No. KEP-347/BL/2012 dated June 25, 2012 regarding the "Guidelines on Financial Statements Presentations and Disclosures for Issuers or Public Companies", section 27 letter e, considering the book value of land that has been revalued in 2016, on April 1, 2019, BRI and subsidiaries have revalued land to meet Bapepam LK's provisions and not for taxation purposes.

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17. PREMISES AND EQUIPMENTS (continued)

The valuation is performed based on the Indonesian Valuations 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 Nanang Rahayu Sigit Paryanto and Partners with report No. 00286/2.0160-00/PI/07/0218/1/VII/2019 dated on June 28, 2019 amounting to Rp8,285,841 signed by Nanang Rahayu.
2. KJPP Immanuel Johnny and Partners with report No. 00021T-W/PA/IMM-VI/2019 000101-104/0064-00/PI/07/0184/1/VI/2019 dated on June 28, 2019 amounting to Rp4,588,664 signed by Immanuel H. Sitompul.
3. KJPP Aksa Nelson and Partners with report No. 00211/2.0026-00/PI/07/0179/1/VI/2019 dated on June 28, 2019 amounting to Rp1,630,648 signed by Aksa Nurdin.
4. KJPP Abdullah Fitriantoro and Partners with report No. 00233/2.0051-00/PI/07/0152/1/VI/2019 dated on June 28, 2019 amounting to Rp1,588,322 signed by Abdullah Fitriantoro.
5. KJPP Toha Okky Heru and Partners with report No. 00056/2.0014-00/PI/07/0080/1/VI/2019 dated on June 28, 2019 amounting to Rp417,084 signed by Okky Danuza.
6. KJPP Satria Iskandar Setiawan and Partners with report No. 00078-81/2.0124.00/PI/07/0257/1V/2019 dated on June 28, 2019 amounting to Rp3,825,260 signed by Setiawan.
7. KJPP Iwan Bachron & Partners with report No. 000298/2.0047-05/PI/08/0500/1/VI/2019 dated on June 21, 2019 amounting to Rp101,851 signed by Bunga Budiarti.

The increase in the carrying value arising from the reassessment of land rights of Rp3,310,210 was recorded as a "Fixed Asset Revaluation Surplus" and presented in other comprehensive income of Rp3,411,813, while the decrease in carrying value arising from the reassessment of Rp101,603, was recognized in the current period's income statement. The fair value of land rights is included in the level 2 fair value hierarchy.

As of December 31, 2020, and December 31, 2019 if the landrights are measured using the cost model, the carrying value amounted to Rp3,864,762, and Rp3,611,820 respectively.

Construction in progress details, as follows:

	December 31, 2020		
	Cost Accumulation	Completion percentage	Estimated date of completion
BRI Gatot Subroto Building	581,807	56.82%	June 30, 2021
IT Tabanan Building	57,950	95.00%	February 28, 2021
Cirebon Gunung Jati Branch Office Building	43,300	80.00%	March 31, 2021
Others	684,367	Various	Various
Total	1,367,424		
	December 31, 2019		
	Cost Accumulation	Completion percentage	Estimated date of completion
BRI Gatot Subroto Building	400,860	47.39%	March 05, 2021
IT Tabanan Building	57,950	95.00%	January 31, 2020
Others	238,595	Various	Various
Total	697,405		

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17. PREMISES AND EQUIPMENTS (continued)

Management believes that there is no impairment in value 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, 2020, and December 31, 2019.

18. OTHER ASSETS

Other Assets consist of:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Rupiah</u>		
Receivables related to ATM and credit card transaction	4,180,805	1,197,686
Receivables from government related to generation KUR disbursement	3,870,918	2,215,420
Prepaid expense	3,255,686	2,584,867
Deferred expense for employee loan (Note 12f)	3,161,845	2,055,609
Interest expense:		
Securities	2,581,705	1,385,919
Government Recapitalization Bonds	-	13,875
Others	43,973	102,980
Reinsurance assets	1,383,245	1,136,849
<i>Ijarah</i> assets	1,094,012	1,597,231
Accrued revenue based on sharia principle	371,577	248,037
Internal advance	386,457	314,316
Office supplies	272,336	278,242
Office, warehouse, and classroom rent	250,444	163,981
Receivables for distributions of government social assistance	89,907	61,870
Estimated tax receivable	72,647	129,309
Premium receivable	71,467	193,573
Foreclosed collaterals	67,211	65,104
Penalty changes of loan principal and interest	59,993	86,007
Tax advance	22,720	1,678,510
Others	4,921,468	3,422,977
	<u>26,158,416</u>	<u>18,932,362</u>
<u>Foreign currency</u>		
Interest receivable:		
Securities	939,757	405,285
Others	54,437	65,380
Others	157,707	684,715
	<u>1,151,901</u>	<u>1,155,380</u>
Total	27,310,317	20,087,742
Less allowance for impairment losses	(114,361)	(263,316)
Net	<u>27,195,956</u>	<u>19,824,426</u>

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19. LIABILITIES DUE IMMEDIATELY

Liabilities due immediately consist of:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Rupiah</u>		
Advance payment deposits	4,323,171	2,390,341
ATM and credit card deposits	649,981	92,068
Tax payment deposits	581,816	614,123
Insurance deposits	166,245	172,414
Third parties cooperation deposits	81,020	91,363
Channelling loan deposits	63,836	129,494
Clearing deposits	29,952	30,224
Money transfer deposits	22,009	22,169
Social grant deposits	7,561	7,588
Others	5,055,436	3,569,637
	<u>10,981,027</u>	<u>7,119,421</u>
<u>Foreign currency</u>		
Advance payment deposits	164,517	75,525
Tax payment deposits	27,015	37,775
ATM and credit card deposits	335	120
Others	673,016	316,471
	<u>864,883</u>	<u>429,891</u>
Total	<u>11,845,910</u>	<u>7,549,312</u>

20. DEMAND DEPOSITS

Demand deposits consist of:

	<u>December 31, 2020</u>		<u>December 31, 2019</u>	
	<u>Notional Amount Foreign Currency (Full Amount)</u>	<u>Rupiah Equivalent</u>	<u>Notional Amount Foreign Currency (Full Amount)</u>	<u>Rupiah Equivalent</u>
<u>Third parties</u>				
<u>Rupiah</u>		93,121,787		94,213,418
<u>Foreign currency</u>				
United States Dollar	2,275,152,143	31,965,888	1,791,170,525	24,865,925
Singaporean Dollar	173,906,682	1,844,486	32,035,467	330,447
Renminbi	77,911,961	167,531	25,014,864	49,884
European Euro	7,972,675	137,405	63,590,469	990,142
Australian Dollar	2,003,355	21,541	938,028	9,123
Japanese Yen	58,215,378	7,915	162,560,057	20,777
United Arab Emirates Dirham	1,675,059	6,407	30,025	113
Great Britain Pound Sterling	268,771	5,110	8,855	161
Hong Kong Dollar	832,026	1,508	2,117,497	3,775
Malaysia Ringgit	2,904	10		-
Saudi Arabian Riyal		-	697	3
		<u>34,157,801</u>		<u>26,270,350</u>
		<u>127,279,588</u>		<u>120,483,768</u>
<u>Related parties (Note 45)</u>				
<u>Rupiah</u>		32,451,555		25,708,146
<u>Foreign Currency</u>				
United States Dollar	1,797,654,233	25,257,042	1,433,788,505	19,905,665
European Euro	5,156,992	88,878	127,503,515	1,985,307
Japanese Yen	545,478,053	74,166	5,815,265,960	743,249
		<u>25,420,086</u>		<u>22,634,221</u>
		<u>57,871,641</u>		<u>48,342,367</u>
Total		<u>185,151,229</u>		<u>168,826,135</u>

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20. DEMAND DEPOSITS (continued)

The average interest rates are as follows:

	December 31, 2020	December 31, 2019
Rupiah	2.85%	3.17%
Foreign currency	0.96	0.54

Demand deposits used as collateral for banking facilities granted by BRI and subsidiaries amounted to Rp4,070,930 and Rp901,523 as of December 31, 2020 and 2019, respectively.

21. SAVING DEPOSITS

Saving deposits consist of:

	December 31, 2020		December 31, 2019	
	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent
<u>Third parties</u>				
<u>Rupiah</u>				
Simpedes		285,960,307		247,723,324
Britama		159,291,579		143,989,658
Others		11,811,994		11,369,573
		457,063,880		403,082,555
<u>Foreign Currency</u>				
<u>Britama</u>				
United States Dollar	164,691,567	2,313,917	134,469,831	1,866,777
Japanese Yen	1,866,515,375	253,781	10,302,845	1,317
Singaporean Dollar	7,239,262	76,781	7,483,754	77,195
European Euro	2,106,284	36,301	2,586,917	40,280
Renminbi	10,340,053	22,234	30,373,854	60,571
Great Britain Pound Sterling	703,622	13,378	805,413	14,689
Australian Dollar	1,085,297	11,670	1,053,637	10,247
Riyal Arab Saudi	333,869	1,250	35,553	132
Hong Kong Dollar	51,351	93	12,423	22
United Arab Emirates Dirham	7,475	29	7,610	23
		2,729,434		2,071,253
Others				
United States Dollar		-	27,024	375
		2,729,434		2,071,628
		459,793,314		405,154,183
<u>Related parties (Note 45)</u>				
<u>Rupiah</u>				
Britama		310,246		179,771
Simpedes		12,281		35
Others		318,854		9,988
		641,381		189,794
<u>Foreign Currency</u>				
<u>Britama</u>				
United States Dollar	1,342,362	18,860		-
Great Britain Pound Sterling	1,193	23		-
Singaporean Dollar	888	9		-
Renminbi	571	1	691	1
Australian Dollar	-	-	192	2
European Euro	-	-	6,003	93
		18,893		96
Others				
United States Dollar		-	800,756	11,116
Singaporean Dollar		-	28,485	294
		18,893		11,506
		660,274		201,300
Total		460,453,588		405,355,483

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21. SAVING DEPOSITS (continued)

The average interest rate are as follow:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah	0.69%	0.85%
Foreign currency	0.31	0.37

Saving deposits used as collateral for banking facilities granted by BRI and subsidiaries amounted to Rp126,223 dan Rp97,356 as of December 31, 2020 and 2019, respectively.

22. TIME DEPOSITS

Time deposits consist of:

	<u>December 31, 2020</u>		<u>December 31, 2019</u>	
	<u>Notional Amount Foreign Currency (Full Amount)</u>	<u>Rupiah Equivalent</u>	<u>Notional Amount Foreign Currency (Full Amount)</u>	<u>Rupiah Equivalent</u>
<u>Third parties</u>				
<u>Rupiah</u>		291,983,683		264,159,347
<u>Foreign Currency</u>				
United States Dollar	3,869,574,677	54,367,525	4,298,213,762	60,593,647
Singaporean Dollar	146,201,170	1,550,636	31,602,312	325,979
Renminbi	265,834,697	571,612	6,261,891	12,487
Australian Dollar	28,948,083	311,263	25,786,449	250,783
European Euro	12,488,168	215,226	6,089,425	94,816
Great Britain Pound Sterling	1,314,370	24,989	1,801,080	32,848
Japanese Yen	22,694,000	3,086	9,957,500	1,273
Saudi Arabian Riyal	5,001	19		-
Swiss Franc		-	98,435	1,411
		<u>57,044,356</u>		<u>61,313,244</u>
		<u>349,028,039</u>		<u>325,472,591</u>
<u>Related parties (Note 45)</u>				
<u>Rupiah</u>		42,349,414		58,269,545
<u>Foreign Currency</u>				
United States Dollar	2,484,394,914	34,905,750	2,116,001,446	29,375,808
European Euro	6,649,000	114,592	6,694,290	104,234
Singaporean Dollar	165,508	1,755		-
Japanese Yen		-	10,956,500	1,400
Great Britain Pound Sterling		-	4,126	75
		<u>35,022,097</u>		<u>29,481,517</u>
		<u>77,371,511</u>		<u>87,751,062</u>
Total		<u>426,399,550</u>		<u>413,223,653</u>

Time deposits based on their contractual periods are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Third parties</u>		
<u>Rupiah</u>		
Deposits on call	14,656,454	11,503,294
Time Deposits		
1 month	105,524,880	145,564,465
3 months	126,359,394	86,529,286
6 months	21,335,653	14,502,228
12 months	12,391,875	4,974,516
More than 12 months	11,715,427	1,085,558
	<u>291,983,683</u>	<u>264,159,347</u>

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22. TIME DEPOSITS (continued)

Time deposits based on their contractual periods are as follows (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Third parties (continued)</u>		
<u>Foreign Currency</u>		
Deposits on call	6,721,836	6,146,307
Time Deposits		
1 month	15,552,082	18,787,941
3 months	9,877,749	9,477,673
6 months	7,114,117	9,355,188
12 months	17,505,065	16,772,051
More than 12 months	273,507	774,084
	<u>57,044,356</u>	<u>61,313,244</u>
	<u>349,028,039</u>	<u>325,472,591</u>
<u>Related parties (Note 45)</u>		
<u>Rupiah</u>		
Deposits on call	5,298,872	4,153,045
Time Deposits		
1 month	18,880,984	18,344,766
3 months	15,654,291	11,695,650
6 months	1,079,504	519,383
12 months	1,435,763	6,112,201
More than 12 months	-	17,444,500
	<u>42,349,414</u>	<u>58,269,545</u>
<u>Foreign Currency</u>		
Deposits on call	835,828	1,264,270
Time Deposits		
1 month	13,410,028	21,323,553
3 months	7,990,114	6,081,265
6 months	10,866,152	492,701
12 months	1,257,681	319,728
More than 12 months	662,294	-
	<u>35,022,097</u>	<u>29,481,517</u>
	<u>77,371,511</u>	<u>87,751,062</u>
Total	<u>426,399,550</u>	<u>413,223,653</u>

The average interest rates are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah	5.61%	6.71%
Foreign currency	2.24	2.54

Time deposits used as collateral for banking facilities granted by BRI and subsidiaries amounted to Rp460,958 and Rp233,197 as of December 31, 2020 dan 2019, respectively.

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22. TIME DEPOSITS (continued)

In order to implement the National Economic Recovery Program (PEN) in accordance with PMK No. 104/PMK,05/2020 dated August 7, 2020 concerning Fund Placement in the Framework of Implementation of the National Economic Recovery Program, during 2020 there have been 2 (two) times the placement of funds, namely:

- The period of placement of phase I funds amounted to Rp1,000,000 and Rp9,000,000 in the form of deposits with interest rates of 3.42% from June 25, 2020 to the date of September 25, 2020, which was then returned to the Ministry of Finance's account at Bank Indonesia on September 25, 2020.
- The phase II fund placement period was Rp6,000,000 and Rp9,000,000 in the form of deposits with interest rates of 2.84% from September 25, 2020 to January 13, 2021, which were then returned to the Ministry of Finance's account at Bank Indonesia on January 13, 2021.

23. DEPOSITS FROM OTHER BANKS AND FINANCIAL INSTITUTIONS

Deposits from other banks and financial institutions consist of:

	December 31, 2020		December 31, 2019	
	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent
<u>Third parties</u>				
<u>Rupiah</u>				
Deposits on call		13,616,500		8,507,000
Inter-bank call money		4,715,000		2,486,648
Time Deposits		506,000		1,042,058
Demand deposits		348,000		297,280
Saving deposits		30,720		9,148
		19,216,220		12,342,134
<u>United States Dollar</u>				
Inter-bank call money	141,000,000	1,981,050	304,000,000	4,220,280
Time Deposits	30,000,000	421,500	30,000,000	416,476
Demand deposits	23,442,800	329,371	17,463,600	242,438
		2,731,921		4,879,194
<u>Singaporean Dollar</u>				
Inter-bank call money	52,413,600	555,908		-
		555,908		-
		22,504,049		17,221,328
<u>Related parties (Note 45)</u>				
<u>Rupiah</u>				
Demand deposits		152,327		16,876
Inter-bank call money		-		640,000
		152,327		656,876
<u>United States Dollar</u>				
Inter-bank call money	80,400,000	1,129,620	6,600,000	91,625
		1,281,947		748,501
Total		23,785,996		17,969,829

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23. DEPOSITS FROM OTHER BANKS AND FINANCIAL INSTITUTIONS (continued)

The average interest rates are as follows:

	Rupiah		United States Dollar	
	December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
Inter-bank call money	3.77%	7.40%	0.07%	0.02%
Deposits on call	4.46	5.88	-	-
Time Deposits	4.64	6.00	0.39	0.32
Demand deposits	1.33	1.44	0.02	0.07
Saving deposits	1.64	1.48	-	-

The classification of deposits from other banks and financial institutions based on their remaining period to maturity are as follows:

	December 31, 2020			
	≤ 1 month	> 1 - 3 months	> 3 months - 1 year	Total
<u>Third parties</u>				
<u>Rupiah</u>				
Deposits on call	13,616,500	-	-	13,616,500
Inter-bank call money	4,715,000	-	-	4,715,000
Time Deposits	478,000	28,000	-	506,000
Demand deposits	348,000	-	-	348,000
Saving deposits	30,720	-	-	30,720
	19,188,220	28,000	-	19,216,220
<u>Foreign Currency</u>				
Inter-bank call money	2,536,958	-	-	2,536,958
Time Deposits	-	421,500	-	421,500
Demand deposits	329,371	-	-	329,371
	2,866,329	421,500	-	3,287,829
	22,054,549	449,500	-	22,504,049
<u>Related parties (Note 45)</u>				
<u>Rupiah</u>				
Demand deposits	152,327	-	-	152,327
<u>Foreign Currency</u>				
Inter-bank call money	1,129,620	-	-	1,129,620
	1,281,947	-	-	1,281,947
Total	23,336,496	449,500	-	23,785,996

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23. DEPOSITS FROM OTHER BANKS AND FINANCIAL INSTITUTIONS (continued)

The classification of deposits from other banks and financial institutions based on their remaining period to maturity are as follows (continued):

	December 31, 2019			Total
	≤ 1 month	> 1 - 3 months	> 3 months - 1 year	
<u>Third parties</u>				
<u>Rupiah</u>				
Deposits on call	8,507,000	-	-	8,507,000
Inter-bank call money	2,486,648	-	-	2,486,648
Demand deposits	297,280	-	-	297,280
Time Deposits	42,108	999,950	-	1,042,058
Saving Deposits	9,148	-	-	9,148
	11,342,184	999,950	-	12,342,134
<u>Foreign Currency</u>				
Inter-bank call money	3,179,093	1,041,187	-	4,220,280
Time Deposits	416,476	-	-	416,476
Demand deposits	242,438	-	-	242,438
	3,838,007	1,041,187	-	4,879,194
	15,180,191	2,041,137	-	17,221,328
<u>Related parties (Note 45)</u>				
<u>Rupiah</u>				
Inter-bank call money	640,000	-	-	640,000
Demand deposits	16,876	-	-	16,876
	656,876	-	-	656,876
<u>Foreign Currency</u>				
Inter-bank call money	91,625	-	-	91,625
	748,501	-	-	748,501
Total	15,928,692	2,041,137	-	17,969,829

24. SECURITIES SOLD UNDER AGREEMENT TO REPURCHASE

Securities sold under agreement to repurchase consist of:

	December 31, 2020				
	Date of Sale	Date of Repurchase	Nominal Amount	Sale Amount	Carrying Amount
<u>Third parties</u>					
<u>Rupiah</u>					
<u>Other Banks</u>					
<u>Government Bonds</u>					
FR0084	Dec 28, 2020	Jan 04, 2021	2,500,000	5,288,593	5,290,355
FR0086	Dec 30, 2020	Jan 06, 2021	2,500,000	5,065,403	5,065,965
FR0053	Dec 19, 2020	Jan 05, 2021	2,500,000	4,993,115	4,994,225
FR0086	Dec 29, 2020	Jan 29, 2021	2,500,000	2,295,707	2,296,198
FR0061	Dec 14, 2020	Jan 14, 2021	2,000,000	1,881,568	1,884,944
FR0087	Dec 17, 2020	Jan 15, 2021	1,869,300	1,869,300	1,872,062
FR0053	Dec 14, 2020	Jan 14, 2021	1,000,000	928,450	930,116
FR0086	Dec 21, 2020	Jan 21, 2021	1,000,000	915,750	916,717
FR0086	Dec 28, 2020	Jan 11, 2021	1,000,000	911,235	911,523
FR0086	Dec 23, 2020	Jan 22, 2021	908,999	908,999	909,769
FR0063	Dec 16, 2020	Jan 15, 2021	750,000	696,279	697,382

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24. SECURITIES SOLD UNDER AGREEMENT TO REPURCHASE (CONTINUED)

Securities sold under agreement to repurchase consist of (continued):

		December 31, 2020				
		Date of Sale	Date of Repurchase	Nominal Amount	Sale Amount	Carrying Amount
<u>Third parties (continued)</u>						
<u>Rupiah (continued)</u>						
Other Banks (continued)						
Government Bonds (continued)						
FR0084		Dec 28, 2020	Jan 25, 2021	500,000	529,038	529,217
FR0084		Dec 28, 2020	Jan 11, 2021	500,000	529,038	529,216
FR0053		May 07, 2019	Jul 15, 2021	550,000	519,218	519,218
FR0087		Dec 16, 2020	Jan 15, 2021	500,000	465,256	465,992
FR0086		Dec 18, 2020	Jan 18, 2021	458,889	458,889	459,519
FR0086		Dec 18, 2020	Jan 08, 2021	458,889	458,889	459,511
FR0063		Nov 07, 2017	Jun 15, 2021	500,000	446,090	446,090
FR0053		Sep 06, 2016	May 15, 2023	450,000	437,025	437,025
FR0053		Sep 09, 2016	Jul 15, 2021	416,000	390,000	390,000
FR0053		Feb 28, 2017	Jul 15, 2021	440,000	382,690	382,690
FR0034		Sep 06, 2016	Jul 15, 2021	300,000	344,315	344,315
FR0034		May 07, 2019	Jun 15, 2021	300,000	313,520	314,480
FR0061		Feb 28, 2017	May 13, 2022	362,000	304,722	304,722
FR0086		Dec 28, 2020	Jan 06, 2021	300,000	273,370	273,457
FR0086		Dec 28, 2020	Jan 07, 2021	300,000	273,370	273,457
FR0073		Dec 16, 2020	Jan 15, 2021	200,000	213,904	214,238
FR0053		Dec 15, 2020	Jan 15, 2021	200,000	185,673	185,987
FR0086		Dec 30, 2020	Jan 14, 2021	200,000	183,769	183,788
FR0086		Dec 29, 2020	Jan 12, 2021	200,000	183,657	183,695
FR0086		Dec 28, 2020	Jan 05, 2021	200,000	182,247	182,305
				25,864,077	32,829,079	32,848,178
<u>Foreign Currency</u>						
Other Banks						
Government Bonds						
RI0126		Dec 30, 2020	Mar 30, 2021	1,475,250	1,404,438	1,404,456
FRI0124		Dec 28, 2020	Mar 29, 2021	1,475,250	1,387,208	1,387,260
FR0061		Jun 03, 2020	May 15, 2022	842,000	703,226	703,226
RI0126		Dec 23, 2020	Mar 23, 2021	702,500	669,101	669,168
FR0043		Jan 14, 2019	Jul 15, 2022	500,000	447,038	447,038
RI0126		Dec 28, 2020	Jan 28, 2021	351,250	380,765	380,774
RI0521		Dec 29, 2020	Mar 29, 2021	351,250	326,603	326,610
RI0124		Dec 30, 2020	Mar 30, 2021	210,750	225,349	225,351
RI0521		Nov 25, 2020	Jan 25, 2021	140,500	136,373	136,430
RI0230		Dec 30, 2020	Jun 23, 2021	140,500	130,090	130,092
FR0061		Dec 27, 2018	May 12, 2022	150,000	114,023	114,023
SIGB 0625		Dec 11, 2020	Feb 11, 2021	106,062	112,635	112,654
RI10223		Oct 23, 2020	Oct 13, 2021	98,350	105,662	105,786
US TREASURY 0526		Dec 30, 2020	Jan 29, 2021	70,250	74,676	74,677
RI0423		Oct 23, 2020	Oct 13, 2021	70,250	70,742	70,824
RI0428		Dec 30, 2020	Jun 23, 2021	70,250	69,738	69,740
US TREASURY 0623		Dec 18, 2020	Feb 17, 2021	70,250	68,987	69,008
US TREASURY 0523		Dec 18, 2020	Feb 17, 2021	70,250	68,708	68,729
US TREASURY 0623		Dec 30, 2020	Jan 29, 2021	56,200	56,341	56,341
				6,951,112	6,551,703	6,552,187
Sharia Government Treasury Bills						
INDOIS 27		Dec 18, 2020	Jan 19, 2021	351,250	368,607	368,640
INDOIS 22		Oct 23, 2020	Oct 13, 2021	56,200	55,513	55,578
				407,450	424,120	424,218
				7,358,562	6,975,823	6,976,405

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24. SECURITIES SOLD UNDER AGREEMENT TO REPURCHASE (continued)

Securities sold under agreement to repurchase consist of (continued):

December 31, 2020					
	Date of Sale	Date of Repurchase	Nominal Amount	Sale Amount	Carrying Amount
<u>Related parties (Note 45)</u>					
<u>Rupiah</u>					
PT Bank Negara Indonesia (Persero) Tbk					
Government Bonds					
	FR0087	Dec 17, 2020	Jan 15, 2021	483,663	467,324
	FR0063	Dec 15, 2020	Jan 15, 2021	200,000	185,760
				683,663	653,084
Total				33,906,302	40,457,986
				40,478,672	
December 31, 2019					
	Date of Sale	Date of Repurchase	Nominal Amount	Sale Amount	Repurchase Amount-Net
<u>Third parties</u>					
<u>Rupiah</u>					
Other Banks					
Government Bonds					
	FR0081	Dec 23, 2019	Jan 6, 2020	3,500,000	3,322,730
	FR0081	Dec 27, 2019	Jan 10, 2020	3,100,000	2,949,443
	FR0061	Dec 30, 2019	Jan 13, 2020	3,000,000	2,934,310
	FR0061	Dec 23, 2019	Jan 20, 2020	2,500,000	2,435,320
	FR0061	Dec 31, 2019	Jan 14, 2020	1,000,000	2,021,050
	FR0063	Dec 27, 2019	Jan 03, 2020	500,000	1,966,830
	FR0081	Dec 18, 2019	Jan 15, 2020	2,000,000	1,892,090
	FR0063	Dec 27, 2019	Jan 24, 2020	2,000,000	1,870,865
	FR0063	Dec 27, 2019	Mar 27, 2020	2,000,000	1,870,860
	FR0064	Dec 30, 2019	Jan 6, 2020	2,000,000	1,787,480
	FR0061	Dec 23, 2019	Mar 23, 2020	1,000,000	974,128
	FR0082	Dec 30, 2019	Mar 30, 2020	1,000,000	959,925
	FR0059	Dec 31, 2019	Jan 07, 2020	1,000,000	954,366
	FR0081	Dec 18, 2019	Jan 02, 2020	1,000,000	946,043
	FR0063	Dec 31, 2019	Jan 07, 2020	1,000,000	936,699
	FR0063	Dec 26, 2019	Jan 23, 2020	1,000,000	934,186
	FR0064	Dec 31, 2019	Jan 07, 2020	1,000,000	894,380
	FR0053	May 7, 2019	Jul 15, 2021	550,000	519,218
	FR0053	Dec 31, 2019	Mar 31, 2020	500,000	511,454
	FR0074	Dec 31, 2019	Jan 28, 2020	500,000	485,623
	FR0059	Dec 30, 2019	Jan 27, 2020	500,000	476,547
	FR0081	Dec 18, 2019	Mar 18, 2020	500,000	473,022
	FR0056	Dec 30, 2019	Jan 30, 2020	465,000	448,842
	FR0063	Nov 07, 2017	May 15, 2023	500,000	446,090
	FR0053	Sep 06, 2016	Jul 15, 2021	450,000	437,025
	FR0053	Sep 09, 2016	Jul 15, 2021	416,000	390,000
	FR0053	Feb 28, 2017	Jul 15, 2021	440,000	382,690
	FR0034	Sep 06, 2016	Jun 15, 2021	300,000	344,315
	FR0034	May 07, 2019	Jun 15, 2021	300,000	313,520
	FR0061	Feb 28, 2017	May 13, 2022	362,000	304,722
	FR0056	Dec 30, 2019	Jan 28, 2020	315,000	304,054
	FR0056	Dec 30, 2019	Jan 29, 2020	315,000	304,054
	FR0063	Dec 26, 2019	Jan 09, 2020	200,000	176,590
	FR0031	May 07, 2019	Nov 15, 2020	150,000	150,264
	FR0074	Dec 20, 2019	Jan 20, 2020	100,000	88,650
	FR0074	Dec 23, 2013	Jan 06, 2020	50,000	44,408
				35,513,000	36,251,793
					36,280,462

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24. SECURITIES SOLD UNDER AGREEMENT TO REPURCHASE (continued)

Securities sold under agreement to repurchase consist of (continued):

	December 31, 2019				
	Date of Sale	Date of Repurchase	Nominal Amount	Sale Amount	Repurchase Amount-Net
<u>Third parties (continued)</u>					
<u>Rupiah (continued)</u>					
Other Banks (continued)					
Sharia Government Treasury Bills					
PBS016 SL	Dec 20, 2019	Jan 03, 2020	3,000,000	2,862,070	2,866,679
PBS006 SL	Dec 20, 2019	Jan 17, 2020	2,000,000	1,952,416	1,955,566
PBS014 SL	Dec 26, 2019	Mar 26, 2020	750,000	1,490,974	1,492,073
PBS014 SL	Dec 20, 2019	Jan 17, 2020	1,000,000	948,110	949,640
PBS0002 SL	Dec 20, 2019	Mar 20, 2020	1,000,000	942,469	943,995
PBS0002 SL	Dec 20, 2019	Jan 17, 2020	1,000,000	942,469	943,990
PBS0002 SL	Dec 26, 2019	Jan 23, 2020	250,000	489,087	489,446
PBS016	Oct 28, 2019	Jan 27, 2020	150,000	141,720	143,075
			9,150,000	9,769,315	9,784,464
			44,663,000	46,021,108	46,064,926
<u>United States Dollar</u>					
Other Banks					
Government Bonds					
FR0043	Jan 14, 2019	Jul 15, 2022	500,000	560,986	561,064
RI1023	Dec 20, 2019	Mar 20, 2020	416,475	418,532	418,832
RI0124	Dec 20, 2019	Nov 13, 2020	424,805	416,707	417,019
RI1023	Dec 23, 2019	Mar 23, 2020	428,275	415,985	416,207
RI0521	Dec 27, 2019	Mar 27, 2020	416,475	391,320	391,426
RI0423	Dec 27, 2019	Mar 27, 2020	416,475	388,696	388,806
RI0124	Dec 19, 2019	Mar 30, 2020	277,650	289,275	289,487
RI0521	Nov 22, 2019	Jan 22, 2020	208,238	195,342	195,784
FR0061	Dec 27, 2018	May 12, 2022	150,000	147,093	147,093
RI0929	Dec 30, 2019	Mar 30, 2020	138,825	125,165	125,174
UST-121	Jun 24, 2019	Jan 24, 2020	97,178	97,243	98,460
RI1124	Dec 30, 2019	Mar 30, 2020	83,295	77,446	77,452
RI0124	Dec 27, 2019	Mar 27, 2020	69,413	72,478	72,497
RI0924	Dec 27, 2019	Mar 27, 2020	69,413	68,433	68,451
RI0422	Dec 27, 2019	Mar 27, 2020	69,413	65,061	65,078
RI0929	Dec 31, 2019	Mar 30, 2020	69,413	62,576	62,576
USD-22	Jun 24, 2019	Jan 24, 2020	41,648	42,080	42,606
			3,876,991	3,834,418	3,838,012
Total			48,539,991	49,855,526	49,902,938

25. MARKETABLE SECURITIES ISSUED

BRI and Subsidiaries issued marketable securities with details as follows:

	December 31, 2020	December 31, 2019
<u>Rupiah</u>		
BRI Shelf Registration Bonds I		
Phase I Year 2015		
net of unamortized bond issuance cost amounting to Rp1,078 as of December 31, 2019	-	1,395,705
Phase II Year 2016		
net of unamortized bond issuance cost amounting to Rp53 and Rp569 as of December 31, 2020 and 2019, respectively	2,647,705	2,642,129

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25. MARKETABLE SECURITIES ISSUED (continued)

BRI and Subsidiaries issued marketable securities with details as follows (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Rupiah (continued)</u>		
BRI Shelf Registration Bonds I (continued)		
Phase III Year 2016		
net of unamortized bond issuance cost amounting to Rp54 and Rp181 as of December 31, 2020 and 2019, respectively	681,740	681,409
BRI Shelf Registration Bonds II		
Phase I Year 2016		
net of unamortized bond issuance cost amounting to Rp2,287 and Rp2,661 as of December 31, 2020 and 2019, respectively	2,944,204	2,945,123
Phase II Year 2017		
net of unamortized bond issuance cost amounting to Rp1,206 and Rp1,174 as of December 31, 2020 and 2019, respectively	2,224,294	3,947,686
Phase III Year 2017		
net of unamortized bond issuance cost amounting to Rp1,793 and Rp2,045 as of December 31, 2020 and 2019, respectively	4,146,745	5,127,498
Phase IV Year 2018		
net of unamortized bond issuance cost amounting to Rp1,611 and Rp1,687 as of December 31, 2020 and 2019, respectively	2,430,539	2,430,633
Negotiable Certificate Deposits Year 2020		
net of unamortized bond issuance cost amounting to Rp22,984 as of December 31, 2020	827,016	-
BRI Shelf Registration Bonds III		
Phase I Year 2019		
net of unamortized bond issuance cost amounting to Rp5,421 and Rp7,778 as of December 31, 2020 and 2019, respectively	4,218,115	4,956,017
BRI Agro Bonds I Year 2017		
net of unamortized bond issuance cost amounting to Rp351 and Rp789 as of December 31, 2020 and 2019, respectively	218,051	478,833
MTN I BRI Finance		
net of unamortized bond issuance cost amounting to Rp436 and Rp1,040 as of December 31, 2020 and 2019, respectively	158,497	208,511
	<u>20,496,906</u>	<u>24,813,544</u>

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25. MARKETABLE SECURITIES ISSUED (CONTINUED)

BRI and Subsidiaries issued marketable securities with details as follows (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>United States Dollar</u>		
Senior Unsecured Notes Due 2023 (Global Bond BRI) net of unamortized bond issuance cost amounting to Rp27,504 and Rp36,290 as of December 31, 2020 and 2019, respectively	6,997,936	6,904,960
Senior Unsecured Notes Due 2024 (Sustainability Bond BRI Year 2019) net of unamortized bond issuance cost amounting to Rp30,752 and Rp38,917 as of December 31, 2020 and 2019, respectively	6,994,249	6,902,333
	<u>13,992,185</u>	<u>13,807,293</u>
Total	<u>34,489,091</u>	<u>38,620,837</u>

The amortization of the issuance cost of marketable securities issued for the year ended December 31, 2020 and 2019 amounted to Rp70,079 and Rp31,212, respectively

The following are other key information related to marketable securities issued:

a) BRI Shelf Registration Bonds I

On June 25, 2015, BRI issued BRI Shelf Registration Bonds I Phase I Year 2015 with a principal value of Rp3,000,000 in 3 (three) series, as follows:

- Series A: Principal value amounting to Rp655,000 with a fixed interest rate of 8.40% per annum, for a period of 370 (three hundred and seventy) days and matured on July 7, 2016.
- Series B: Principal value amounting to Rp925,000 with a fixed interest rate of 9.20% per annum, for a period of 3 (three) years and matured on July 3, 2018.
- Series C: Principal value amounting to Rp1,420,000 with a fixed interest rate of 9.50% per annum, for a period of 5 (five) years and will mature on July 3, 2020.

The interest of BRI Shelf Registration Bonds I Phase I Year 2015 is paid every 3 (three) months, starting from October 3, 2015. At the time of issuance, Pefindo gave these Shelf Registration Bonds an idAAA rating.

On January 19, 2016, BRI issued BRI Shelf Registration Bonds I Phase II Year 2016 with a principal value of Rp4,650,000 in 3 (three) series, as follows:

- Series A: Principal value amounting to Rp808,000 with a fixed interest rate of 8.50% per annum, for a period of 370 (three hundred and seventy) days and matured on February 8, 2017.
- Series B: Principal value amounting to Rp1,018,500 with a fixed interest rate of 9.25% per annum, for a period of 3 (three) years and matured on February 4, 2019.
- Series C: Principal value amounting to Rp2,823,500 with a fixed interest rate of 9.60% per annum, for a period of 5 (five) years and will mature on February 4, 2021.

The interest of BRI Shelf Registration Bonds I Phase II Year 2016 is paid every 3 (three) months, starting from May 4, 2016. At the time of issuance, Pefindo gave these Shelf Registration Bonds an idAAA rating.

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25. MARKETABLE SECURITIES ISSUED (CONTINUED)

The following are other key information related to marketable securities issued (continued):

a) BRI Shelf Registration Bonds I (continued)

On May 4, 2016, BRI issued BRI Shelf Registration Bonds I Phase III Year 2016 with a principal value of Rp4,350,000 in 3 (three) series, as follows:

- Series A: Principal value amounting to Rp1,212,000 with a fixed interest rate of 7.50% per annum, for a period of 370 (three hundred and seventy) days and matured on May 30, 2017.
- Series B: Principal value amounting to Rp2,437,000 with a fixed interest rate of 8.20% per annum, for a period of 3 (three) years and matured on May 25, 2019.
- Series C: Principal value amounting to Rp701,000 with a fixed interest rate of 8.70% per annum, for a period of 5 (five) years and will mature on May 25, 2021.

The interest of BRI Shelf Registration Bonds I Phase III Year 2016 is paid every 3 (three) months, starting from August 25, 2016. At the time of issuance, Pefindo gave these Shelf Registration Bonds an idAAA rating.

As of December 31, 2020 and 2019, BRI Shelf Registration Bonds I obtained an AAA rating from Pefindo.

The net proceeds from the issuance of these Shelf Registration Bonds are used for loan granting.

The important covenant stated in the agreement of Shelf Registration Bonds 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 company.

Management believes all covenants/restrictions stipulated in the trustee agreement have been complied.

BRI has settled its Shelf Registration Bonds I Phase I Series A, Shelf Registration Bonds I Phase I Series B, Shelf Registration Bonds I Phase I Series C, Shelf Registration Bonds I Phase II Series A, Shelf Registration Bonds I Phase II Series B, Shelf Registration Bonds I Phase III Series A and Shelf Registration Bonds I Phase III Series B with nominal values of Rp655,000, Rp925,000, Rp1,420,000, Rp808,000, Rp1,018,500, Rp1,212,000 and Rp2,437,000, respectively on the maturity dates.

b) BRI Shelf Registration Bonds II

On December 2, 2016, BRI issued Shelf Registration Bonds II Phase I Year 2016 with a principal value of Rp4,600,000 in 5 (five) series, as follows:

- Series A: Principal value amounting to Rp616,000 with a fixed interest rate of 7.25% per annum, for a period of 370 (three hundred and seventy) days and matured on December 6, 2017.
- Series B: Principal value amounting to Rp964,000 with a fixed interest rate of 8.00% per annum, for a period of 3 (three) years and matured on December 1, 2019.
- Series C: Principal value amounting to Rp193,000 with a fixed interest rate of 8.20% per annum, for a period of 5 (five) years and will mature on December 1, 2021
- Series D: Principal value amounting to Rp477,000 with a fixed interest rate of 8.65% per annum, for a period of 7 (seven) years and will mature on December 1, 2023.
- Series E: Principal value amounting to Rp2,350,000 with a fixed interest rate of 8.90% per annum, for a period of 10 (ten) years and will mature on December 1, 2026.

The interest of BRI Shelf Registration Bonds II Phase I Year 2016 is paid every 3 (three) months, starting from March 1, 2017. At the time of issuance, Pefindo gave these Shelf Registration Bonds an idAAA rating.

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25. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

b) BRI Shelf Registration Bonds II (continued)

On April 12, 2017, BRI issued Shelf Registration Bonds II Phase II Year 2017 with a principal value of Rp5,100,000 in 4 (four) series, as follows:

- Series A: Principal value amounting to Rp1,131,000 with a fixed interest rate of 7.20% per annum, for a period of 370 (three hundreds and seventy) days and matured on April 16, 2018.
- Series B: Principal value amounting to Rp1,743,500 with a fixed interest rate of 8.10% per annum, for a period of 3 (three) years and matured on April 11, 2020.
- Series C: Principal value amounting to Rp925,000 with a fixed interest rate of 8.30% per annum, for a period of 5 (five) years and will mature on April 11, 2022.
- Series D: Principal value amounting to Rp1,300,500 with a fixed interest rate of 8.80% per annum, for a period of 10 (ten) years and will mature on April 11, 2027.

The interest of BRI Shelf Registration Bonds II Phase II Year 2017 is paid every 3 (three) months, starting from July 11, 2017. At the time of issuance, Pefindo gave these Shelf Registration Bonds an idAAA rating.

On August 25, 2017, BRI issued Shelf Registration Bonds II Phase III Year 2017 with a principal value of Rp5,150,000 in 3 (three) series, as follows:

- Series A: Principal value amounting to Rp980,500 with a fixed interest rate of 7.60% per annum, for a period of 3 (three) years and will mature on August 24, 2020.
- Series B: Principal value amounting to Rp1,652,500 with a fixed interest rate of 8.00% per annum, for a period of 5 (five) years and will mature on August 24, 2022.
- Series C: Principal value amounting to Rp2,517,000 with a fixed interest rate of 8.25% per annum, for a period of 7 (seven) years and will mature on August 24, 2024.

The interest of BRI Shelf Registration Bonds II Phase III Year 2017 is paid every 3 (three) months, starting from November 24, 2017. At the time of issuance, Pefindo gave these Shelf Registration Bonds an idAAA rating.

On February 22, 2018, BRI issued Shelf Registration Bonds II Phase IV Year 2018 with a principal value of Rp2,442,000 in 2 (two) series, as follows:

- Series A: Principal value amounting to Rp1,837,000 with a fixed interest rate of 6.65% per annum, for a period of 5 (five) years and will mature on February 21, 2023.
- Series B: Principal value amounting to Rp605,000 with a fixed interest rate of 6.90% per annum, for a period of 7 (seven) years and will mature on February 21, 2025.

The interest of BRI Shelf Registration Bonds II Phase IV Year 2018 is paid every 3 (three) months, starting from May 21, 2018. At the time of issuance, Pefindo gave these Shelf Registration Bonds an idAAA rating.

As of December 31, 2020 and 2019, BRI Shelf Registration Bonds II obtained an idAAA rating from Pefindo.

The net proceeds from the issuance of these Shelf Registration Bonds are used for loan granting.

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25. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

b) BRI Shelf Registration Bonds II (continued)

The important covenant stated in the agreement of Shelf Registration Bonds 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 company.

Management believes all covenants/restrictions stipulated in the trustee agreement have been complied.

BRI has settled its Shelf Registration Bonds II Phase I Series A, Shelf Registration Bonds II Phase I Series B, Shelf Registration Bonds II Phase II Series A, Shelf Registration Bonds II Phase II Series B and Shelf Registration Bonds II Phase III Series A with nominal values of Rp616,000, Rp964,000, Rp1,131,000 and Rp1,743,500 and Rp980,500, respectively on the maturity dates.

c) BRI Shelf Registration Bonds III

On November 7, 2019, BRI issued Shelf Registration Bonds III Phase I Year 2019 with a principal value of Rp5,000,000 in 3 (three) series, as follows:

- Series A: Principal value amounting to Rp737,850 with a fixed interest rate of 6.50% per annum, for a period of 370 (three hundreds and seventy) days and will mature on November 17, 2020.
- Series B: Principal value amounting to Rp2,089,350 with a fixed interest rate of 7.60% per annum, for a period of 3 (three) years and will mature on November 7, 2022.
- Series C: Principal value amounting to Rp2,172,800 with a fixed interest rate of 7.85% per annum, for a period of 5 (five) years and will mature on November 7, 2024.

The interest of BRI Shelf Registration Bonds III Phase I Year 2019 is paid every 3 (three) months, starting from February 7, 2020. At the time of issuance, Pefindo gave these Shelf Registration Bonds an idAAA rating.

As of December 31, 2020 and 2019, BRI Shelf Registration Bonds III obtained a AAA rating from Pefindo.

Net proceeds from the issuance of BRI's Sustainable Bonds III are used to develop the bank's business by channeling credit by applying the principles of prudential banking and good corporate governance.

The important covenant stated in the agreement of Shelf Registration Bonds 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 company.

Management believes all covenants/restrictions stipulated in the trustee agreement have been complied with.

BRI has settled its Shelf Registration Bonds III Phase I Series A, with nominal values of Rp737,850 on the maturity dates.

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25. MARKETABLE SECURITIES ISSUED (continued)

The following are other key information related to marketable securities issued (continued):

d) BRI Agro Bonds I

On July 7, 2017, after receiving the Notification Letter of Effective Registration Statement from OJK No. S-348/D.04/2017 dated June 22, 2017, BRI Agro issued BRI Agro Bonds I Year 2017 with a principal value of Rp500,000 in 2 (two) series as follows:

- Series A: Principal value amounting to Rp261,000 with a fixed interest rate of 8.25% per annum, for a period of 3 (three) years and will mature on July 7, 2020.
- Series B: Principal value amounting to Rp239,000 with a fixed interest rate of 8.50% per annum, for a period of 5 (five) years and will mature on July 7, 2022.

The interest of these bonds is paid every 3 (three) months, starting from October 7, 2017. At the time of issuance, Pefindo gave these Shelf Registration Bonds an idAA rating.

As of December 31, 2020 and 2019, BRI Agro Bonds I obtained an AA rating from Pefindo. The net proceeds from the issuance of bonds are used for loan granting.

The important covenant stated in the agreement of BRI Agro Bonds I is that BRI Agro 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 company.

BRI has settled its Agro Bonds I Series A with nominal values of Rp261,000, respectively on the maturity dates.

e) Senior Unsecured Notes Due 2023 (Global Bond BRI)

On July 16, 2018, BRI issued and listed BRI Global Bonds Year 2018 with a nominal value of USD500,000,000 (full amount) on Singapore Exchange Securities Trading Limited (SGX-ST), for a period of 5 (five) years, and will mature on July 20, 2023, with a fixed interest rate of 4.63% per annum. The bonds were issued at 99.696%, which were equivalent to USD498,400,000 (full amount) and the interest of these bonds is paid every 6 (six) months, starting from January 20, 2019. At the time of issuance, the bonds were rated Baa2 and BBB- by Moody's and Fitch, respectively.

The net proceeds from the issuance of BRI Bonds is used to strengthen BRI's general funding structure.

Management believes all covenants/restrictions stipulated in the agreement have been complied.

As of December 31, 2020 and 2019, Senior Unsecured Notes Due 2023 (Global Bond BRI) year 2018 obtained a Baa2 and BBB- rating from Fitch and Moody's, respectively.

f) Senior Unsecured Notes Due 2024 (Sustainability Bond BRI Year 2019)

On March 28, 2019, BRI issued and listed BRI Global Bonds Year 2019 with a nominal value of USD500,000,000 (full amount) on Singapore Exchange Securities Trading Limited (SGX-ST), for a period of 5 (five) years, and will mature on March 28, 2024, with a fixed interest rate of 3.95% per annum. The bonds were issued at 99.713%, which were equivalent to USD498,565,000 (full amount) and the interest of these bonds is paid every 6 (six) months, starting from September 28, 2019. At the time of issuance, the bonds were rated Baa2 and BBB- by Moody's and Fitch, respectively. The net proceeds from the issuance of BRI Bonds is used to give funding to Eligible Project in accordance with the Sustainability Framework.

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25. 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)

Management believes all covenants or restrictions stipulated in the agreement have been complied.

As of December 31, 2020 and 2019, Senior Unsecured Notes Due 2024 (Sustainability Bond BRI Year 2019) obtained a Baa2 and BBB- rating from Moody's and Fitch, respectively.

g) MTN I BRI Finance Year 2019

On December 13, 2019, BRI Finance issued MTN I BRI Finance Year 2019 with a nominal value of Rp300,000 (full amount), for a period of 3 (three) years, and will mature on December 13, 2022, with a fixed interest rate of 9.25% per annum. Interest of MTN Phase I is paid every 3 (three) months, starting from March 13, 2020. At the time of issuance, the MTN were rated idAA- by Pefindo, respectively.

On December 31, 2020 and 2019, MTN I BRI Finance Year 2019 obtained an AA- from Pefindo.

The net proceeds from the issuance of MTN is used to short term liabilities bank payment and strengthen company general funding structure. 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 company.

BRI Finance is also required to fulfill financial requirements including gearing ratios of at least zero times and a maximum of 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 work 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 millions, maintains a minimum guarantee value of 50% of MTN principal value and meet the requirements of financial soundness level with a minimum healthy condition.

Management believes all covenants or restrictions stipulated in the agreement have been complied.

h) BRI Negotiable Certificates of Deposit (NCD) I Year 2020

On June 29, 2020, BRI issued BRI Negotiable Certificates of Deposit (NCD) I Year 2020 with a principal value of Rp2,000,000 in 3 (three) series, as follows :

- Series A: Principal value amounting to Rp630,000 with a fixed interest rate of 5.35% per annum, for a period of 3 (three) months and will mature on September 28, 2020.
- Series B: Principal value amounting to Rp520,000 with a fixed interest rate of 5.30% per annum, for a period of 6 (six) months and will mature on December 23, 2020.
- Series C: Principal value amounting to Rp850,000 with a fixed interest rate of 5.75% per annum, for a period of 12 (twelve) months and will mature on June 24, 2021.

The net proceeds from the issuance of BRI NCD is used to increase rupiah liquidity needs.

Management believes all covenants or restrictions stipulated in the agreement have been complied.

BRI has settled its Negotiable Certificates of Deposit (NCD) I Bank BRI Series A and Negotiable Certificates of Deposit (NCD) I Bank BRI Series B with nominal values of Rp630,000 and Rp520,000, respectively on the maturity dates.

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26. FUND BORROWING

Fund borrowing consists of:

	December 31, 2020	December 31, 2019
<u>Third Party</u>		
<u>Rupiah</u>		
Bank Indonesia		
Liquidity borrowing	15,656	15,958
Other borrowing	12,273	12,304
Other Borrowing	249,630	150,000
	<u>277,559</u>	<u>178,262</u>
<u>Foreign Currency</u>		
Syndicate Borrowing – Club loan		
net of unamortized transaction cost	20,908,211	7,822,864
Borrowing from BNP Paribas		
net of unamortized transaction cost	492,892	589,260
Borrowing from China Development		
Bank Corporation net of unamortized		
transaction cost	-	10,787,896
Other Borrowing	13,402,921	10,465,510
	<u>34,804,024</u>	<u>29,665,530</u>
	<u>35,081,583</u>	<u>29,843,792</u>
<u>Related Party (Note 45)</u>		
<u>Rupiah</u>		
Borrowing from		
PT Bank Mandiri (Persero) Tbk	852,352	777,979
PT Bank Negara Indonesia (Persero) Tbk	17,731	300,000
PT Sarana Multigriya Finansial (Persero)	17,319	-
	<u>887,402</u>	<u>1,077,979</u>
Total	<u>35,968,985</u>	<u>30,921,771</u>

The classification of fund borrowing based on their remaining periods until maturity is as follows:

	December 31, 2020	December 31, 2019
<u>Third Party</u>		
<u>Rupiah</u>		
≤ 1 month	71	85
> 3 months - 1 year	256,092	156,763
> 1 year - 5 years	7,802	7,802
> 5 years	13,594	13,612
	<u>277,559</u>	<u>178,262</u>

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26. FUND BORROWING (continued)

The classification of fund borrowing based on their remaining periods until maturity is as follows (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Third Party (continued)</u>		
<u>Foreign Currency</u>		
≤ 1 month	3,792,929	-
> 1 month - 3 months	4,080,807	3,104,493
> 3 months - 1 year	14,786,730	7,829,682
> 1 year - 5 years	12,143,558	7,357,234
> 5 years	-	11,374,121
	<u>34,804,024</u>	<u>29,665,530</u>
	<u>35,081,583</u>	<u>29,843,792</u>
<u>Related Party (Note 45)</u>		
<u>Rupiah</u>		
≤ 1 month	852,352	777,979
> 3 months - 1 year	17,731	300,000
> 5 years	17,319	-
	<u>887,402</u>	<u>1,077,979</u>
Total	<u>35,968,985</u>	<u>30,921,771</u>

The following are other key information related to fund borrowings:

a) Borrowing from Bank Indonesia

Liquidity borrowing

This account represents loan facilities obtained from Bank Indonesia that are channeled back to BRI's debtors, for the purposes of Investment Loans, Primary Cooperatives 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 year ended December 31, 2020 and 2019, respectively.

b) Syndicated Borrowing - Club Loan

On September 30, 2015, BRI obtained a syndicated loan facility in the form of Club Loan amounting to USD550,000,000 (full amount). This loan is facilitated by The Hongkong and Shanghai Banking Corporation Limited (agent), which is divided into:

- a. Facility A amounted to USD325,000,000 (full amount), with an interest rate of three-month LIBOR plus a given margin per annum. The loan period is 42 (forty two) months since the date of the agreement (including grace period) and has matured on March 30, 2019 (has been settled by BRI). The participating banks for this loan are:
 - Bank of America N.A., amounted to USD50,000,000,
 - Citibank, N.A., Singapore branch amounted to USD30,000,000,
 - Citibank, N.A., Jakarta branch amounted to USD20,000,000,
 - The Hongkong and Shanghai Banking Corporation Limited amounted to USD50,000,000,
 - Sumitomo Mitsui Banking Corporation amounted to USD50,000,000,
 - Westpac Banking Corporation amounted to USD25,000,000,
 - Australia and New Zealand Banking Group Limited amounted to USD20,000,000,
 - BNP Paribas amounted to USD20,000,000,

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26. FUND BORROWING (continued)

The following are other key information related to fund borrowings (continued):

b) Syndicated Borrowing - Club Loan (continued)

On September 30, 2015, BRI obtained a syndicated loan facility in the form of Club Loan amounting to USD550,000,000 (full amount). This loan is facilitated by The Hongkong and Shanghai Banking Corporation Limited (agent), which is divided into (continued):

a. Facility A amounted to USD325,000,000 (full amount), with an interest rate of three-month LIBOR plus a given margin per annum. The loan period is 42 (forty two) months since the date of the agreement (including grace period) and has matured on March 30, 2019 (has been settled by BRI). The participating banks for this loan are (continued):

- CTBC Bank Co., Ltd. amounted to USD20,000,000,
- DBS Bank Ltd., amounted to USD20,000,000, and
- United Overseas Bank Limited amounted to USD20,000,000.

b. Facility B amounted to USD155,000,000 (full amount), with an interest rate of three-month LIBOR plus a given margin per annum. The loan period is 48 (forty eight) months since the date of the agreement (including grace period) and mature September 30, 2019. The participating banks for this loan are:

- Oversea-Chinese Banking Corporation Limited amounted to USD50,000,000,
- BNP Paribas amounted to USD30,000,000,
- Australia and New Zealand Banking Group Limited amounted to USD20,000,000,
- DBS Bank Ltd., amounted to USD20,000,000,
- United Overseas Bank Limited amounted to USD20,000,000,
- Westpac Banking Corporation amounted to USD15,000,000.

c. Facility C amounted to USD70,000,000 (full amount), with an interest rate of three-month LIBOR plus a given margin per annum. The loan period is 60 (sixty) months since the date of the agreement (including grace period) and has matured on December 31, 2020 (has been settled by BRI). The participating banks for this loan are:

- CTBC Bank Co., Ltd. amounted to USD30,000,000,
- Australia and New Zealand Banking Group Limited amounted to USD10,000,000,
- DBS Bank Ltd., amounted to USD10,000,000,
- United Overseas Bank Limited amounted to USD10,000,000, and
- Westpac Banking Corporation amounted to USD10,000,000.

This syndicated borrowing is used to strengthen the long-term financing structure and maturity profile. The borrowings' principal will be paid on the maturity date, while the loan interest is paid every 3 (three) months. BRI does not provide any collateral for these borrowings.

The financial covenants in this syndicated borrowings 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%.

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26. FUND BORROWING (continued)

The following are other key information related to fund borrowings (continued):

b) Syndicated Borrowing - Club Loan (continued)

On December 19, 2018, BRI obtained a syndicated loan facility in the form of Club Loan amounting to USD700,000,000 (full amount). This loan is facilitated by MUFG Bank (agent), which is divided into:

- a. Facility A amounted to USD200,000,000 (full amount), with interest rate of three-month LIBOR plus a given margin per annum. The loan period is 12 (twelve) months since the date of the agreement and has matured on December 13, 2019 (has been settled by BRI). The participating banks for this loan are:
 - Citibank, N.A., Jakarta branch amounted to USD20,000,000,
 - Commerzbank AG, amounted to USD20,000,000,
 - DBS Bank, Ltd., amounted to USD10,000,000,
 - PT Bank HSBC Indonesia, amounted to USD10,000,000,
 - Mizuho Bank, Ltd., Singapore branch, amounted to USD55,000,000,
 - MUFG Bank, Ltd., Singapore branch, amounted to USD10,000,000,
 - United Overseas Bank, Ltd., amounted to USD22,500,000,
 - Wells Fargo Bank, N.A., London branch amounted to USD52,500,000.
- b. Facility B amounted to USD235,000,000 (full amount), with an interest rate of three-month LIBOR plus a given margin per annum. The loan period is 36 (thirty six) months since the date of the agreement and will mature on December 19, 2021. The participating banks for this loan are:
 - Cathay United Bank, amounted to USD30,000,000,
 - Citibank, N.A., Jakarta branch amounted to USD10,000,000,
 - Commerzbank AG, amounted to USD30,000,000,
 - CTBC Bank, Co., Ltd., amounted to USD30,000,000,
 - DBS Bank, Ltd., amounted to USD20,000,000,
 - The Hongkong and Shanghai Banking Corporation Ltd., Singapore branch amounted to USD20,000,000,
 - MUFG Bank, Ltd., Singapore branch, amounted to USD30,000,000,
 - Sumitomo Mitsui Banking Corporation, Singapore branch, amounted to USD32,500,000,
 - United Overseas Bank, Ltd., amounted to USD32,500,000.
- c. Facility C amounted to USD265,000,000 (full amount), with an interest rate of three-month LIBOR plus a given margin per annum. The loan period is 48 (forty eight) months since the date of the agreement and will mature on December 19, 2022. The participating banks for this loan are:
 - Cathay United Bank, amounted to USD20,000,000,
 - Citibank, N.A., Hong Kong branch amounted to USD20,000,000,
 - CTBC Bank, Co., Ltd., amounted to USD36,000,000,
 - DBS Bank Ltd., amounted to USD20,000,000,
 - The Hongkong and Shanghai Banking Corporation Ltd., Singapore branch amounted to USD30,000,000,
 - MUFG Bank, Ltd., Singapore branch, amounted to USD30,000,000,
 - Standard Chartered Bank, Singapore branch USD63,500,000,
 - Sumitomo Mitsui Banking Corporation, Singapore branch, amounted to USD25,000,000,
 - United Overseas Bank, Ltd., amounted to USD20,500,000.

These syndicated borrowings are used to strengthen the long-term financing structure and maturity profile. The borrowings principal will be paid on maturity date, while the loan interest is paid every 3 (three) months. BRI does not provide any collateral for this borrowings.

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26. FUND BORROWING (continued)

The following are other key information related to fund borrowings (continued):

b) Syndicated Borrowing - Club Loan (continued)

On August 14, 2020, BRI obtained a syndicated loan facility in the form of Club Loan amounting to USD1,000,000,000 (full amount). This loan is facilitated by Citicorp International Limited (agent), which have been withdrawn in partially into:

- a. Facility A amounted to USD200,000,000 (full amount), with an interest rate of three-month LIBOR plus a given margin per annum. The loan period is 12 (twelve) months since August 14, 2020 and will mature on July 30, 2021. The participating banks for this loan are:
 - MUFG Bank Ltd amounted to USD32,000,000,
 - China Development Bank, Hong Kong branch, amounted to USD86,000,000,
 - PT. Bank Mizuho Indonesia, amounted to USD20,000,000,
 - CTBC Bank Co., Ltd., Singapore branch, amounted to USD20,000,000,
 - Bank of China (Hong Kong) Limited, amounted to USD22,000,000,
 - Citibank, N.A., Indonesia branch, amounted to USD20,000,000.

On October 14, 2020, a withdraw has been made for the remaining syndicated loan facility in the form of a club loan amounting to USD800,000,000 (full amount) facilitated by Citicorp International Limited (agent), as follows:

- a. Facility A amounted to USD300,000,000 (full amount), with an interest rate of three-month LIBOR, plus a given margin per annum. The loan period is 9 (nine) months since October 14, 2020 and will mature on July 30, 2021. The participating banks for this loan are:
 - MUFG Bank Ltd amounted to USD48,000,000,
 - China Development Bank, Hong Kong branch, amounted to USD129,000,000,
 - PT Bank Mizuho Indonesia, amounted to USD30,000,000,
 - CTBC Bank, Co., Ltd., Singapore branch, amounted to USD30,000,000,
 - Bank of China (Hong Kong) Limited, amounted to USD33,000,000,
 - Citibank, N.A., Indonesia branch, amounted to USD27,000,000,
 - Wells Fargo Bank, amounted to USD900,000,
 - The Hyakugo Bank, Ltd., amounted to USD600,000,
 - PT Bank Permata Tbk, amounted to USD600,000,
 - DZ Bank AG, Deutsche Zentral, amounted to USD900,000,
- b. Facility B amounted to USD200,000,000 (full amount), with an interest rate of three-month LIBOR, plus a given margin per annum. The loan period is 24 (twenty four) months since October 14, 2020 and will mature on August 5, 2022. The participating banks for this loan are:
 - Bank of China (Hong Kong) Limited, amounted to USD20,000,000,
 - BNP Paribas, Singapore branch, amounted to USD50,000,000,
 - CTBC Bank, Co., Ltd., amounted to USD10,000,000,
 - Sumitomo Mitsui Banking Corporation, Singapore branch, amounted to USD50,000,000,
 - United Overseas Bank Limited, amounted to USD70,000,000.
- c. Facility C amounted to USD300,000,000 (full amount), with an interest rate of three-month LIBOR, plus a given margin per annum. The loan period is 60 (sixty) months since October 14, 2020 and will mature on August 7, 2025. The participating banks for this loan are:
 - China Development Bank, amounted to USD150,000,000,
 - CTBC Bank, Co., Ltd., amounted to USD25,000,000,
 - MUFG Bank, Ltd., Singapore branch, amounted to USD20,000,000,
 - Standard Chartered Bank (Singapore) Limited, amounted to USD5,000,000,
 - Sumitomo Mitsui Banking Corporation, Singapore branch, amounted to USD50,000,000,
 - United Overseas Bank Limited, amounted to USD5,000,000.

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26. FUND BORROWING (continued)

The following are other key information related to fund borrowings (continued):

c) Borrowing from China Development Bank Corporation

On September 16, 2015, BRI signed a loan facility agreement with China Development Bank Corporation to finance long-term infrastructure and manufacturing projects in Indonesia and cross-border transactions between Indonesia and the People's Republic of China. These borrowings consist of 2 (two) facilities, which are:

- Tranche A facility amounted to USD700,000,000 (full amount), with an interest rate of six-month LIBOR plus a given margin per annum. BRI made the first drawdown on October 30, 2015 amounting to USD223,953,383 (full amount) and the second drawdown on November 6, 2015 amounting to USD476,046,617 (full amount). This loan has been fully paid by BRI on February 28, 2020.
- Tranche B facility amounted to RMB1,906,080,000 (equivalent to USD300,000,000) (full amount), with an interest rate of six-month SHIBOR plus a given margin per annum. BRI made the first drawdown on October 30, 2015 amounting to RMB609,818,661 (full amount) and the second drawdown on November 6, 2015 amounting to RMB1,296,261,339 (full amount). This loan has been fully paid by BRI on February 28, 2020.

This long term facility has a tenor of 10 (ten) years and will mature on September 16, 2025 (paid by BRI on February 28, 2020). The principal installments are paid every 6 (six) months along with interest payments. For Tranche A facility, the principal installments amounted to USD46,666,667 (full amount) will be paid starting from September 16, 2018 until maturity. For Tranche B facility, the principal installments amounting to RMB127,072,000 (full amount) are paid starting from September 16, 2018 until maturity. BRI does not provide any collateral for these borrowings.

The financial covenants in these borrowings agreement, among others, are maintaining the financial ratios as follows:

- Minimum Capital Adequacy Ratio (CAR) of 9%,
- Minimum Core Capital (Tier 1) ratio of 6%,
- Minimum Common Equity (Core Tier 1) ratio of 5%,
- Minimum Minimum Legal Reserve Requirements (GWM) of 6.5%,
- Maximum Non-Performing Loan (NPL) ratio of 5%,
- Minimum Return On Assets (ROA) ratio of 0.6%.

d) 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 facilities, which are:

- Banque Publique d'Investissement (BPI) Tranche facility amounted to USD49,961,501.23 (full amount), with a given interest rate per annum. BRI conducted all borrowing drawdowns on August 31, 2017.
- Hermes Tranche facility amounted to USD9,901,308.77 (full amount), with an interest rate of 6-month LIBOR plus a given margin per annum. BRI conducted all borrowing drawdowns on August 31, 2017.

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26. FUND BORROWING (continued)

The following are other key information related to fund borrowings (continued):

d) Borrowing from BNP Paribas (continued)

This borrowing facility has a tenor of 7 (seven) years and 6 (six) months and will mature on February 3, 2025. 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%.

e) Bilateral borrowing

Borrowing from Bank of America

On December 2, 2018, BRI (Singapore branch) and Bank of America signed a loan facility agreement amounting to USD50,000,000 (full amount) to meet the liquidity needs of BRI Singapore branch. This borrowing bears interest rate of three-month LIBOR plus a given margin per annum, paid every 3 (three) months. This borrowing matured on November 23, 2019.

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26. FUND BORROWING (continued)

The following are other key information related to fund borrowings (continued):

f) Other borrowings

	December 31, 2020		December 31, 2019	
	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent
<u>Third Party</u>				
<u>Rupiah</u>				
Bank Indonesia		12,273		12,304
PT Bank Victoria Internasional		249,630		150,000
		261,903		162,304
<u>Foreign Currency</u>				
<u>United States Dollar</u>				
BNP Paribas	159,453,336	2,240,319	70,565,146	979,621
The Bank of Tokyo-Mitsubishi UFJ, Ltd,	145,100,000	2,039,486	50,000,000	694,125
The Bank of New York Mellon	100,000,000	1,405,000	75,000,000	1,041,188
UOB Singapore	55,000,000	772,750		-
Wells Fargo Bank, N,A,	50,000,000	702,500	75,000,000	1,041,188
Bank of Montreal	50,000,000	702,500	100,000,000	1,388,250
Citibank, N,A	50,000,000	702,500		-
PT Bank UOB	50,000,000	702,500		-
MUFG Singapore	50,000,000	702,500		-
Standard Chartered Bank	45,000,000	632,250		-
PT Bank CTBC Indonesia	22,416,682	316,188	28,000,000	388,710
JP Morgan	10,238,969	143,858		-
PT Bank BPTN Tbk	9,870,000	139,216	10,000,000	138,825
DBS Bank	-	-	136,298,348	1,892,160
PT Bank Sumitomo Mitsui	-	-	9,000,000	124,943
Bank of America, N,A,	-	-	50,000,000	694,125
United Overseas Bank	-	-	50,000,000	694,125
Co Bank USA	-	-	100,000,000	1,388,250
		11,201,567		10,465,510
<u>Singaporean Dollar</u>				
Wells Fargo Bank, N,A,	104,438,000	1,107,688		-
Chinatrust Commercial Bank Singapore Branch	66,100,000	701,068		-
Sumitomo Mitsui Banking Corporation	37,016,000	392,598		-
		2,201,354		-
		13,402,921		10,465,510
Total		13,664,824		10,627,814

Other borrowing facilities in foreign currency are short-term borrowings from several banks with periods ranging from 1 (one) month up to 1 (one) year with interest rates at LIBOR or EURIBOR plus given margins, including refinancing borrowing facilities which are collateralized by letters of credit issued by BRI.

As of December 31, 2020 and 2019, BRI and Subsidiaries have complied to the important covenants as required in these agreements.

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27. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES

- a) The details of Estimated Losses on Commitments and Contingencies which bear credit risk are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Rupiah</u>		
Undrawn loan facilities	1,796,137	-
Guarantees issued	935,042	316,749
Irrevocable L/C	105,426	135,313
<u>Foreign currency</u>		
Guarantees issued	633,465	157,431
Undrawn loan facilities	101,696	-
Irrevocable L/C	109,943	-
Total	3,681,709	609,493

- b) The details of commitments and contingencies transactions (except undrawn loan facilities) are as follows:

	<u>December 31, 2020</u>		<u>December 31, 2019</u>	
	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent
<u>Third parties</u>				
<u>Rupiah</u>				
Guarantees issued		11,789,349		7,613,617
Irrevocable L/C		1,261,016		1,033,124
		<u>13,050,365</u>		<u>8,646,741</u>
<u>Foreign currency</u>				
Guarantees issued				
United States Dollar	624,841,365	8,779,022	913,222,229	12,677,808
European Euro	105,080,484	1,811,002	65,933,199	1,026,620
Australian Dollar	49,045	527		-
Malaysian Ringgit		-	147,970	1,526
		<u>10,590,551</u>		<u>13,705,954</u>
Irrevocable L/C				
United States Dollar	143,235,231	2,012,455	119,324,459	1,656,522
European Euro	8,691,602	149,795	16,113,985	250,905
Renminbi	86,683,075	186,391	52,156,933	104,010
Japanese Yen	698,184	94,929	105,297,059	13,458
Great Britain Pound Sterling	838,999	15,951	29,249	533
Singaporean Dollar	1,401,751	14,867	400,561	4,132
Malaysian Ringgit		317		-
Australian Dollar		-	278,000	2,704
Swiss Franc		-	611,800	8,771
		<u>2,474,705</u>		<u>2,041,035</u>
		<u>13,065,256</u>		<u>15,746,989</u>
		<u>26,115,621</u>		<u>24,393,730</u>

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27. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

- b) The details of commitments and contingencies transactions (except undrawn loan facilities) are as follows (continued):

	December 31, 2020		December 31, 2019	
	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent	Notional Amount Foreign Currency (Full Amount)	Rupiah Equivalent
<u>Related parties (Notes 45)</u>				
<u>Rupiah</u>				
Guarantees issued		12,253,235		11,801,291
Irrevocable L/C		1,332,481		805,645
		13,585,716		12,606,936
<u>Foreign currency</u>				
Guarantees issued				
United States Dollar	653,483,434	9,181,442	806,266,176	11,192,990
Japanese Yen	3,057,747,792	415,747	2,678,962,922	342,398
Malaysian Ringgit	98,782,000	343,877	87,500,000	296,780
European Euro	4,653,595	80,202	1,752,890	27,294
Thailand Baht	49,744,000	23,285	124,360,000	57,847
Canadian Dollar	620,000	6,808	1,240,000	13,194
		10,051,361		11,930,503
Irrevocable L/C				
United States Dollar	257,485,694	3,617,674	156,824,774	2,177,120
European Euro	12,096,427	208,475	17,383,431	270,671
Japanese Yen	514,612,202	69,968	905,416,752	115,721
Great Britain Pound Sterling	396,139	7,532	886,342	16,165
Singaporean Dollar	220,504	2,339		-
		3,905,988		2,579,677
		13,957,349		14,510,180
		27,543,065		27,117,116
Total		53,658,686		51,510,846
Less allowance for impairment losses		(1,783,876)		(609,493)
Net		51,874,810		50,901,353

- c) The details of commitment and contingency transactions by collectibility:

	December 31, 2020	December 31, 2019
Current	177,122,324	178,319,908
Special mention	860,669	2,801,148
Substandard	30,199	273,028
Doubtful	753,424	4,267
Loss	68,761	168,625
Total	178,835,377	181,566,976
Less allowance for impairment losses	(3,681,709)	(609,493)
Net	175,153,668	180,957,483

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27. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

d) Movements in estimated losses on commitments and contingencies:

The following table presents the changes in the expected allowance for losses by financial instrument category:

	December 31, 2020			Total
	Stage 1- 12 months Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss - Not Impaired	Stage 3- Lifetime Expected Credit Loss - Impaired	
<u>Irrevocable L/C measured at amortized costs</u>				
Carrying value beginning balance	6,297,120	157,646	-	6,454,766
Carrying value beginning balance with sharia principle	4,715	-	-	4,715
Transition to:				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of allowance for losses	(1,029,897)	-	-	(1,029,897)
New commitment and contingencies issued or purchased	10,496,419	372,705	4,396	10,873,520
Derecognized commitment and contingencies	(7,257,499)	(157,646)	-	(7,415,145)
Written-off commitment and contingencies	-	-	-	-
Recovery from written-off commitment and contingencies	-	-	-	-
Foreign exchange model or parameter changes and other change	76,495	-	-	76,495
Movements in carrying value with sharia principles	9,736	-	-	9,736
Carrying value ending balance	8,597,089	372,705	4,396	8,974,190

	December 31, 2020			Total
	Stage 1- 12 months Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss - Not Impaired	Stage 3- Lifetime Expected Credit Loss - Impaired	
<u>Irrevocable L/C measured at amortized costs</u>				
Balance at the beginning of the year	-	-	-	135,313
Impact of initial application of SFAS 71 (Note 52)	-	-	-	34,803
Allowance for expected credit loss beginning balance	22,917	147,199	-	170,116
Transition to:				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of allowance for losses	(7,107)	-	-	(7,107)
New commitment and contingencies issued or purchased	77,224	18,421	4,396	100,041
Derecognized commitment and contingencies	(16,918)	(31,230)	-	(48,148)
Written-off commitment and contingencies	-	-	-	-
Recovery from written-off commitment and contingencies	-	-	-	-
Foreign exchange model or parameter changes and other change	211	256	-	467
Allowance for expected credit loss ending balance	76,327	134,646	4,396	215,369

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27. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

d) Movements in estimated losses on commitments and contingencies (continued):

The following table presents the changes in the expected allowance for losses by financial instrument category (continued):

	December 31, 2020			
	Stage 1- 12 months Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss - Not Impaired	Stage 3- Lifetime Expected Credit Loss - Impaired	Total
<u>Guarantees issued measured at amortized costs</u>				
Carrying value beginning balance	43,952,185	789,582	103,666	44,845,433
Carrying value beginning balance with sharia principles	205,932	-	-	205,932
Transition to:				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of allowance for losses	50,049	1,622,054	-	1,672,103
New commitment and contingencies issued or purchased	20,319,890	-	-	20,319,890
Derecognized commitment and contingencies	(22,853,295)	(896,841)	(102,367)	(23,852,503)
Written-off commitment and contingencies	-	-	-	-
Recovery from written-off commitment and contingencies	-	-	-	-
Foreign exchange model or parameter changes and other change	1,330,699	-	-	1,330,699
Movement of carrying value with sharia principles	162,942	-	-	162,942
Carrying value ending balance	43,168,402	1,514,795	1,299	44,684,496

	December 31, 2020			
	Stage 1- 12 months Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss - Not Impaired	Stage 3- Lifetime Expected Credit Loss - Impaired	Total
<u>Guarantees issued measured at amortized costs</u>				
Carrying value beginning balance	-	-	-	472,244
Carrying value beginning balance with sharia principles	-	-	-	1,936
Impact of initial application of SFAS 71 (Note 52)	-	-	-	393,390
Allowance for expected credit loss beginning balance	186,453	577,451	103,666	867,570
Transition to:				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of allowance for losses	(105,935)	(21,301)	-	(127,236)
Net commitment and contingencies issued or purchased	1,542,653	396,989	-	1,939,642
Derecognized commitment and contingencies	(463,057)	(47,277)	(102,367)	(612,701)
Written-off commitment and contingencies	-	-	-	-
Recovery from written-off commitment and contingencies	-	-	-	-
Foreign exchange model or parameter changes and other change	(238,746)	(261,686)	-	(500,432)
Movement of expected credit loss with sharia principles	1,664	-	-	1,664
Allowance for expected credit loss ending balance	923,032	644,176	1,299	1,568,507

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27. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

d) Movements in estimated losses on commitments and contingencies (continued):

The following table presents the changes in the expected allowance for losses by financial instrument category (continued):

	December 31, 2020			
	Stage 1- 12 months Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss - Not Impaired	Stage 3- Lifetime Expected Credit Loss - Impaired	Total
<u>Undrawn loan facilities measured at amortized costs</u>				
Carrying value beginning balance	91,702,174	39,578,171	65,279	131,345,624
Carrying value beginning balance with sharia principles	-	-	-	145,544
Transition to:				
Stage 1	1,763,691	(1,723,453)	(40,238)	-
Stage 2	(1,015,757)	1,046,973	(31,216)	-
Stage 3	(215,615)	(126,872)	342,487	-
Net remeasurement of allowance for losses	(1,864,242)	(981,600)	(13,273)	(2,859,115)
New commitment and contingencies issued or purchased	19,715,413	1,357,890	520,174	21,593,477
Derecognized commitment and contingencies	(4,579,841)	(22,347,746)	(140,751)	(27,068,338)
Written-off commitment and contingencies	(10,817)	(171,570)	(163,163)	(345,550)
Recovery from written-off commitment and contingencies	-	-	-	-
Foreign exchange model or parameter change and other change	1,890,132	2,007	2	1,892,141
Movement of carrying value with sharia principles	-	-	-	472,908
Carrying value ending balance	107,385,138	16,633,800	539,301	125,176,691

	December 31, 2020			
	Stage 1- 12 months Expected Credit Loss	Stage 2- Lifetime Expected Credit Loss - Not Impaired	Stage 3- Lifetime Expected Credit Loss - Impaired	Total
<u>Undrawn loan facilities measured at amortized costs</u>				
Balance at beginning of the year	-	-	-	-
Balance at beginning of the year with sharia principles	-	-	-	-
Impact of initial application of SFAS 71 (Notes 52)	-	-	-	1,084,883
Allowance for expected credit loss beginning balance	435,781	516,097	133,005	1,084,883
Transition to:				
Stage 1	43,602	(37,871)	(5,731)	-
Stage 2	(7,669)	16,507	(8,838)	-
Stage 3	(1,813)	(4,601)	6,414	-
Net remeasurement of allowance for losses	(91,044)	169,782	32,281	111,019
New commitment and contingencies issued or purchased	977,562	326,046	292,297	1,595,905
Derecognized commitment and contingencies	(591,133)	-	(302,641)	(893,774)
Written-off commitment and contingencies	(298)	(1,031)	(3,769)	(5,098)
Recovery from written-off commitment and contingencies	-	-	-	-
Foreign exchange model or parameter changes and other change	4,855	42	1	4,898
Movement of expected credit loss with sharia principles	-	-	-	-
Allowance for expected credit loss ending balance	769,843	984,971	143,019	1,897,833

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27. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

d) Movements in estimated losses on commitments and contingencies (continued):

The following table presents the changes in the expected allowance for losses by financial instrument category (continued):

	December 31, 2019
Beginning balance	1,222
Provision for estimated losses during the year	608,271
Ending balance	609,493

BRI assessed commitment and contingency transactions which bear credit risk individually based on whether objective evidence of impairment exists.

The minimum estimated losses on commitments and contingencies that must be provided in accordance with Bank Indonesia Regulations amounted to Rp3,600 dan Rp1,936 as of December 31, 2020 and 2019 respectively.

Management argues that the estimated amount of commitment and contingency losses on the date of December 31, 2020 and 2019 are adequate.

28. LIABILITIES FOR EMPLOYEE BENEFITS

Liabilities for employee benefits consist of:

	December 31, 2020	December 31, 2019
Provision for Bonuses and Incentives	3,505,408	5,129,483
Provision for long-term employee benefit program (Note 43)	6,552,009	5,532,798
Special provision for work separation scheme (Qonun)	339,784	-
Total	10,397,201	10,662,281

Provisions for employee benefit program include defined benefit pension program, old-age 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.

29. OTHER LIABILITIES

Other liabilities consist of:

	December 31, 2020	December 31, 2019
<u>Third Parties</u>		
<u>Rupiah</u>		
Future policy benefit liabilities	6,530,727	5,865,551
Investment contract liabilities	3,145,743	1,691,392
Unearned premium	1,213,923	1,469,235
Allowance for litigation liabilities (Note 46b)	1,141,920	1,145,664
Interest payables	1,078,530	1,471,486
Estimated claim liabilities	268,710	217,763
Accrued profit sharing	178,087	36,878
Reinsurance payable	155,609	89,573

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29. OTHER LIABILITIES (continued)

Other liabilities consist of (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Third Parties (continued)</u>		
<u>Rupiah (continued)</u>		
Temporary <i>Syirkah</i> Funds	153,260	97,125
Allowance for timely interest payment	140,036	149,992
Credit card liabilities	105,606	57,942
Unearned Income	47,610	290,981
Provision for simpedes gift tax	22,139	24,549
Guarantee deposits	16,128	17,215
Others	4,671,479	5,814,160
	<u>18,869,507</u>	<u>18,439,506</u>
<u>Foreign Currency</u>		
Interest payable	367,850	549,507
Unearned income	202,819	66,829
Others	612,123	303,765
	<u>1,182,792</u>	<u>920,101</u>
Total	<u>20,052,299</u>	<u>19,359,607</u>

30. SUBORDINATED LOANS AND MARKETABLE SECURITIES

BRI obtained subordinated loans and marketable securities with details as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Subordinated Sukuk <i>Mudharabah</i> I	964,505	965,116
Two-step loan	3,175	3,334
Subordinated Bonds III	497,712	496,916
Total	<u>1,465,392</u>	<u>1,465,366</u>

a. Subordinated Sukuk *Mudharabah* I

On November 17, 2016, BRIS issued Subordinated Sukuk *Mudharabah* I Year 2016 amounting to Rp1,000,000 with profit-sharing income and was issued at 100.00% of its nominal value. The amount of Sukuk holder's nisbah is 80.2013%, calculated from cash gross revenue, which is indicated at 11.8452%. Profit sharing is paid every 3 (three) months and will mature on November 16, 2023. At the time of issuance, this Subordinated Sukuk *Mudharabah* I was rated A+(idn) by Fitch.

The proceeds from the issuance of the Subordinated Sukuk *Mudharabah* I is used to strengthen the capital structure in order to support business development activities through financing distributions.

This Subordinated Sukuk *Mudharabah* I is not guaranteed by special collateral nor guaranteed by the Republic of Indonesia or other third parties and not included in the bank guarantee program implemented by the Deposit Insurance Institute (Lembaga Penjamin Simpanan/LPS) or other insurance institutes.

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30. SUBORDINATED LOANS AND MARKETABLE SECURITIES (continued)

BRI obtained subordinated loans and marketable securities with details as follows (continued):

a. Subordinated Sukuk *Mudharabah* I (continued)

As of December 31, 2020 and 2019, the Subordinated Sukuk *Mudharabah* I obtained an A(idn), A(idn), A+(idn) dan A+(idn) rating from Fitch, respectively. Acting as trustee for the Subordinated Sukuk *Mudharabah* I is PT Bank Negara Indonesia (Persero) Tbk.

BRIS's restrictions and obligations are, without written approval from the trustee, to not conduct the following:

- Issuing another Sukuk or MTN with higher ranking and priority in payment over Subordinated Sukuk *Mudharabah*.
- Changing its main business.
- Reducing the authorized, issued and paid-up capital
- Conducting merger, consolidation, acquisition with other companies that caused dissolution of BRISyariah, or would have negative impact on business continuity.
- Selling or transferring premises and equipment of BRISyariah to other parties, either all or most (over 50%) of BRIS's premises and equipment based on the latest audited financial statement.
- Conducting transactions with affiliated parties, unless the transaction is performed under favorable terms for BRIS or at least equal to the requirements obtained by BRIS from non-affiliated third parties in customary transactions.
- Providing financing or investment in shares to other parties.

With regards to the merger of sharia banks where BRIS will become the surviving entity merger, the trustee has been informed through letter No. S.B.06-MDB/01-2021 dated January 6, 2021, regarding "Information Regarding the Planned Merger of PT Bank BRISyariah Tbk, PT Bank BNI Syariah and PT Bank Syariah Mandiri".

b. Two-step loan

The two-step loans in Rupiah represent 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). The interest rates of these loans vary according to the respective agreements with periods ranging from 15 (fifteen) to 40 (forty) years.

The average interest rates for this subordinated loan are 2.00% and 2.03%, for the year ended December 31, 2020 and 2019. These loans will mature on various dates up to 2027.

c. Subordinated Bond III Year 2018

On June 27, 2018, BRI issued Subordinated Bonds III Year 2018 with a nominal value of Rp500,000 with an interest of 7.70% per annum, for a period of 5 (five) years and will mature on June 26, 2023. The interest of Subordinated Bonds III Year 2018 is paid every 3 (three) months, starting from June 26, 2018. At the time of issuance, the Subordinated Bonds III Year 2018 were rated AA by Pefindo.

As of December 31, 2020 and 2019, Subordinated Bonds III year 2018 obtained an AA rating from Pefindo.

Management believes that all covenants or restrictions stipulated in the trustee agreements have been complied with.

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30. SUBORDINATED LOANS AND MARKETABLE SECURITIES (continued)

The classification of subordinated loans and marketable securities based on their remaining period until maturity are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
> 1 year - 5 years	1,462,217	1,462,032
> 5 years	3,175	3,334
Total	<u>1,465,392</u>	<u>1,465,366</u>

31. STOCK OPTION

Based on the Extraordinary General Meeting of Shareholders on March 23, 2016, agreed to transfer BRI shares from the proceeds of the buyback held in treasury stock to the management and employee share ownership program.

The aims of this program are to encourage ownership of the Bank's shares by program participants, aligning the Bank's objectives with the objectives of program participants who are management and employees of the Bank as well as improving their performance.

The Bank issued the MESOP program on May 15, 2020 (granting date) amounting to 194,008,300 shares in 2 (two) stages as follows:

- a. Phase I of 97,004,150 shares with vesting period ended October 31, 2020.
- b. Phase II of 97,004,150 shares with vesting period ended May 31, 2021.

The option validity period starts from the distribution date until October 31, 2021. After such date, all the unused option rights will become void.

The eligible parties to receive the MESOP are directors, board of commissioners except independent commissioners and permanent employees with reference to tenure, performance assessment, group of positions and titles.

The calculations, methods and assumptions regarding the MESOP are obtained from the reports of independent actuaries, Willis Towers Watson on August 6, 2020.

The compensation expenses recognized in the consolidated statements of profit or loss and other comprehensive income with respect to Phase I and Phase II stock options for the year ended December 31, 2020 are each amounting to Rp33,466 and Rp22,370, respectively, and credited to stock option in the equity.

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:

	<u>MESOP Phase 1</u>	<u>MESOP Phase 2</u>
Vesting period (month)	5.5	12.5
Share price on the date of option (Full Rupiah)	2,240	2,240
Option execution price (Full Rupiah)	2,240	2,240
Fair value options (Full Rupiah)	345	382
Share price volatility	58.46%	43.85%
Risk-free interest rates	5.23	5.56
Dividend rate	5.10	5.10

The remaining life of Phase I and II stock options as of December 31, 2020 is 0.8 years, respectively.

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32. EQUITY

a. Capital Stock

The details of authorized, issued and fully paid capital stock of BRI as of December 31, 2020 and 2019 are as follows:

	December 31, 2020			
	Number of Shares	Nominal Value per Share (Full Rupiah)	Total Share Value (Full Rupiah)	Percentage of ownership
Authorized capital stock				
Series A Dwiwarna Share	1	50	50	0.00%
Series B Common Shares	299,999,999,999	50	14,999,999,999,950	100.00
Total	300,000,000,000		15,000,000,000,000	100.00%
Issued and fully paid capital stock				
Series A Dwiwarna Share Republic of Indonesia	1	50	50	0.00%
Series B Comon Shares Republic of Indonesia	69,999,999,999	50	3,499,999,999,950	56.75
Commissioners:				
- Nicolaus Teguh Budi Harjanto	816,300	50	40,815,000	0.00
- Hadiyanto	625,800	50	31,290,000	0.00
Directors:				
- Sunarso	1,008,000	50	50,400,000	0.00
- Catur Budi Harto	329,200	50	16,460,000	0.00
- Haru Koesmahargyo	1,835,600	50	91,780,000	0.00
- Priyastomo	1,835,600	50	91,780,000	0.00
- Ahmad Solichin Lutfiyanto	1,819,400	50	90,970,000	0.00
- Indra Utoyo	1,726,400	50	86,320,000	0.00
- Handayani	1,602,500	50	80,125,000	0.00
- Supari	1,242,300	50	62,115,000	0.00
- Agus Noorsanto	380,800	50	19,040,000	0.00
- Herdy Rosadi Harman	311,900	50	15,595,000	0.00
- Agus Sudiarto	294,600	50	14,730,000	0.00
Public	52,581,518,100	50	2,629,075,905,000	42.64%
	122,595,346,500		6,129,767,325,000	99.39%
Treasury Stock (Note 1d)	750,463,500		37,523,175,000	0.61
Total	123,345,810,000		6,167,290,500,000	100.00%
	December 31, 2019			
	Number of Shares	Nominal Value per Share (Full Rupiah)	Total Share Value (Full Rupiah)	Percentage of ownership
Authorized capital stock				
Series A Dwiwarna Share	1	50	50	0.00%
Series B Common Shares	299,999,999,999	50	14,999,999,999,950	100.00
Total	300,000,000,000		15,000,000,000,000	100.00%
Issued and fully paid capital stock				
Series A Dwiwarna Share Republic of Indonesia	1	50	50	0.00%
Series B Comon Shares Republic of Indonesia	69,999,999,999	50	3,499,999,999,950	56.75
Commissioners:				
- Nicolaus Teguh Budi Harjanto	386,700	50	19,335,000	0.00
- Hadiyanto	201,200	50	10,060,000	0.00
Directors:				
- Haru Koesmahargyo	944,400	50	47,220,000	0.00
- Priyastomo	944,400	50	47,220,000	0.00
- Ahmad Solichin Lutfiyanto	928,200	50	46,410,000	0.00
- Indra Utoyo	835,200	50	41,760,000	0.00
- Handayani	522,300	50	26,115,000	0.00
- Supari	351,100	50	17,555,000	0.00
- Agus Noorsanto	46,800	50	2,340,000	0.00
- Azizatun Azhimah	25,100	50	1,255,000	0.00
Public	52,375,450,100	50	2,618,772,505,000	42.47%
	122,380,635,500		6,119,031,775,000	99.22%

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32. EQUITY (continued)

a. Capital Stock (continued)

The details of authorized, issued and fully paid capital stock of BRI as of December 31, 2020 and 2019 are as follows (continued):

	December 31, 2019			
	Number of Shares	Nominal Value per Share (Full Rupiah)	Total Share Value (Full Rupiah)	Percentage of ownership
Issued and fully paid capital stock (continued)				
Treasury Stock (Note 1d)	965,174,500	50	48,258,725,000	0.78
Total	123,345,810,000		6,167,290,500,000	100.00%

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.

Series B shares are common shares that can be owned by the public

b. Additional Paid-in Capital

The details of additional paid-in capital are as follows:

Additional capital by the Government related to recapitalization program	1,092,144
Remaining balance of paid-up capital by the Government	5
Additional paid-in capital from IPO	589,762
Exercise of stock options	
Year 2004	49,514
Year 2005	184,859
Year 2006	619,376
Year 2007	140,960
Year 2008	29,013
Year 2009	14,367
Year 2010	43,062
Stock option MSOP Stage-I which is already expired	504
Stock option MSOP Stage-II which is already expired	1,845
Stock option MSOP Stage-III which is already expired	8,447
Acquisition of merging entities in 2018	(81,195)
Bonus Shares compensation in 2019	208,331
Bonus Shares compensation in 2020	510,819
Total	3,411,813

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. Up to 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.

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32. EQUITY (continued)

b. Additional Paid-in Capital (continued)

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 September 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 new Series B common shares with a par value of Rp500 (full Rupiah) per share at the offering price of Rp875 (full Rupiah) per share, resulting in additional paid-in capital as follows:

Total New Series B Common Shares Issued to the Public Under the IPO (Shares) (Note 1c)	1,764,705,000
Additional paid-in capital per share (Full Rupiah)	375
Total additional paid-in capital Share (Full Rupiah)	661,764
Less	
- 3% discount given to BRI customers	(2,961)
- Cost of IPO	(69,041)
Additional paid-in capital from IPO	589,762

In accordance with the Extraordinary General Meeting of Shareholders on October 3, 2003, as disclosed in the Deed No. 6 of Notary Imas Fatimah, S.H., the shareholders approved the issuance of stock options to be implemented in 3 (three) phases. The stock options are granted to Directors and employees in certain positions and appointments who have fulfilled the stipulated requirements (Management Stock Option Plan (MSOP)).

The compensation cost of the MSOP is recognized as stock options which is part of equity.

BRI employees have exercised their stock options for MSOP I starting from November 10, 2004, MSOP II starting from November 10, 2005 and MSOP III starting from November 15, 2006. MSOP I, II and III stock options that have been exercised from 2004 to 2010 amounted to 569,876,000 shares where there were 4,728,500 shares in 2010, 4,553,000 shares in 2009, 7,499,000 shares in 2008, 31,379,000 shares in 2007, 250,721,000 shares in 2006, 185,610,000 shares in 2005 and 85,385,500 shares in 2004. The additional paid-in capital arising from the exercise of stock options amounted to Rp43,062 in 2010, Rp14,367 in 2009, Rp29,013 in 2008, Rp140,960 in 2007, Rp619,376 in 2006, Rp184,859 in 2005 and Rp49,514 in 2004.

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32. EQUITY (continued)

b. Additional Paid-in Capital (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). Based on the Deed of Shares Takeover No. 53 dated December 21, 2018, of Notary M. Nova Faisal, S.H., M.Kn, PT Danareksa (Persero) sold 335,000,000 shares of 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 SFAS No. 38 (Revised 2012), "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:

	Considerations transferred	Investment Carrying amount	Additional Paid- in Capital
Danareksa Sekuritas	446,888	366,359	80,529
BRI Ventures	3,090	2,424	666
Jumlah	449,978	368,783	81,195

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 offices (Cayman Islands, New York, Hong Kong, Singapore and Timor Leste) and subsidiaries with functional currency of United States Dollar, Hong Kong Dollar and Singaporean Dollar into Rupiah (Note 2ai). Assets and liabilities as well as commitments and contingencies denominated in other foreign currency were translated into Rupiah using the Reuters spot rates at 4.00 p.m. WIB (Western Indonesian time) on the statements of financial position date. The consolidated statements of profit or loss and other comprehensive income for the year ended as of December 31, 2020 and 2019 is the sum of monthly consolidated statements of profit or loss and other comprehensive income which are translated into Rupiah using the average mid-rate of currency exchange for the respective month.

d. Distribution of Net Income

In the Annual General Meetings of BRI's Shareholders held on February 18, 2020 and May 15 the Shareholders agreed to distribute dividend from net income for the years ended December 31, 2019 and 2018 are as follows:

	Income for the year	
	Ended December 31,	
	2019	2018
Consolidated	20,623,565	16,175,565

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32. EQUITY (continued)

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 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. Bonus Shares Program

Taking into account the development of BRI's business performance and in order to increase the employee's sense of belongingness to the company and provide long-term incentives for employees to achieve the determined targets, the BRI's Board of Directors decided to provide a share ownership bonus program for management and employees (Employee Stock Allocation (ESA)). The allocation of shares is given to each worker based on the individual and company performance.

Payment of the BRI Phase 1 ESA I Program has been carried out in accordance with the Directors' Letter No. 751-DIR/KHC/ 05/2019 dated May 22, 2019 concerning the Implementation of the Management and Employee Stock Ownership Program to 50,775 employee totaling 143,415,500 shares.

Payment of the BRI Phase 2 ESA I Program has been carried out in accordance with Letter No. B.442-DIR/HCS/03/2020 to 173 employees totaling 4,396,700 shares.

Furthermore, according to the Directors' letter No. B.03-DIR/HCS/01/2020 dated January 2, 2020, BRI implemented the Phase 2 Employee Stock Allocation (ESA) which have been distributed to 54,527 employees with the total 226,714,300 shares. ESA III and IV which have been distributed to 57,111 employees with the total 261,177,000 shares, respectively.

The fair value of ESA II BRI at the time of allocation is Rp995,148 which recognized in the consolidated profit or loss and other comprehensive income, BRI has made payment on the Phase 2 Employee Stock Allocation (ESA) program on February 25, 2020.

The fair value of ESA III and ESA IV at the time of allocation on January 2, 2020 amounting to Rp953,005 and Rp930,721, respectively. The fair value of ESA III and IV are amortized during the vesting period and recognized in consolidated profit or loss and other comprehensive income, while accumulated costs during the vesting period were recognized in equity.

The costs of ESA III and IV recognized in consolidated profit or loss and other comprehensive income for the year ended December 31, 2020 each amounting to Rp764,083 and Rp464,722, respectively.

The program of ESA III and ESA IV will be completed no later than March 31, 2021 and December 31, 2021, respectively, and will be paid with BRI shares.

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33. INTEREST AND SHARIAH INCOME

Interest income are derived from:

	For the year ended as of December 31,	
	2020	2019
<u>Rupiah</u>		
<u>Loan</u>		
Micro	50,706,613	57,606,380
Retail	37,052,147	34,429,849
Corporate	6,602,198	7,356,986
<u>Securities</u>		
Fair value through profit or loss		
Government bonds	599,221	113,895
Bonds	41,253	10,737
Negotiable Certificate of Deposit	400	-
Fair value through other comprehensive income		
Government Bonds	5,149,623	-
Bonds	656,994	-
Negotiable Certificate of Deposit	71,002	-
Medium-Term Note	29,365	-
Bank Indonesia Certificate	2,306	-
Available For Sale		
Government Bonds	-	5,115,748
Bonds	-	99,798
Bank Indonesia Certificate	-	632,795
Negotiable Certificate of Deposit	-	80,647
Bank Indonesia Certificate of Deposit	-	41,073
Reksadana	-	23,051
Medium-Term Note	-	47,508
Amortized costs		
Government Bonds	3,101,370	-
Bonds	180,222	-
Bank Indonesia Certificate	11,314	-
Negotiable Certificate of Deposit	9,610	-
Medium-Term Note	6,335	-
Held-to-maturity		
Government Bonds	-	1,949,414
Bonds	-	66,001
Bank Indonesia Certificate	-	19,446
Bank Indonesia Certificate of Deposits	-	54
Government Recapitalization Bonds		
Amortized costs	20,994	-
Held-to-maturity	-	75,694
Placements with Bank Indonesia and other financial instruments		
Deposit Facility/Term Deposit	595,656	345,737
Inter-bank call money	40,923	322,000
Others	231,890	383,553
Demand deposits in Bank Indonesia	2,292	249
Others	2,326,172	1,641,919
	<u>107,437,900</u>	<u>110,362,534</u>

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33. INTEREST AND SHARIAH INCOME (continued)

Interest Income are derived from (continued):

	For the year ended as of December 31	
	2020	2019
<u>Foreign Currency</u>		
Loan		
Corporate	2,387,848	4,685,632
Retail	495,299	687,480
Securities		
Fair value through profit or loss		
Government Bonds	18,508	8,155
Bonds	2,687	-
Bank Indonesia Certificate	-	56
Fair value through other comprehensive income		
Government Bonds	1,027,971	-
Bonds	81,452	-
Bank Indonesia Certificate	112,445	-
Available-For-Sale		
Government Bonds	-	890,670
Bonds	-	36,167
Bank Indonesia Certificate	-	25,616
Amortized costs		
Government Bonds	520,101	-
Bonds	21,802	-
Held-to-maturity		
Government Bonds	-	437,275
Bonds	-	1,917
Placements with Bank Indonesia and other financial instruments		
Deposit Facility/Term Deposit	148,517	8,071
Inter-bank call money	77,028	171,026
Others	110,297	-
Demand deposits in Bank Indonesia	33	-
Others	142,199	1,065,130
	<u>5,146,187</u>	<u>8,017,195</u>
	<u>112,584,087</u>	<u>118,379,729</u>
Sharia income are derived from:		
<i>Murabahah</i>	2,184,363	1,468,365
<i>Musyarakah</i>	1,316,952	901,987
Others	847,110	1,006,195
Total Sharia Income	<u>4,348,425</u>	<u>3,376,547</u>
Total	<u>116,932,512</u>	<u>121,756,276</u>

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34. INTEREST AND SHARIA EXPENSES

This account represents interest expense on:

	For the year ended as of December 31	
	2020	2019
<u>Rupiah</u>		
Time deposits	19,570,294	19,840,268
Demand deposits	3,001,817	3,261,339
Saving deposits	2,832,365	3,166,511
Marketables securities issued	1,920,006	1,927,915
Securities sold under agreement to purchase	676,803	900,351
Deposits from other Bank and Financial Institution	413,391	739,577
Fund borrowing	194,695	219,196
Subordinated Loan and Marketable	47,184	-
Others	3,303,076	3,610,791
	31,959,631	33,665,948
<u>Foreign Currency</u>		
Time deposits	2,113,824	2,197,462
Fund Borrowing	661,356	1,220,259
Demand deposits	479,900	185,485
Marketables Securities Issued	630,847	552,676
Deposits from other Bank and financial institution	195,938	448,180
Securities sold under agreement to purchase	40,416	42,632
Saving deposits	7,044	6,742
Others	101,815	352,454
	4,231,140	5,005,890
	36,190,771	38,671,838
Sharia Income are derived fro:		
<i>Deposito mudharabah</i>	1,289,073	1,197,310
Others	242,751	179,823
Sharia Expense Total	1,531,824	1,377,133
Total	37,722,595	40,048,971

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35. PROVISION FOR IMPAIRMENT LOSSES ON FINANCIAL ASSETS - NET

This account represents provision for (reversal of) impairment losses on financial assets as follows:

	For the year ended as of December 31,	
	2020	2019
Loans (Note 12f)	28,958,669	20,810,248
Sharia receivables and financing (Note 13b)	1,288,086	682,820
Financial lease receivables (Note 14c)	111,580	63,251
Securities (Note 7j)	1,173,553	-
Export bills and notes receivable (Note 8d)	(1,431,524)	-
Acceptances receivable (Note 15d)	405,907	-
Securities sold under agreement to repurchase (Note 10b)	(1)	-
Current accounts with other banks (Note 5e)	93,819	-
Placement with Bank Indonesia and other financial institutions (Note 6e)	17,402	-
Total	30,617,491	21,556,319

36. SALARIES AND EMPLOYEE BENEFIT

The details of this account are as follows:

	For the year ended as of December 31	
	2020	2019
Salaries, wages and allowances	14,065,172	13,447,778
Bonuses, incentives and tantiem	4,274,212	6,200,458
Share compensation costs (Note 31 and 32f)	2,279,789	118,456
Post employment BPJS health program (Note 43e)	906,326	30,966
Jamsostek contribution	833,207	361,379
Medical allowances	393,390	869,557
Training and development	365,787	724,583
Defined benefit pension (Note 43a and 43e)	365,455	432,692
Defined contribution pension (Note 43c)	352,766	326,235
Grand leaves (Note 43e)	305,765	552,180
Allowance for gratuity for services (Note 43e)	234,875	272,389
Work separation scheme (Note 43d)	177,916	350,909
Others	1,765,131	555,694
Total	26,319,791	24,243,276

Total salaries and allowances of the Board of Directors amounting to Rp120,259 and Rp130,565 for the year ended December 31, 2020 and 2019, respectively and total salaries and allowances of the Board of Commissioners amounting to Rp43,748 and Rp41,313 for the year ended December 31, 2020 and 2019, respectively (Note 45).

Bonuses, incentives and tantiem of BRI's Boards of Directors, Commissioners and key employees amounting to Rp497,502 and Rp560,721 for the year ended December 31, 2020 and 2019, respectively (Note 45).

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37. GENERAL AND ADMINISTRATIVE EXPENSES

The details of this account are as follows:

	For the year ended as of December 31,	
	2020	2019
Outsourcing service	3,709,819	3,274,117
Depreciation of premises and equipment (Note 17)	2,274,986	1,733,629
E-Channel	1,842,475	1,442,004
Third party goods and services	1,664,179	1,055,932
Rent	1,517,417	1,928,242
Repairs and maintenance	1,330,132	1,311,163
Transportation	755,141	969,408
Electricity and water	635,943	620,185
Printing and postage	439,343	306,842
Professional fees	387,818	291,150
Office supplies	372,601	319,923
Communications	154,259	148,600
Computer installations	74,721	41,042
Research and product development	23,670	29,715
Others	2,087,340	1,894,800
Total	17,269,844	15,366,752

38. NON OPERATING INCOME - NET

The details of this account are as follows:

	For the year ended as of December 31	
	2020	2019
Gain/(Loss) on sale of premises and equipments	35,214	141
Rent Income	4,927	14,109
Donation	(9,257)	(11,500)
Corporate Social Responsibility	(30,074)	(23,937)
Environmental Development Expense	(179,226)	-
Others - net	129,098	(46,693)
Total	(49,318)	(67,880)

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39. TAXATION

a) Taxes Payable

As of December 31, 2020 and 2019, the details of taxes payable are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>BRI (parent entity)</u>		
Income tax		
Article 25	-	2,329
Article 29	1,064,461	2,098
	<u>1,064,461</u>	<u>4,427</u>
<u>Subsidiaries</u>		
Income tax		
Article 21	25,350	18,408
Article 22	24	107
Article 23	1,505	5,150
Article 25	7,532	-
Article 26	9	-
Article 29	248,688	113,651
Article 4 verse 2	41,637	38,524
Value-added tax	11,432	5,176
	<u>336,177</u>	<u>181,016</u>
Total	<u>1,400,638</u>	<u>185,443</u>

b) Tax Expense

	<u>For the year ended as of December 31,</u>	
	<u>2020</u>	<u>2019</u>
<u>BRI (parent entity)</u>		
Current tax expense of:		
Current year	7,611,026	8,751,799
Prior year/period tax assessment	-	-
Deffered income tax expense/(benefit)	196,782	169,408
	<u>7,807,808</u>	<u>8,921,207</u>
<u>Subsidiaries</u>		
Current tax expense of:		
Current year	343,097	226,551
Prior year/period tax assessment	11,177	4,909
Deffered income tax expense/(benefit)	(97,629)	(202,439)
	<u>256,645</u>	<u>29,021</u>
Total	<u>8,064,453</u>	<u>8,950,228</u>

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39. TAXATION (continued)

b) Tax Expense (continued)

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:

	For the year ended as of December 31,	
	2020	2019
Income before tax expense as presented in the consolidated statement profit or loss and other comprehensive income	26,724,846	43,364,053
Income of subsidiaries	(563,735)	(414,161)
Income before tax expense of BRI (parent entity)	26,161,111	42,949,892
Temporary differences:		
Allowance for impairment losses on productive assets	8,827,772	(440,781)
Provision for estimated losses on commitments and on contingencies	1,548,413	607,557
Provision for employee expense	(1,936,490)	(183,301)
Share-based employee benefit payments	1,262,845	(403,538)
Depreciation of premises and equipment	47,234	(213,454)
(Unrealized losses (gain) of securities and Government Recapitalization Bonds measured at fair value through profit or loss	(87,225)	(44,115)
	9,662,549	(677,632)
Permanent differences:		
Promotion	1,846,027	2,017,960
Prizes without raffle	531,512	387,251
Travel and compensation	354,245	288,057
Public relation	300,243	322,037
Representations and donation	176,566	182,052
Physical and spiritual development	40,737	54,112
Income subjected to final tax	(88,040)	(6,528)
Income of associated entities	(8,148)	(12,593)
Others	1,081,230	(1,745,611)
	4,234,372	1,486,737
Estimated taxable Income	40,058,032	43,758,997

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39. TAXATION (continued)

b) Tax Expense (continued)

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):

	For the year ended as of December 31,	
	2020	2019
Parent entity		
Income tax expense - current	(7,611,026)	(8,751,799)
Payment of income tax installments during current year	6,504,817	8,724,637
Foreign tax credit	41,748	25,064
Estimated income tax payable - Article 29	(1,064,461)	(2,098)
Payment of income tax installments during current year	22,720	1,678,510
Subsidiaries		
Income tax expense - current	(343,097)	(276,518)
Payment of income tax installments during current year	103,864	187,998
Estimated income tax payable - - Article 29*- Net	(239,233)	(88,520)

¹⁾ As of December 31, 2019, including estimated income tax claims amounting to and Rp25,131.

The reconciliation of income tax expense by multiplying the income before tax expense and the applicable tax rate are as follows:

	For the year ended as of December 31,	
	2020	2019
Income before tax expense as presented in the consolidated statement of profit or loss and other comprehensive income	26,724,846	43,364,053
Tax expense with applicable tax rates	5,094,633	8,693,518
Income that cannot be deductible for tax purposes		
BRI	804,531	297,347
Subsidiaries	(49,039)	(40,637)
The effect of usage differences rates in calculation deferred tax	2,214,328	-
	8,064,453	8,950,228

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39. TAXATION (continued)

b) Tax Expense (continued)

Estimated taxable income for 2020 is in accordance with the Annual Tax Return (SPT) reported by BRI to the Tax Office (KPP).

Assessment for fiscal year 2015

The Directorate General of Taxes based on Tax Underpayment Assessment Letter for Income Tax No. 00006/206/15/093/18 dated December 17, 2018, stipulates the underpayment amounting to Rp489,749 and administrative sanction amounting to Rp235,080 and this has been approved by BRI.

The Directorate General of Taxes based on Tax Assessment Letter No. 00003/201/15/093/18 and 00003/243/15/093/18 dated December 17, 2018, stipulates the underpayment of Income Tax Article 21 amounting to Rp26,353 and Rp1,167 and administrative sanction amounting to Rp12,650 and Rp560 and this has been approved by BRI.

The Directorate General of Taxes based on Tax Assessment Letter No. 00013/203/15/093/18 dated December 17, 2018, stipulates the underpayment of Income Tax Article 23 amounting to Rp7,783 and administrative sanction amounting to Rp3,736 and this has been approved by BRI.

The Directorate General of Taxes based on Tax Assessment Letter No. 00002/204/15/093/18 dated December 17, 2018, stipulates the underpayment of Income Tax Article 26 amounting to Rp534 and administrative sanction amounting to Rp256 and this has been approved by BRI.

The Directorate General of Taxes based on Tax Assessment Letter No. 00066/207/15/093/18, 00067/207/15/093/18, 00068/207/15/093/18, 00069/207/15/093/18, 00070/207/15/093/18, 00071/207/15/093/18, 00072/207/15/093/18, 00073/207/15/093/18, 00074/207/15/093/18, 00075/207/15/093/18, 00076/207/15/093/18 and 00077/207/15/093/18 dated December 17, 2018, stipulates the underpayment of Value-Added Tax for Goods and Services amounting to Rp160 and administrative sanction amounting to Rp77 each and this has been approved by BRI.

The Directorate General of Taxes based on Tax Collection Letter No. 00041/107/15/093/18, 00042/107/15/093/18, 00043/107/15/093/18, 00044/107/15/093/18, 00045/107/15/093/18, 00046/107/15/093/18, 00047/107/15/093/18, 00048/107/15/093/18, 00049/107/15/093/18, 00050/107/15/093/18, 00051/107/15/093/18 and 00052/107/15/093/18 dated December 17, 2018, stipulates the underpayment of Value-Added Tax amounting to Rp66, Rp46, Rp86, Rp55, Rp73, Rp70, Rp51, Rp67, Rp55, Rp54, Rp43 and Rp108, respectively, and this has been approved by BRI.

The Directorate General of Taxes based on Tax Assessment Letter No. 00003/277/15/093/18 dated December 17, 2018, stipulates the underpayment of Value-Added Tax for Goods and Services for the Utilization of Taxable Services from Outside Customs Area amounting to Rp1,121 and administrative sanction amounting to Rp538 and this has been approved by BRI.

The BRI's management believes that there is no need to establish a tax reserve for the years 2016 – 2020 that have not been reviewed by The Directorate General of Taxes.

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39. TAXATION (continued)

c) Deferred Tax Assets

The calculations of deferred income tax (expense) benefit BRI are as follow:

	For the year ended as of December 31,	
	2020	2019
<u>Parent entity</u>		
Reversal of for possible losses on earning assets	(633,222)	(110,195)
Allowance for estimated losses on commitments and contingencies	93,668	151,889
(Reversal of)/Provision for employee expense	82,364	(45,825)
Unrealized losses (gain) of Securities and government Recapitalization Bonds measured fair value through profit or loss	(14,828)	(11,029)
Share-based employee benefit payments	212,940	(100,885)
Depreciation of premises and equipments	62,296	(53,363)
	<u>(196,782)</u>	<u>(169,408)</u>
<u>Subsidiaries</u>	<u>97,629</u>	<u>202,439</u>
Total	<u>(99,153)</u>	<u>33,031</u>

The tax effects of significant temporary differences between commercial and tax reporting (recorded under "Deferred Tax Assets" account) are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Parent entity</u>		
Allowance for impairment losses on productive assets *)	6,035,360	2,987,445
Allowance for estimated losses on commitments and contingencies *)	623,550	151,889
Provision for employee expense	1,463,322	1,380,958
Depreciation of premises and equipments	(107,288)	(169,584)
Remeasurement of defined benefit plans	296,183	(66,195)

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39. TAXATION (continued)

c) Deferred Tax Assets (continued)

The tax effects of significant temporary differences between commercial and tax reporting (recorded under "Deferred Tax Assets" account) are as follows (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Parent Entity (continued)</u>		
Unrealized losses (gain) of securities and Government Recapitalization Bonds measured at fair value through profit or loss	(26,245)	(11,417)
Share-based employee benefit payments	218,388	5,448
Unrealized losses (gain) of securities and Government Recapitalization Bonds measured at fair value through other comprehensive income	(898,168)	(255,526)
	<u>7,605,102</u>	<u>4,023,018</u>
<u>Entitas anak</u>	<u>708,443</u>	<u>518,280</u>
Total	<u>8,313,545</u>	<u>4,541,298</u>

*) Including the impact of the initial application of SFAS 71 which is charged to retained earnings on January 1, 2020 for allowance for loss of earning assets and reserves for estimated commitments and contingencies amounting to Rp3,681,137 and Rp377,993, respectively.

On March 31, 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 concerning Decreasing Income Tax Rates for Domestic Corporate Tax payers in the Form of Public Companies and effective from the date of promulgation on June 19, 2020.

The regulation has stipulated reduction in income tax rates for domestic corporate tax payers and permanent establishments from 25% to 22% for fiscal year 2020 and 2021 and 20% starting fiscal year 2022 and onwards, and a further reduction of the tax rate by 3% for corporate income tax payers that fulfill certain criteria.

Based on the certificate No. DE//2020-0282 dated January 8, 2021 and the monthly shareholding report from the Securities Administration Bureau, Datindo Entrycom on BRI's share ownership during 2020, all of the certain requirements above to obtain the said tax rate reduction facility on the BRI's financial report for the year ended December 31, 2020 have been fulfilled.

In accordance to article 17 paragraph (2) of Law No. 7 year 1983 regarding "Income Tax" which was revised for the fourth time by Law No. 36 year 2008, the corporate income tax rate is 25% for the years ended 2018, and 2019.

However, based on Law No. 36 year 2008 dated September 23, 2008, the Government Regulation No. 81 year 2007 regarding "Reduction of the Income Tax Rate on Resident Corporate Tax Payers in the Form of Public Companies" as amended by Government Regulation No. 56 year 2017 and the Minister of Finance Regulation No. 238/PMK.03/2008 dated December 30, 2008 regarding "The Guidelines on the Implementation and Supervision on the Rate Reduction for Resident Corporate Tax Payers in the Form of Public Companies" stipulates that the resident Public Companies in Indonesia can obtain the reduced Income Tax rate facility by 5% lower than the highest existing Income Tax rate, by fulfilling the prescribed criteria, specifically the public companies

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39. TAXATION (continued)

with at least 40% of their paid-up shares traded on Indonesia Stock Exchange and these shares are owned by at least 300 (three hundred) parties with each party owning less than 5% of the total paid-up shares. All of these provisions must be fulfilled in a minimum of 183 (one hundred eighty-three) calendar days within a period of 1 (one) fiscal year.

Based on Notification Letter No. DE/1/2020-0147 dated January 6, 2020 and the monthly share ownership report (Form No. X.H.I-2 dated January 3, 2020 from the Securities Administration Bureau, Datindo Entrycom, on the ownership of BRI's shares during 2019), all of the above mentioned criteria to obtain the tax rate reduction facility for BRI's consolidated financial statements for the year ended December 31, 2019 have been fulfilled.

40. 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 having an integrated and systematic risk management by BRI are embedded into a number of policies and procedures, among others, the Risk Management General Policy (KMR) which serves as the highest guiding policy for the implementation of risk management procedures in all BRI business operations, starting from general policies, strategies, organisation, 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 Board of Directors (BOD) are responsible for 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 BOD. Evaluation is carried out in order to ensure that BOD manages BRI's activities and risk effectively. In carrying out its active supervision, BOC was assisted by the Risk Management Oversight Committee (KPMR).

BOD sets the strategy, direction and implementation of risk management policy. Moreover, BOD 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. BOD appoints Director of Risk Management to implement the process of monitoring and controlling the risks bank-wide.

BOD 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.

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40. RISK MANAGEMENT (continued)

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,

In addition to complying with applicable regulations, the implementation of credit risk management is also a must in order to implement a credit risk management system at an optimum level of risk and return and in accordance with banking practices. The application of credit risk management is expected to be able to encourage BRI's business activities but still pay attention the precautionary principle.

Credit Risk Management

Loan granting carried out by the business units has considered and paid attention to credit risk, from the time of loan disbursement to repayment. The loan ratings are monitored periodically to prevent the occurrence of Non-Performing Loan (NPL).

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.

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, 2020 and 2019:

	December 31, 2020		
	Maximum Exposure	Collateral	Net Exposure
Securities purchased under agreement to resell	46,818,568	46,756,681	61,887
	December 31, 2019		
	Maximum Exposure	Collateral	Net Exposure
Securities purchased under agreement to resell	22,582,244	22,520,496	61,748

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40. RISK MANAGEMENT (continued)

Risk Management Credit (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 minimise 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 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.

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40. RISK MANAGEMENT (continued)

Risk Management Credit (continued)

2. Risk Concentration Analysis

a. Geographical Sectors

Tables below detail the credit risk exposure of consolidated BRI's financial assets at carrying value, categorized according to their geographical regions as of December 31, 2020 and 2019, geographical area category based on the operational location of BRI's business which also describes the business potential of each area:

	December 31, 2020							Total
	Jakarta	Java West	Java Central dan DIY	Java East	Sumatera	Indonesia Central dan East	Others	
Assets								
Current accounts								
With Bank Indonesia	51,530,969	-	-	-	-	-	-	51,530,969
Current accounts with other banks	8,201,321	1,680	66	6,629	253	7,387	937,042	9,154,378
Placements with Bank Indonesia and other financial institutions	66,502,919	17,900	1,835	1,356	3,100	9,075	3,500	66,539,685
Securities								
Fair value through profit or loss	27,666,020	-	-	-	-	-	-	27,666,020
Fair value through other comprehensive income	177,631,965	-	-	-	-	-	11,913,977	189,545,942
Amortized cost	107,679,856	-	-	-	-	-	2,723,837	110,403,693
Export Bills and notes receivables	21,887,866	825,026	217,788	921,541	1,407,817	2,218,397	94,569	27,573,004
Securities purchased under agreement to resell	46,818,568	-	-	-	-	-	-	46,818,568
Derivative receivables	1,576,659	-	-	-	-	-	-	1,576,659
Loan								
Micro	30,784,349	39,669,772	64,515,810	54,571,523	71,801,130	116,299,548	-	377,642,132
Retail	98,761,708	24,846,548	37,790,804	44,162,935	54,519,359	93,180,749	957,586	354,219,689
Corporate	121,152,740	10,103,872	3,436,499	5,152,959	12,931,601	4,355,262	10,463,453	167,596,386
Sharia receivables and financing	9,077,999	3,852,646	2,675,118	3,320,262	15,055,087	4,934,561	-	38,915,673
Finance lease receivables	1,130,127	917,082	287,264	410,643	425,240	448,868	-	3,619,224
Acceptance receivable	5,724,790	537,162	77,519	252,610	225,355	-	-	6,817,436
Investment in associated entities *)	1,035,207	-	-	-	-	-	-	1,035,207
Other assets**)	10,296,454	49,513	37,687	59,098	143,016	69,487	15,546,836	26,202,091
Total	787,459,517	80,821,201	109,040,390	108,859,556	156,511,958	221,523,334	42,640,800	1,506,856,756
Less Allowance for Impairment losses								(69,160,855)
Total								1,437,695,901
Administrative Accounts								
Irrevocable L/C	3,980,956	2,784,047	1,063	662,244	1,459,418	86,462	-	8,974,190
Guarantees issued	35,346,682	2,343,702	789,155	1,034,316	2,006,160	3,164,481	-	44,684,496
Total	39,327,638	5,127,749	790,218	1,696,560	3,465,578	3,250,943	-	53,658,686
Less Allowance for Impairment losses								(1,783,876)
Total								51,874,810

*) Investment in associated entities with no significant influence.

***) Other assets consist of interest receivables, other receivables, and accrued income based on sharia principles

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40. RISK MANAGEMENT (continued)

Risk Management Credit (continued)

2. Risk Concentration Analysis (continued)

a. Geographical Sectors (continued)

Tables below detail the credit risk exposure of consolidated BRI's financial assets at carrying value, categorized according to their geographical regions as of December 31, 2020 and 2019, geographical area category based on the operational location of BRI's business which also describes the business potential of each area (continued):

	December 31, 2019							
	Jakarta	Java West	Java Central dan DIY	Java East	Sumatera	Indonesia Central dan East	Others	Total
Assets								
Current accounts								
with Bank Indonesia	71,416,449	-	-	-	-	-	-	71,416,449
Current accounts with other banks	9,599,836	6,996	297	1,527	174	1,071	627,835	10,237,736
Placements with Bank Indonesia and other financial institutions	105,121,462	227,000	200,000	647,000	1,273,000	912,825	8,473,440	116,854,727
Securities								
Fair value through profit or loss	17,712,056	-	-	-	-	-	-	17,712,056
Available For Sale	115,533,272	-	-	-	-	-	8,620,460	124,153,732
Held-to-maturity	52,727,611	-	-	-	-	-	1,247,532	53,975,143
Export Bills and notes receivables	24,463,234	4,012,200	227,532	1,081,660	385,082	2,440,318	1,707,473	34,317,499
Government Recapitalization Bonds								
Available-for-sale	30,306	-	-	-	-	-	-	30,306
Held-to-maturity	1,100,000	-	-	-	-	-	-	1,100,000
Securities purchased under agreement to resell	22,582,244	-	-	-	-	-	-	22,582,244
Derivative receivables	210,396	-	-	-	-	-	-	210,396
Loan								
Micro	27,102,319	31,736,498	54,508,279	44,500,298	68,245,559	103,442,858	-	329,535,811
Retail	101,323,286	25,943,929	38,025,012	42,022,840	59,542,775	90,453,115	988,204	358,299,161
Corporate	137,097,423	10,562,753	2,917,011	5,896,052	16,600,597	5,864,731	10,657,654	189,596,221
Sharia receivables and financing	2,390,865	2,102,395	13,290,954	1,657,946	2,985,369	3,338,668	-	25,766,197
Finance lease receivables	1,778,508	891,028	217,640	445,752	374,400	484,268	-	4,191,596
Acceptance receivable	8,994,159	88,637	77,342	105,501	57,296	23,128	-	9,346,063
Investment in associated entities*)	293,379	-	-	-	-	-	-	293,379
Other assets**)	3,415,887	452,824	285,943	208,645	255,429	801,333	481,006	5,901,067
Total	702,892,692	76,024,260	109,750,010	96,567,221	149,719,681	207,762,315	32,803,604	1,375,519,783
Less Allowance for Impairment losses								(39,329,418)
Total								1,336,190,365
Administrative Accounts								
Irrevocable L/C	3,594,747	947,103	6,058	595,620	1,127,754	188,199	-	6,459,481
Guarantees issued	36,261,121	3,711,319	530,841	642,611	1,674,848	2,230,625	-	45,051,365
Total	39,855,868	4,658,422	536,899	1,238,231	2,802,602	2,418,824	-	51,510,846
Less Allowance for Impairment losses								(609,493)
Total								50,901,353

*) Investment in associated entities with no significant influence.

**) Other assets consist of interest receivables, other receivables, and accrued income based on sharia principles

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40. RISK MANAGEMENT (continued)

Risk Management Credit (continued)

2. Risk Concentration Analysis (continued)

b. Industrial Sector

Tables below detail the credit risk exposure of consolidated BRI's financial assets at carrying value, categorized according to their geographical regions as of December 31, 2020 and 2019:

	December 31, 2020							
	Government (Including BI)	Banks and Other Financial Institutions	Agriculture	Industry	Trading, hotels and Restaurant	Business Service	Others	Total
Assets								
Current accounts								
with Bank Indonesia	51,530,969	-	-	-	-	-	-	51,530,969
Current accounts								
with other banks	-	9,154,378	-	-	-	-	-	9,154,378
Placements with Bank Indonesia								
and other financial institutions	55,983,929	10,555,756	-	-	-	-	-	66,539,685
Securities								
Fair value through profit or loss	18,575,636	8,570,911	-	60,078	-	119,645	339,750	27,666,020
Fair value through other								
comprehensive income	171,197,849	10,975,012	-	517,953	-	2,940,380	3,914,748	189,545,942
Amortized cost	105,100,849	3,544,179	11,000	75,000	-	990,298	682,367	110,403,693
Export Bills and								
notes receivable	1,782,970	-	55,250	12,940,357	212,171	887,213	11,695,043	27,573,004
Securities purchased under								
agreement to resell	46,818,568	-	-	-	-	-	-	46,818,568
Derivative receivables	-	1,576,659	-	-	-	-	-	1,576,659
Loan								
Micro	-	-	67,504,500	27,772,846	159,725,383	27,132,382	95,507,021	377,642,132
Retail	-	420,250	22,084,410	20,700,294	128,759,972	12,361,178	169,893,585	354,219,689
Corporate	82,797	2,120,147	31,054,552	36,570,772	11,290,133	9,855,574	76,622,411	167,596,386
Sharia receivables and financing	-	75,180	3,770,249	3,453,591	8,182,701	1,580,982	21,852,970	38,915,673
Finance lease receivables	-	227,270	68,387	583,887	555,131	379,753	1,804,796	3,619,224
Acceptance receivable	1,659,002	-	-	65,401	1,017	20,000	5,072,016	6,817,436
Investment in associated entities*)	-	14,179	-	-	-	-	1,021,028	1,035,207
Other assets**)	3,349,799	109,055	-	1,071,776	-	156,882	21,514,579	26,202,091
Total	456,082,368	47,342,976	124,548,348	103,811,955	308,726,508	56,424,287	409,920,314	1,506,856,756
Less Allowance for Impairment losses								(69,160,855)
Total								1,437,695,901
Administrative Accounts								
Irrevocable L/C	4,611,858	-	-	170,961	3,869	1,379	4,186,123	8,974,190
Guarantees issued	17,144,401	284	563,200	1,570,424	305,548	131,872	24,968,767	44,684,496
Total	21,756,259	284	563,200	1,741,385	309,417	133,251	29,154,890	53,658,686
Less Allowance for Impairment losses								(1,783,876)
Total								51,874,810

*) Investment in associated entities with no significant influence.

***) Other assets consist of interest receivables, other receivables, and accrued income based on sharia principles

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40. RISK MANAGEMENT (continued)

Risk Management Credit (continued)

2. Risk Concentration Analysis (continued)

b. Industrial Sector (continued)

Tables below detail the credit risk exposure of consolidated BRI's financial assets at carrying value, categorized according to their geographical regions as of December 31, 2020 and 2019 (continued):

	December 31, 2019							
	Government (Including BI)	Other Financial Institutions	Agriculture	Industry	Banks and Trading, hotels and Restaurant	Business Service	Others	Total
Assets								
Current accounts								
with Bank Indonesia	71,416,449	-	-	-	-	-	-	71,416,449
Current accounts								
with other banks	-	10,237,736	-	-	-	-	-	10,237,736
Placements with Bank Indonesia								
and other financial institutions	100,469,268	16,385,459	-	-	-	-	-	116,854,727
Securities								
Fair value through profit or loss	13,911,684	3,145,937	-	70,638	-	219,003	364,794	17,712,056
Available For Sale	104,730,621	13,026,171	-	206,562	72,984	3,109,495	3,007,899	124,153,732
Held-to-maturity	46,426,715	4,876,549	11,000	1,043,687	-	1,060,730	556,462	53,975,143
Export Bills and								
notes receivable	13,936,552	12,982	7,116	11,484,827	936,393	2,523,685	5,415,944	34,317,499
Government Recapitalization Bonds								
Available For Sale	30,306	-	-	-	-	-	-	30,306
Held-to-maturity	1,100,000	-	-	-	-	-	-	1,100,000
Securities purchased under								
agreement to resell	22,582,244	-	-	-	-	-	-	22,582,244
Derivative receivables	-	210,396	-	-	-	-	-	210,396
Loan								
Micro	-	-	52,606,039	16,897,481	143,921,277	24,178,405	91,932,609	329,535,811
Retail	-	3,918,015	21,734,305	17,630,749	128,283,472	22,832,549	163,900,071	358,299,161
Corporate	124,195	2,751,793	36,965,472	37,665,580	22,308,023	260,579	89,520,579	189,596,221
Sharia receivables and financing	-	1,251,829	-	2,813,631	-	300,431	21,400,306	25,766,197
Finance Lease Receivables	-	215,837	78,441	630,446	783,127	403,580	2,080,165	4,191,596
Acceptance receivable	944,354	1,381	70,036	4,102,018	50,343	3,963,385	214,546	9,346,063
Investment in associated entites*)	-	14,723	-	-	-	-	278,656	293,379
Other assets**)	1,650,516	523,303	-	847,483	-	320,778	2,558,987	5,901,067
Total	377,322,904	56,572,111	111,472,409	93,393,102	296,355,619	59,172,620	381,231,018	1,375,519,783
Less Allowance for Impairment losses								(39,329,418)
Total								1,336,190,365
Administrative Accounts								
Irrevocable L/C	2,562,246	4,715	-	273,003	3,037	1,346	3,615,134	6,459,481
Guarantees issued	20,788,230	866	556,515	1,051,390	248,387	93,842	22,312,135	45,051,365
Total	23,350,476	5,581	556,515	1,324,393	251,424	95,188	25,927,269	51,510,846
Less Allowance for Impairment losses								(609,493)
Total								50,901,353

*) Investment in associated entities with no significant influence.

**) Other assets consist of interest receivables, other receivables, and accrued income based on sharia principles

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40. RISK MANAGEMENT (continued)

Risk Management Credit (continued)

3. Impairment of financial assets as of December 31, 2020 and 2019

a. Current accounts with other banks

As of December 31, 2020, this financial asset is collectively impaired, while as of December 31, 2019 this financial asset is not impaired both individually and collectively.

b. Placements with Bank Indonesia and other financial institutions

As of December 31, 2020, this financial asset is collectively impaired, while as of December 31, 2019 this financial asset is not impaired both individually and collectively.

c. Securities

As of December 31, 2020 and 2019, all securities are classified as "Current", except for Bond I year 2003 issued by PT Great River International Tbk which is classified as "Loss" held by BRI Life (subsidiary), that has already matured on October 13, 2008 amounting to Rp758.

d. Finance lease receivables

As Of December 31, 2020 and 2019 this financial asset is impaired as follow:

	December 31, 2020	December 31, 2019
Impaired	188,226	144,320
Past due but not impaired	109,595	78,169
Neither past due not impaired	3,321,403	3,969,107
	<u>3,619,224</u>	<u>4,191,596</u>
Less allowance for impairment losses	(213,060)	(87,500)
Total	<u>3,406,164</u>	<u>4,104,096</u>

e. Loans, sharia receivables and financing

As of December 31, 2020 and 2019, this financial asset is impaired as follow:

	December 31, 2020				
	Neither Past due not impaired		Past due but not impaired	Impaired	Total
	High Grade	Standard Grade			
<u>Rupiah</u>					
Trading, hotels and restaurant	163,908,099	110,067,665	9,222,345	14,231,370	297,429,479
Agriculture	73,636,779	16,927,192	2,060,920	16,897,255	109,522,146
Manufacturing	36,507,839	11,676,410	1,640,743	6,761,985	56,586,977
Business services	29,574,829	13,943,230	1,176,694	3,506,634	48,201,387
Construction	30,259,390	4,233,431	240,850	7,828,544	42,562,215
Electricity, gas and water	19,702,738	2,112,042	33,044	954,341	22,802,165
Transportation, warehousing and communication	12,928,540	4,779,216	629,292	4,017,269	22,354,317

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40. RISK MANAGEMENT (continued)

Risk Management Credit (continued)

3. Impairment of financial assets as of December 31, 2020 and 2019 (continued)

e. Loans, sharia receivables and financing (continued)

As of December 31, 2020 dan 2019, this financial asset is impaired as follow (continued):

	December 31, 2020				
	Neither Past due not impaired Losses		Past Due but Not Impaired	Impaired	Total
	High Grade	Standard Grade			
Rupiah (continued)					
Social services	3,279,131	2,093,247	275,769	906,276	6,554,423
Mining	3,462,082	878,113	58,750	918,308	5,317,253
Others	222,812,619	15,507,275	4,936,286	3,372,588	246,628,768
	<u>596,072,046</u>	<u>182,217,821</u>	<u>20,274,693</u>	<u>59,394,570</u>	<u>857,959,130</u>
Foreign Currency					
Manufacturing	22,395,817	21,365	12,360	7,441,701	29,871,243
Agriculture	10,992,105	-	-	2,003,688	12,995,793
Trading, hotels and restaurant	3,820,819	6,227	14,442	237,085	4,078,573
Transportation, warehousing and communication	717,064	29,551	-	140,500	887,115
Electricity, gas and water	13,948,658	-	-	1,991,101	15,939,759
Social services	1,462,131	-	-	-	1,462,131
Mining	2,356,956	2,402	-	2,580,731	4,940,089
Construction	3,669,656	1,686	-	2,138	3,673,480
Business services	5,697,699	-	-	7,471	5,705,170
Others	845,356	-	11,889	4,152	861,397
	<u>65,906,261</u>	<u>61,231</u>	<u>38,691</u>	<u>14,408,567</u>	<u>80,414,750</u>
Total	<u>661,978,307</u>	<u>182,279,052</u>	<u>20,313,384</u>	<u>73,803,137</u>	<u>938,373,880</u>
Less allowance for impairment losses					(66,614,491)
Total					<u>871,759,389</u>

	December 31, 2019				
	Neither Past due not impaired		Past due but not Impaired	Impaired	Total
	High Grade	Standard Grade			
Rupiah					
Trading, hotels and Restaurant	253,627,281	13,284,048	13,377,630	11,289,368	291,578,327
Agriculture	79,022,898	2,010,593	2,473,827	14,386,808	97,894,126
Manufacturing	40,346,285	1,057,405	1,506,251	2,317,143	45,227,084
Business services	37,530,077	635,989	906,988	6,171,352	45,244,406
Electricity, gas and water	31,054,422	78,375	44,924	101,324	31,279,045
Construction	36,602,061	657,397	703,392	2,289,458	40,252,308
Transportation, warehousing and communication	18,869,213	366,335	542,294	1,844,228	21,622,070
Social services	13,295,862	366,167	252,199	507,656	14,421,884
Mining	3,303,642	317,806	144,739	805,012	4,571,199
Others	218,119,344	3,068,306	4,847,745	2,314,446	228,349,841
	<u>731,771,085</u>	<u>21,842,421</u>	<u>24,799,989</u>	<u>42,026,795</u>	<u>820,440,290</u>

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40. RISK MANAGEMENT (continued)

Risk Management Credit (continued)

3. Impairment of financial assets as of December 31, 2020 and 2019 (continued)

e. Loans, sharia receivables and financing (continued)

As of December 31, 2020 dan 2019, this financial asset is impaired as follow (continued):

	December 31, 2019				
	Neither Past due not impaired		Past due but not Impaired	Impaired	Total
	High Grade	Standard Grade			
<u>Foreign Currency</u>					
Manufacturing	21,325,744	-	-	5,710,619	27,036,363
Agriculture	14,610,149	-	50,165	1,582,234	16,242,548
Trading, hotels and restaurant	9,697,158	-	-	647,005	10,344,163
Electricity, gas and water	4,528,755	-	8,884	115,169	4,652,808
Social services	1,350,059	-	-	-	1,350,059
Transportation, warehousing and communication	10,294,338	-	1,405,000	739,026	12,438,364
Mining	1,951,999	-	-	-	1,951,999
Business services	4,130,000	-	-	11,874	4,141,874
Construction	3,667,036	-	2,037	28,781	3,697,854
Others	892,314	-	6,884	1,870	901,068
	<u>72,447,552</u>	<u>-</u>	<u>1,472,970</u>	<u>8,836,578</u>	<u>82,757,100</u>
Total	<u>804,218,637</u>	<u>21,842,421</u>	<u>26,272,959</u>	<u>50,863,373</u>	<u>903,197,390</u>
Less allowance for impairment losses					(39,108,869)
Total					<u>864,088,521</u>

f. Export Bills and notes receivables

As of December 31, 2020 and 2019 this financial assets is collectively and individually impaired.

g. Acceptance receivable

As of December 31, 2020, this financial asset is collectively impaired while as of December 31, 2019, this financial asset is not individually impaired.

h. Securities purchased under agreement to resell

As of December 31, 2020 and 2019, this financial asset is neither individually nor collectively impaired, except transaction with PT Asuransi Jiwasraya (Persero) as of December 31, 2019 was decreasing Rp879,053.

i. Other assets

As of December 31, 2020 dan 2019, this financial asset is neither individually nor collectively impaired.

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40. RISK MANAGEMENT (continued)

Risk Management Credit (continued)

3. Impairment of financial assets as of December 31, 2020 and 2019 (continued)

j. Administrative accounts

As of December 31, 2020 and 2019, these administrative accounts were impaired, with the following details:

	December 31, 2020	December 31, 2019
<u>Rupiah</u>		
Guarantees issued	24,042,584	19,414,908
Irrevocable L/C	2,593,497	1,838,769
	<u>26,636,081</u>	<u>21,253,677</u>
<u>Foreign Currency</u>		
Guarantees issued	20,641,912	25,636,457
Irrevocable L/C	6,380,693	4,620,712
	<u>27,022,605</u>	<u>30,257,169</u>
	53,658,686	51,510,846
Less allowance for impairment losses	(1,783,876)	(609,493)
Total	<u>51,874,810</u>	<u>50,901,353</u>

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:

	December 31, 2020				
	Neither Past due not impaired		Past due but not impaired	Impaired	Total
	High Grade	Standard Grade			
Assets					
Current accounts					
With Bank Indonesia	51,530,969	-	-	-	51,530,969
Current accounts with other banks	8,741,212	413,166	-	-	9,154,378
Placement with bank Indonesia and other financial institutions	66,539,685	-	-	-	66,539,685
Security					
Fair value through profit or loss	27,514,581	151,439	-	-	27,666,020
Fair value through other comprehensive income	189,545,942	-	-	-	189,545,942
Amortized acquisition cost	109,911,692	491,243	-	758	110,403,693
Export Bills and notes receivables	27,573,004	-	-	-	27,573,004
Securities purchased under agreement to resell	46,818,568	-	-	-	46,818,568
Derivative receivables	1,576,659	-	-	-	1,576,659
Loan					
Micro	274,708,931	90,438,104	9,366,739	3,128,358	377,642,132
Retail	234,974,111	84,188,435	9,567,427	25,489,716	354,219,689
Corporate	123,396,105	209,567	-	43,990,714	167,596,386

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40. RISK MANAGEMENT (continued)

Risk Management Credit (continued)

4. Quality of financial assets (continued)

The following tables show the quality of financial assets by class for all financial assets with credit risk, amounts presented at gross (continued)

	December 31, 2020				
	Neither Past due not impaired		Past due but not Impaired	impaired	Total
	High Grade	Standard Grade			
Assets (continued)					
Sharia receivables and financing	28,899,160	7,442,946	1,379,218	1,194,349	38,915,673
Finance Lease Receivables	2,317,690	1,003,713	109,595	188,226	3,619,224
Acceptance receivable	6,817,436	-	-	-	6,817,436
investment in associated entites*)	1,035,207	-	-	-	1,035,207
Other assets**)	24,558,172	1,643,919	-	-	26,202,091
Total	1,226,456,124	185,982,532	20,422,979	73,992,121	1,506,856,756

	December 31, 2019				
	Neither Past due not impaired		Past due but not Impaired	impaired	Total
	High Grade	Standard Grade			
Assets					
Current accounts					
with Bank Indonesia	71,416,449	-	-	-	71,416,449
Current accounts with other banks	9,491,685	746,051	-	-	10,237,736
Placement with bank					
Indonesia and					
other financial institutions	116,854,727	-	-	-	116,854,727
Security					
Fair value through profit or loss	17,645,639	66,417	-	-	17,712,056
Available For Sale	122,590,185	1,563,547	-	-	124,153,732
Held-to-maturity	53,476,494	497,891	-	758	53,975,143
Export Bills and notes receivables	34,317,499	-	-	-	34,317,499
Government Recapitalization Bonds					
Available For Sale	30,306	-	-	-	30,306
Held-to-maturity	1,100,000	-	-	-	1,100,000
Securities purchased under					
agreement to resell	21,703,191	-	-	879,053	22,582,244
Derivative receivables	210,396	-	-	-	210,396
Loan					
Micro	307,233,793	7,058,432	11,438,216	3,805,370	329,535,811
Retail	316,436,726	13,749,966	12,238,825	15,873,644	358,299,161
Corporate	157,923,532	-	1,833,491	29,839,198	189,596,221
Sharia receivables and financing	22,624,586	1,034,023	762,426	1,345,162	25,766,197
Finance Lease Receivables	4,004,787	-	78,168	108,641	4,191,596
Acceptance receivable	9,346,063	-	-	-	9,346,063
investment in associated entites*)	293,379	-	-	-	293,379
Other assets**)	5,740,819	160,248	-	-	5,901,067
Total	1,272,440,256	24,876,575	26,351,126	51,851,826	1,375,519,783

*) Investment in associated entities with no significant influence.

***) Other assets consist of interest receivables, other receivables, and accrued income based on sharia principles

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40. RISK MANAGEMENT (continued)

Risk Management Credit (continued)

4. Quality of financial assets (continued)

Credit quality is defined as follows:

1. High Grade

- a) Current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks are current accounts or placements in Government institutions and transactions with banks listed in the Stock Exchange.
- b) Loans and sharia receivables and financing, are loans to third parties receivables that are neither past due nor impaired, and have never been restructured.
- c) Export bills and notes receivable 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), A- (Standard & Poor's), or A3 (Moody's).
- e) Investment in associated entities, are investments in entities listed in Stock Exchange which have an overall good performance level.

2. Standard Grade

- a) Current accounts with other banks, placements with Bank Indonesia and other banks are current accounts or placements with banks not listed in Stock Exchange.
- b) Loans and sharia receivables and financing, are loans to third parties that are neither past due nor impaired, but have been restructured.
- c) Export bills and notes receivable 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), BBB+ and BBB- (Standard & Poor's) or Baa1 and Baa3 (Moody's).
- e) Investment in associated entities, are investment in entities which are not listed in stock exchange which have an overall good performance level.

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40. RISK MANAGEMENT (continued)

Risk Management Credit (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 supported, 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).

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.

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. Monitoring usually uses the following data: financial statements, use of credit facilities, estimates of economic conditions.

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40. RISK MANAGEMENT (continued)

Risk Management Credit (continued)

4. Quality of financial assets(continued)

Credit Quality Analysis (continued)

Measurement of Expected Credit Losses (continued)

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 (eg restructuring) on the risk of default. For most exposures, the main macroeconomic indicators include: 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.

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.

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40. RISK MANAGEMENT (continued)

Risk Management Credit (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 (continued)

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

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. Loans 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:

- PD remainder for life at reporting date based on modified provisions; with
- Residual 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 assistance (recourse) from the business group; or
- The debtor has more than 90 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 agreement (covenants);
- Quantitative - such as arrears status; and
- Based on data developed internally and obtained from external sources.

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40. RISK MANAGEMENT (continued)

Risk Management Credit (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 basic view (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 basic view (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:

	2020	2021
GDP Growth	baseline -0.89% Ranges from -1.21 to -0.59%	baseline 4.58% Ranges from 3.98 to 5.18%
Consumption Rate	baseline 1.97% Ranges from -1.38 to 2.87%	baseline 5.48% Ranges from 1.12 to 5.67%
Investment rate	baseline 6.71% Ranges from 0.97 to 7.17%	baseline 6.83% Ranges from 0.95 to 7.25%

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 and qualitative factors.

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40. RISK MANAGEMENT (continued)

Risk Management Credit (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)

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 and forward-looking estimates.

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 60, past due financial assets are determined when a debtor fails to make payments on schedule. The following table shows the aging analysis of loans, receivables and sharia financing, and finance lease receivables that are past due but not impaired.

	December 31, 2020			
	≤ 30 days	> 30 - 60 days	> 60 - 90 days	Total
Loan				
Micro	4,813,046	2,629,162	1,924,531	9,366,739
Retail	5,214,733	2,332,029	2,020,665	9,567,427
Sharia receivables and financing	912,212	264,890	202,115	1,379,217
Finance lease receivables	41,123	56,141	12,331	109,595
Total	10,981,114	5,282,222	4,159,642	20,422,978
	December 31, 2019			
	≤ 30 days	> 30 - 60 days	> 60 - 90 days	Total
Loan				
Micro	4,722,477	2,863,391	3,852,349	11,438,217
Retail	5,901,474	2,847,528	3,489,823	12,238,825
Corporate	1,420,008	413,483	-	1,833,491
Sharia receivables and financing	378,123	178,141	206,162	762,426
Finance lease receivables	22,830	36,335	19,002	78,167
Total	12,444,912	6,338,878	7,567,336	26,351,126

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40. RISK MANAGEMENT (continued)

Liquidity Risk Management

Liquidity Risk is a risk of the 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 the BRI.

BRI manages liquidity risks 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 put in place Policy and Guidelines for the Implementation of Liquidity Risk Management (PPPMRL) which encompasses liquidity management, projected cash flows, maturity gap, net stable funding ratio and liquidity coverage ratio, the adequacy policies and guidelines for determination of liquidity risk limit, liquidity risk stress test, contingency funding plan, and information system of liquidity risk. 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 Financial 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.

The tables below present information on the mapping of financial assets and liabilities within a certain time scale (maturity buckets) based on their remaining maturity as of December 31, 2020 dan 2019:

December 31, 2020

Description	Total	< 1 month	> 1 month- 3 month	> 3 month- 1 Year	> 1 Year	Others without maturity
Assets						
Cash	32,161,564	-	-	-	-	32,161,564
Current accounts with Bank Indonesia	51,530,969	51,530,969	-	-	-	-
Current accounts with other banks	9,154,378	9,154,378	-	-	-	-
Allowance for impairment losses	(93,843)	-	-	-	-	(93,843)
Placement with bank Indonesia and other financial institutions	66,539,685	57,614,764	8,433,171	491,750	-	-
Allowance for impairment losses	(18,070)	-	-	-	-	(18,070)
Securities	327,615,655	218,442,222	940,587	12,324,225	95,908,621	-
Allowance for impairment losses	(348,941)	-	-	-	-	(348,941)
Export Bills and notes receivable	27,573,004	6,797,656	11,192,438	9,582,910	-	-
Allowance for impairment losses	(1,326,190)	-	-	-	-	(1,326,190)
Securities purchased under agreement to resell	46,818,568	44,433,840	1,259,335	1,125,393	-	-
Derivative receivables	1,576,659	608,655	621,679	135,996	210,329	-

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40. RISK MANAGEMENT (continued)

Liquidity Risk Management (continued)

Analysis of Financial Asset and Liability According to Remaining Contractual (continued)

The tables below present information on the mapping of financial assets and liabilities within a certain time scale (maturity buckets) based on their remaining maturity as of December 31, 2020 dan 2019 (continued):

December 31, 2020						
Description	Total	< 1 month	> 1 month- 3 month	> 3 month- 1 Year	> 1 Year	Others without maturity
Assets (continued)						
Loan						
Micro	377,642,132	3,793,736	7,954,228	40,686,582	325,207,586	-
Retail	354,219,689	11,443,327	20,564,387	97,680,377	224,531,598	-
Corporate	167,596,386	8,415,684	12,319,777	21,307,757	125,553,168	-
Allowance for impairment losses	(65,165,002)	-	-	-	-	(65,165,002)
Sharia receivable and financing	38,915,673	1,728,557	1,666,653	3,574,110	31,946,353	-
Allowance for impairment losses	(1,449,489)	-	-	-	-	(1,449,489)
Finance lease receivable	3,619,224	41,251	42,680	486,485	3,048,808	-
Allowance for impairment losses	(213,060)	-	-	-	-	(213,060)
Acceptance receivable	6,817,436	2,166	3,170,443	3,644,827	-	-
Allowance for impairment losses	(546,260)	-	-	-	-	(546,260)
Investment in associated entities*)	1,035,207	-	-	-	-	1,035,207
Other assets**)	26,202,091	452,394	2,635,364	2,061,124	188,692	20,864,517
	1,469,857,465	414,459,599	70,800,742	193,101,536	806,595,155	(15,099,567)
Liabilities						
Liabilities due immediately	11,845,910	11,845,910	-	-	-	-
Deposits from customers						
Current accounts	185,151,229	185,151,229	-	-	-	-
Current accounts <i>Wadiah</i>	6,303,202	6,303,202	-	-	-	-
Current accounts <i>Mudharabah</i>	1,623,563	1,623,563	-	-	-	-
Saving deposits	460,453,588	460,453,588	-	-	-	-
Saving deposits <i>Wadiah</i>	9,247,604	9,247,604	-	-	-	-
Saving deposits <i>Mudharabah</i>	6,147,015	6,147,015	-	-	-	-
Time deposits	426,399,550	245,018,175	124,908,581	48,032,767	8,440,027	-
Time deposits <i>Mudharabah</i>	25,776,398	18,322,475	6,722,692	731,231	-	-
Deposits from other banks and financial institutions	23,785,996	23,336,496	449,500	-	-	-
Securities sold under agreement to repurchase	40,478,672	31,380,589	4,263,236	2,819,748	2,015,099	-
Derivatives payable	407,774	102,160	136,061	26,960	142,593	-
Acceptance payable	6,817,436	1,858,280	3,235,446	1,723,710	-	-
Marketable securities issued	34,489,091	-	2,823,443	1,720,897	29,944,751	-
Fund borrowing	35,968,985	4,102,324	4,080,807	15,060,553	12,725,301	-
Subordinated loans and marketable securities	1,465,392	1,465,392	-	-	-	-
Others liabilities***)	9,054,084	1,349,947	485,666	818,382	6,101,205	298,884
	1,285,415,489	1,007,707,949	147,105,432	70,934,248	59,368,976	298,884
Difference in Maturity	184,441,976	(593,248,350)	(76,304,690)	122,167,288	747,226,179	(15,398,451)

*) Investment in associated entities with no significant influence.

**) Other assets consist of interest receivables, other receivables, and accrued income based on sharia principles.

***) 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

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40. RISK MANAGEMENT (continued)

Liquidity Risk Management (continued)

Analysis of Financial Asset and Liability According to Remaining Contractual (continued)

The tables below present information on the mapping of financial assets and liabilities within a certain time scale (maturity buckets) based on their remaining maturity as of December 31, 2020 dan 2019 (continued):

December 31, 2019						
Description	Total	< 1 month	> 1 month- 3 month	> 3 month- 1 Year	> 1 Year	Others without maturity
Assets						
Cash	30,219,214	-	-	-	-	30,219,214
Current accounts with Bank Indonesia	71,416,449	71,416,449	-	-	-	-
Current accounts with other banks	10,237,736	10,237,736	-	-	-	-
Placement with Bank Indonesia and other financial institutions	116,854,727	74,896,410	41,958,317	-	-	-
Securities	195,840,931	141,865,789	5,631,483	7,247,572	41,096,087	-
Allowance for impairment losses	(758)	-	-	-	-	(758)
Export Bills and notes receivable	34,317,499	7,079,618	9,587,435	17,650,446	-	-
Government Recapitalizations Bonds	1,130,306	30,306	-	1,100,000	-	-
Securities purchased under agreement to resell	22,582,244	16,838,178	5,437,329	306,737	-	-
Derivative receivables	210,396	114,208	51,155	25,770	19,263	-
Loan						
Micro	329,535,811	4,220,012	7,896,459	37,667,210	279,752,130	-
Retail	358,299,161	21,055,804	25,823,013	45,635,510	265,784,834	-
Corporate	189,596,221	13,928,892	27,659,818	26,460,036	121,547,475	-
Allowance for impairment losses	(38,363,840)	-	-	-	-	(38,363,840)
Sharia receivable and financing	25,766,197	852,962	1,892,112	2,651,519	20,369,604	-
Allowance for impairment losses	(745,029)	-	-	-	-	(745,029)
Finance lease receivable	4,191,596	218,581	331,389	1,366,947	2,274,679	-
Allowance for impairment losses	(87,500)	-	-	-	-	(87,500)
Acceptance receivable	9,346,063	2,616	3,108,286	6,235,161	78,829	-
Investment in associated entities*)	293,379	-	-	-	-	293,379
Other assets**)	5,901,067	500,232	2,306,920	917,831	146,734	2,029,350
	1,366,541,870	363,257,793	131,683,716	146,164,739	732,090,806	(6,655,184)

*) Investment in associated entities with no significant influence.

***) Other assets consist of interest receivables, other receivables, and accrued income based on sharia principles.

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40. RISK MANAGEMENT (continued)

Liquidity Risk Management (continued)

Analysis of Financial Asset and Liability According to Remaining Contractual (continued)

The tables below present information on the mapping of financial assets and liabilities within a certain time scale (maturity buckets) based on their remaining maturity As of December 31, 2020 dan 2019 (continued):

December 31, 2019						
Description	Total	< 1 month	> 1 month- 3 month	> 3 month- 1 Year	> 1 Year	Others without maturity
Liabilities						
Liabilities due						
immediately	7,549,312	7,549,312	-	-	-	-
Deposits from customers						
Current accounts	168,826,135	168,826,135	-	-	-	-
Current accounts <i>Wadiah</i>	2,020,866	2,020,866	-	-	-	-
Current accounts <i>Mudharabah</i>	4,080,803	4,080,803	-	-	-	-
Saving deposits	405,355,483	405,355,483	-	-	-	-
Saving deposits <i>Wadiah</i>	6,951,688	6,951,688	-	-	-	-
Saving deposits <i>Mudharabah</i>	2,025,354	2,025,354	-	-	-	-
Time deposits	413,223,653	228,618,343	114,696,005	50,605,163	19,304,142	-
Time deposits <i>Mudharabah</i>	18,712,677	59,043	466,940	4,990,707	13,195,987	-
Deposits from other banks and financial institution	17,969,829	15,928,692	2,041,137	-	-	-
Securities sold under agreement to repurchase	49,902,938	35,877,876	8,538,598	1,640,805	3,845,659	-
Derivatives payable	184,605	28,523	48,326	33,641	74,115	-
Acceptance payable	9,346,063	1,759,387	3,283,408	4,224,439	78,829	-
Marketable securities issued	38,620,837	-	-	2,686,847	35,933,990	-
Fund borrowing	30,921,771	778,064	3,104,493	8,286,445	18,752,769	-
Subordinated loans and marketable securities	1,465,366	-	-	-	1,465,366	-
Other liabilities*)	8,183,212	1,236,065	638,633	747,578	5,358,002	202,934
	1,185,340,592	881,095,634	132,817,540	73,215,625	98,008,959	202,934
Difference in Maturity	181,201,278	(517,837,841)	(1,133,824)	72,949,114	634,081,347	(6,858,118)

*) 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

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40. 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 the 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 (GUAVA), an integrated system used by the front, middle, and back office functions. The middle Office 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, the middle office also monitors 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 estimated value that is measured 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, in average, may occur once every one hundred days. The method used in VaR is Delta Gamma.

The following tables present information on VaR value starting from January 1, 2019, and 2018 until December 31, 2020 and, 2019 (unaudited).

	December 31, 2020	
	Exchange rate*)	Interest rate
Daily Average	7,549.36	19,796.99
Highest	13,946.91	29,419.18
Lowest	134.90	14,237.66
	December 31, 2019	
	Exchange rate*)	Interest rate
Daily Average	46,903.71	39,642.57
Highest	92,187.93	72,630.74
Lowest	211.91	6,374.02

*) Include trading and banking book,

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40. RISK MANAGEMENT (continued)

Market Risk Management (continued)

3. Back Testing

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 from daily VaR with realised change of price.

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. Market Risk Outside of Trading Book

a. Interest Rate Risk

Financial instruments based on the interest rate have risks because of potential fluctuations in interest rates with potential impacts on future cash flow.

BRI has developed a methodology of measurement impact for 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 2020, individually BRI has Δvalue EVE (Economic Value of Equity) amounting 7.53%(comparison to Tier 1 equity).

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 period December 31, 2020 and 2019:

	Rupiah (%)	
	December 31, 2020	December 31, 2019
<u>Assets</u>		
Placements with Bank Indonesia and other financial institutions	3.34	5.08
Securities	6.90	7.46
Loan	10.40	11.64
Government Recapitalization Bonds	-	6.74
Finance lease receivables	18.53	13.42
<u>Liabilities</u>		
Deposits from customers		
Current accounts	2.85	3.17
Saving deposits	0.69	0.85
Deposito	5.61	6.71
Deposits from other banks and financial institutions	3.17	4.44
Fund Borrowing	0.02	0.02
Subordinated loans	4.85	4.87
Marketable securities issued	8.12	8.20

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40. RISK MANAGEMENT (continued)

Market Risk Management (continued)

4. Market Risk Outside of Trading Book (continued)

a. Interest Rate Risk (continued)

	Valas (%)	
	December 31, 2020	December 31, 2019
<u>Assets</u>		
Placements with Bank Indonesia and other financial institutions	0.40	1.82
Securities	2.74	2.97
Loan	3.80	4.27
Finance lease receivables	5.63	6.13
<u>Liabilities</u>		
Deposits from customers		
Current accounts	0.96	0.54
Saving deposits	0.31	0.37
Deposito	2.24	2.54
Deposits from other banks and financial institutions	0.16	0.14
Fund borrowing	1.30	3.34
Marketable securities issued	4.29	4.29

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 (unaudited), with all other variables held constant.

December 31, 2020	
Changes in Percentage	Impact on Statement Of Profit or Loss and other Comprehensive Income
+/- 1 %	+/- 1,929,169
December 31, 2019	
Changes in Percentage	Impact on Statement Of Profit or Loss and other Comprehensive Income
+/- 1 %	+/- 1,627,306

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40. 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) (unaudited):

December 31, 2020						
Description	Floating Interest rate			Fixed Interest rate	Non-Interest rate	Total
	< 3 month	< 3 month- 1 Year	> 1 Year			
Assets						
Cash	-	-	-	-	32,161,564	32,161,564
Current accounts						
with Bank Indonesia	51,530,969	-	-	-	-	51,530,969
Current accounts						
with other banks	6,749,966	-	-	95,674	2,308,738	9,154,378
Placement with Bank Indonesia and other financial institutions	57,614,764	8,924,921	-	-	-	66,539,685
Securities						
Fair Value through profit or loss	-	-	-	27,666,020	-	27,666,020
Fair Value through other comprehensive income	-	-	-	189,545,942	-	189,545,942
Amortized cost	-	-	-	110,403,693	-	110,403,693
Export Bills and notes						
Receivables	27,573,004	-	-	-	-	27,573,004
Securities purchased under agreement to resell	45,693,175	1,125,393	-	-	-	46,818,568
Derivative receivables	-	-	-	-	1,567,659	1,567,659
Loan						
Micro	11,747,964	64,883,617	-	301,010,551	-	377,642,132
Retail	32,007,715	172,870,293	50,002,634	99,339,047	-	354,219,689
Corporate	20,735,461	146,860,925	-	-	-	167,596,386
Sharia receivable and financing	-	-	-	-	38,915,673	38,915,673
Finance lease receivables	22,834	111,590	415,550	3,067,748	1,502	3,619,224
Acceptance receivable	-	-	-	-	6,817,436	6,817,436
Investment in associated entities*)	-	-	-	-	1,035,207	1,035,207
Other assets**)	1,576,987	-	-	-	24,625,104	26,202,091
	255,252,839	394,776,739	50,418,184	731,128,675	107,432,883	1,539,009,320

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40. 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) (unaudited) (continued):

December 31, 2020						
Description	Floating Interest rate			Fixed Interest rate	Non-Interest rate	Total
	< 3 month	< 3 month- 1 Year	> 1 Year			
Liabilities						
Liabilities						
due immediately	-	-	-	-	11,845,910	11,845,910
Deposits from customers						
Current accounts	-	-	-	185,151,229	-	185,151,229
Current accounts						
Wadiah	-	-	-	-	6,303,202	6,303,202
Current accounts						
Mudharabah	-	-	-	-	1,623,563	1,623,563
Saving deposits	213,506,040	-	-	246,947,548	-	460,453,588
Saving deposits						
Wadiah	-	-	-	-	9,247,604	9,247,604
Saving deposits						
Mudharabah	-	-	-	-	6,147,015	6,147,015
Time deposits	369,926,756	48,032,767	8,440,027	-	-	426,399,550
Time deposits						
Mudharabah	-	-	-	-	25,776,398	25,776,398
Deposits from other banks and financial institution	23,785,996	-	-	-	-	23,785,996
Securities sold under agreement to repurchase	35,643,825	2,819,748	2,015,099	-	-	40,478,672
Derivatives payable	-	-	-	-	407,774	407,774
Acceptance payable	-	-	-	-	6,817,436	6,817,436
Marketable securities issued	-	-	-	34,489,091	-	34,489,091
Fund borrowing	8,200,862	15,042,822	12,725,301	-	-	35,968,985
Subordinated loans and marketable securities	-	-	-	500,887	964,505	1,465,392
Other liabilities ***)	-	-	-	-	9,054,084	9,054,084
	651,063,479	65,895,337	23,180,427	467,088,755	78,187,491	1,285,415,489
Interest rate repricing gap between financial assets and liabilities						
	(395,810,640)	328,881,402	27,237,757	264,039,920	29,245,392	253,593,831

*) Investment in associated entities with no significant influence.

**) Other assets consist of interest receivables, other receivables, and accrued income based on sharia principles.

***) Other liabilities consist of interest payables, guarantee deposits, investment contract liabilities, co-insurance liabilities, reinsurance payable and classified as available for sale, tabarru' fund and temporary syirkah funds

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40. 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) (unaudited) (continued):

December 31, 2019

Description	Floating Interest rate			Fixed Interest rate	Non-Interest rate	Total
	< 3 month	< 3 month-1 Year	> 1 Year			
Assets						
Cash	-	-	-	-	30,219,214	30,219,214
Current accounts						
with Bank Indonesia	71,416,449	-	-	-	-	71,416,449
Current accounts						
with other banks	8,163,340	-	-	66,631	2,007,765	10,237,736
Placement with Bank Indonesia and other financial institutions	74,896,410	41,958,317	-	-	-	116,854,727
Securities						
Fair value through profit or loss	-	-	-	17,712,056	-	17,712,056
Available For Sale	-	-	-	124,153,732	-	124,153,732
Held-to-maturity	-	-	-	53,975,143	-	53,975,143
Export Bills and notes receivables	34,317,499	-	-	-	-	34,317,499
Government						
Recapitalization Bond						
Available For Sale	30,306	-	-	-	-	30,306
Held-to-maturity	1,100,000	-	-	-	-	1,100,000
Securities purchased under agreement to resell	22,275,508	306,736	-	-	-	22,582,244
Derivative receivables	-	-	-	-	210,396	210,396
Loan						
Micro	11,832,932	36,294,498	-	281,408,381	-	329,535,811
Retail	91,603,270	121,009,964	46,417,803	99,268,124	-	358,299,161
Corporate	41,588,711	148,007,510	-	-	-	189,596,221
Sharia receivable and financing	-	-	-	-	25,766,197	25,766,197
Finance lease receivables	549,969	1,366,947	2,274,680	-	-	4,191,596
Acceptance receivable	-	-	-	-	9,346,063	9,346,063
Investment in associated entities*)	-	-	-	-	293,379	293,379
Other assets**)	3,438	-	-	-	5,897,629	5,901,067
	357,777,832	348,943,972	48,692,483	576,584,067	73,740,643	1,405,738,997

*) Investment in associated entities with no significant influence.

***) Other assets consist of interest receivables, other receivables, and accrued income based on sharia principles.

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40. 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) (unaudited) (continued):

December 31, 2019						
Description	Floating Interest rate			Fixed Interest rate	Non-Interest rate	Total
	< 3 month	< 3 month- 1 Year	> 1 Year			
Liabilities						
Liabilities due immediately	-	-	-	-	7,549,312	7,549,312
Deposits from customers						
Current accounts	106,920,462	-	-	61,905,673	-	168,826,135
Current accounts <i>Wadiah</i>	-	-	-	-	2,020,866	2,020,866
Current accounts <i>Mudharabah</i>	-	-	-	-	4,080,803	4,080,803
Saving deposits	188,896,000	-	-	216,459,483	-	405,355,483
Saving deposits <i>Wadiah</i>	-	-	-	-	6,951,688	6,951,688
Saving deposits <i>Mudharabah</i>	-	-	-	-	2,025,354	2,025,354
Time deposits	329,124,847	64,794,664	19,304,142	-	-	413,223,653
Time deposits <i>Mudharabah</i>	-	-	-	-	18,712,677	18,712,677
Deposits from other banks and financial institutions	15,928,692	2,041,137	-	-	-	17,969,829
Securities sold under agreement to repurchase	44,416,474	1,640,805	3,845,659	-	-	49,902,938
Derivatives payable	-	-	-	-	184,605	184,605
Acceptance payable	-	-	-	-	9,346,063	9,346,063
Marketable securities issued	-	-	-	38,620,837	-	38,620,837
Fund borrowing	4,894,519	5,333,099	20,694,153	-	-	30,921,771
Subordinated loans and marketable securities	-	-	-	500,250	965,116	1,465,366
Other liabilities*)	-	-	-	-	8,183,212	8,183,212
	690,180,994	73,809,705	43,843,954	317,486,243	60,019,696	1,185,340,592
Interest rate repricing gap between financial assets and liabilities	(332,403,162)	275,134,267	4,848,529	259,097,824	13,720,947	220,398,405

*) Other liabilities consist of interest payables, guarantee deposits, investment contract liabilities, co-insurance liabilities, reinsurance payable and classified as available for sale, *tabarru'* fund and temporary *syirkah* funds

b. 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).

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40. RISK MANAGEMENT (continued)

Market Risk Management (continued)

4. Market Risk Outside of Trading Book (continued)

b. Exchange Rate Risk (continued)

Based on Bank Indonesia Regulation (PBI) No. 17/5/PBI/2015 dated May 29, 2015, regarding the fourth amendment to 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 values of the net difference between assets and liabilities in the statement of financial position for each foreign currency and the net difference of commitment and contingent receivables and liabilities in the administrative accounts for each foreign currency, which are all stated in Rupiah.

The tables below present NOP (BRI only) as of December 31, 2020 and 2019, by currency, as follows:

Currencies	December 31, 2020		
	Assets	Liabilities	NOP
Statement of Financial Position and Administrative Accounts			
United States Dollar	268,939,015	267,729,710	1,209,305
Singaporean Dollar	13,361,892	13,785,073	423,181
Japanese Yen	909,294	888,710	20,584
Great Britain Pound Sterling	213,020	219,389	6,369
Australlan Dollar	354,057	344,763	9,294
European Euro	4,068,561	4,046,125	22,436
Renminbi	1,025,266	1,019,655	5,611
Canadian Dollar	7,635	40,090	32,455
Others	728,317	503,740	224,577
			1,953,812
Capital (Note 49a)			183,337,537
NOP Ratio			1.07%

Currencies	December 31, 2019		
	Assets	Liabilities	NOP
Statement of Financial Position and Administrative Accounts			
United States Dollar	219,266,206	221,562,192	2,295,986
Singaporean Dollar	10,602,860	10,686,133	83,273
Japanese Yen	1,057,995	843,438	214,557
Great Britain Pound Sterling	202,091	230,539	28,448
Australlan Dollar	222,729	301,232	78,503
European Euro	4,388,079	4,121,644	266,435
Renminbi	3,240,454	3,274,614	34,160
Canadian Dollar	24,029	1	24,028
Others	972,453	334,862	637,591
			3,662,981
Capital (Note 49a)			195,986,650
NOP Ratio			1.87%

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40. RISK MANAGEMENT (continued)

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, which requires the risk management implementation to cover the pillars of monitoring from 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.

The implementation of operational risk management is intended to manage operational risk exposure caused by internal and external factors that can disrupt 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 includes management of legal, reputational, compliance and strategic risk exposures that occur every business process and operational activity.

Each of BRI's operational business units is 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. 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 which cover operations, marketing and micro businesses as well as Sub-Branch Offices, BRI Priority Service Centers and Overseas Business Units.

The risk management unit is tasked with and 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, it 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 discussing the management and improvement of control over operational risks, the Operational and Market Risk Management Division coordinates the implementation of the Operational Risk Management Committee (ORMC), which is conducted quarterly together with Divisions/Desks and related work units.

Internal audit as the third line of defense including the Head Office Audit and BRI's Inspectorate Office throughout Indonesia is responsible for monitoring and validating the internal control adequacy of business and operational activities in every operational business unit and the consistency of bankwide operational risk management implementation in BRI.

BRI's operational risk management implementation is facilitated by operational risk management tools in the form of BRI Operational Risk Assessor (BRI OPRA), which includes the of Risk and Control Self Assessment (RCSA) module, Key Risk Indicator (KRI), Incident Management (IM), Risk Management and Maturity forum. Operational risk management tools policy has been updated in the decree of BRI Decision Letter No. S.17-DIR/MOP/03/2020.

In order to improve understanding on risk management, BRI focused on building risk awareness culture and risk management training/socialization continuously to all BRI employees and also improving internal control quality in each of BRI's operational activities.

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40. RISK MANAGEMENT (continued)

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, 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 activities 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 quarterly and the frequency will be increased if there is a significant change in risk exposure.

The RCSA consolidation report is reported regularly to the Board of Directors in Risk Management Committee (RMC) held quarterly.

2. Incident Management (IM) and Loss Event Database (LED)

Incident Management (IM) is 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, potential loss and near misses, since occurrence up to settlement, including corrective actions and incident handling conducted.

Based on loss event data in IM 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.

BRI's operational loss event data has been documented consistently and systematically since 2007 in loss event database matrix which is classified into 8 (eight) business lines and 7 (seven) event types based on the loss event severity and frequency.

In order to calculate operational capital charge and Risk Weighted Assets (RWA), according to regulator policy BRI used the Basic Indicator Approach (BIA) method, since it has been implemented in 2010. However, BRI prepared the implementation of the Minimum Capital Operational Risk Measurement (MMRO) Standard Approach which is guided by the Basel III Framework.

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40. RISK MANAGEMENT (continued)

Operational Risk Management (continued)

3. Key Risk Indicator (KRI)

KRI is a tool to detect risks/favorable risk trends increase and or risks decrease both leading/futuristic or historical. Risk trend prediction is used to determine action plans in order to mitigate operational risk before it causes the financial or non financial loss.

BRI has identified key risk indicators for all risks type 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 involved internal auditor, risk owner and other related business units. BRI's KRI are reflected on its Bank-Wide Risk Profile and Regional Risk Profile Report which are monitored and reported monthly to the management.

4. Risk Management Forum

Risk Management 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.

5. Maturity

Maturity is a self-assessment process on the establishment level of risk management implementation in each of BRI business unit. Maturity assessment is performed at every end of year by each business unit head using certain parameters. By performing maturity assessment, it is expected that each business unit will be able to evaluate the risk management implementation, in order to compose future improvement plan.

6. Business Continuity Management (BCM)

The possibility of disruption/disaster caused by nature, human or technology pose a threat to BRI's business continuity, as BRI has business units spread across Indonesia. Therefore, the Board of Directors are developing and implementing Business Continuity Management (BCM) Policies in order to ensure the employees, customers and stakeholders in the vicinity of BRI business unit environment's safety and security (Emergency Response Plan) and maintain the continuity of critical businesses and operational activities, protect BRI's assets and provide sufficient response during disruption or disaster conditions (Business Continuity Plan). BCM policies are stipulated through BRI Circular Letter No. S.26-DIR/DMR/12/2016.

BRI BCM implementation covers all BRI work units, among others through the formation of a Crisis Management Team, the preparation of Call Trees and the establishment of alternate sites. 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.

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40. RISK MANAGEMENT (continued)

Operational Risk Management (continued)

6. Business Continuity Management (BCM) (continued)

The readiness of the BRI organization to ensure that the implementation of business continuity procedures has been well tested in disaster events experienced by several BRI Work Units. Provisions regarding disaster emergency response in the workplace are formulated in Circular No. 110-DIR/MOP/12/2019 concerning Occupational Health and Safety Management System (SMK3).

7. New Product and/or Activity Launching

In order to launch each BRI's new product and/or activity, it involves risk management process that covers risk assessment done by product owner on every possible risk types from the launch of new product and/or activity, including control determination to mitigate the risks that might appear.

Operational and Market Risk Management Division is responsible to assess the risk mitigation adequacy and recommend the assessment result for the approval of the Risk Management Director. New Product and/or Activity Launching is stipulated through BRI Circular Letter No. S.89-DIR/MOP/11/2017.

8. BRI Anti-Fraud Strategy Implementation

The implementation of the fraud control system has been carried out in accordance with the provisions and procedures of BRI's internal control, where special attention is paid to prevention so that the incidence of fraud can be minimized. In this connection BRI has developed a tool as an early warning system. BRI management has committed not to tolerate fraud (zero tolerance). As a form of increasing employee awareness and fraud prevention, Directors and Commissioners, management and all BRI employees regularly sign Anti Fraud Commitments as stated in the Anti Fraud Strategy Policy set forth through BRI Decree No. S.18-DIR/MOP/03/2020.

The impact of the spread of the Covid-19 virus

The spread of Covid-19 virus has had an impact on the economy as a whole, the real sector, the financial sector, including BRI operations. As of the completion date of this financial report, Covid-19 has driven negative economic growth, weakening public consumption due to weakening public purchasing power, decreasing investment value, slowing exports due to weakening global demand and lower imports. The crisis due to Covid-19 has also been a driving factor for exchange rate depreciation, a decline in capital market performance, and a slowdown in industrial performance.

The banking sector and BRI operations were affected by Covid 19 because of increasing credit risk and decreasing in the ability of debtors to pay their obligations.

Economic recovery and company performance depend on the development of positive cases of Covid-19. Thus, there is still very high uncertainty in the future. This condition is reflected in the projected economic growth in a wide range. The company has evaluated the impact of Covid-19 and identified the impact on the company's financial statements. Macroeconomic indicators that affect company performance are monitored intensively. The company also monitors the performance of debtors who are currently receiving restructuring facilities and projections after the issuance of relaxation policy from the regulator.

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40. RISK MANAGEMENT (continued)

The impact of the spread of the Covid-19 virus-19 (continued)

To resolve those conditions, BRI management has implemented and planned to do the following:

1. People's first policy

- a. Implementation of health and safety protocols;
 1. Performing disinfection and sterilization in the work environment;
 2. Vaccinations for employee; and
 3. Providing supporting tools for employee to anticipate the spread of Covid-19, such as hand sanitizers, mask and vitamins.
- b. Work from Home policy
 1. Limitation of operational working hours;
 2. Work From Home (WFH); and
 3. Providing flexible office space.
- c. Optimizing Digital Initiatives
 1. Digital office Applications;
 2. Digital loan processing Applications; and
 3. Daily dashboard monitoring to anticipate through loan restructuring for the affected sectors when there are symptoms of decreasing in cash flow.

2. Sustainable business growth strategy

a. Loan portfolio

1. Selective business growth
2. Restructuring program
3. Loan relaxation program

b. Liquidity and market activities

1. Maintain GWM, secondary reserve, loan to deposit ratio, and Macroprudential Intermediation Ratio (RIM)
2. Maintaining the net open position in the long position
3. Maintain cash ratio

3. Good Corporate Governance

The implementation of good corporate governance principles in every BRI business practice.

The company has also responded to and implemented new regulations issued by the government and regulators as follows:

1. **POJK No. 11/2020** Relaxation policy on credit quality determination and credit restructuring affected by Covid-19.
2. **Perppu 1/2020** State Financial Policy and Financial system stability for handling the Covid-19 Pandemic.
3. **Permenko 8/2020** Special treatment for KUR recipients affected by Covid-19 (including provisions for interest subsidies).
4. **PP No. 23/2020** National Economic Recovery Program (PEN) in support of state financial policy for handling the Covid-19 Pandemic (Revised through the PP 43).

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40. RISK MANAGEMENT (continued)

The impact of the spread of the Covid-19 (continued)

3. Good Corporate Governance (continued)

The implementation of good corporate governance principles in every BRI business practice. (continued):

The company has also responded to and implemented new regulations issued by the government and regulators as follows:

5. **PMK No.71/2020** Government Guarantee Program through the Guarantee Business Entity for MSME Loans.
6. **PP 33/2020** Implementing the Authority of the IDIC (LPS) in carrying out the steps to handle Financial System Stability problems.
7. **PMK No. 85/2020** Providing Interest Subsidies for MSME Loans in order to support the Implementation of the PEN Program (Revoking the PMK 65).
8. **PMK No. 98/2020** Underwriting Procedures for Corporate Business Players in the context of implementing the PEN.
9. **PP No. 43/2020** Amendments to PP 23 of 2020 concerning implementation of the PEN Program.
10. **PMK No. 104/2020** Placement of Government funds to Partnering Banks (Revoking the PMK 64 and PMK 70).

Bank's Policy Direction

The disruption of the Covid-19 pandemic has significantly affected all national economic activities, including the banking industries. BRI, as a state-owned business entity, has a role in supporting the resilience of the national economy through its banking activities. BRI has reviewed the business plan that has been prepared in advance to accommodate the potential for further disruption of the Covid-19 pandemic.

BRI places the health and safety of people, both employees and customers, as its top priority. A series of policies have been made to support this, including health and safety protocols for BRI employees, such as the distribution of personal protection in the form of masks, face shields, hand sanitizers, vitamins, and implementation of flexy working to reduce mass concentration in the office space. As a control and information center during the pandemic, BRI has a Banking Command Center to monitor the latest developments related to Covid-19 and its impact on company operations and financial performance.

Various business strategies have been carefully prepared while taking into account the long-term interests of the Company while remaining focused on the growth pillars of the 2018-2022 Corporate Plan, namely the micro, small, middle, consumer, corporate and Subsidiary synergy segments. The digital transformation that is being carried out by BRI is still running according to the expected goals. Efforts will continue to be made to develop a system to improve the reliability of mobile - digital banking services so that during this pandemic, customers can still optimally enjoy BRI banking services from anywhere without being limited by time and place.

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40. RISK MANAGEMENT (continued)

Bank's Policy Direction (continued)

In order to maintain the chances of achieving the aspiration to become The Most Valuable Bank in Southeast Asia & Home to the Best Talent in 2022, the outline of BRI's policy direction during the Covid-19 pandemic is as follows:

1. Asset Quality, focus on maintaining quality. Disruption to the Debtor's business was immediately responded to with the right policies, either through restructuring or settlement to avoid the risk of worse losses.
2. Operational Efficiency, focus on cost saving activity. Thrifty behavior on non-business expenses that can be kept to a minimum but does not have the potential to cause service and operational disruptions is implemented at all levels of BRI work units. Efficiency is also pursued by re-engineering business processes with a digitalization approach that allows various projects to be completed in a more resource-efficient manner.
3. Selective Growth, focus on quality growth. Business expansion during a pandemic is carried out carefully and selectively. Focus on optimizing specific and strategic business potential with a low level of risk, especially in non-Red Zone areas to maintain BRI's business performance nationally.

41. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES

The tables below present 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, 2020 and 2019 are not updated to reflect changes in market conditions which have occurred subsequently.

	December 31, 2020	
	Carrying Value	Fair Value
Assets		
Cash	32,161,564	32,161,564
Current account with Bank Indonesia	51,530,969	51,530,969
Current account with other banks	9,060,535	9,060,535
Placement with Bank Indonesia and other financial institutions	66,521,615	66,521,615
Securities		
Fair value through profit or loss	27,666,020	27,666,020
Fair value through other comprehensive income	189,545,942	189,545,942
Amortize cost	110,054,752	118,327,334
Export bills and notes receivable	26,246,814	26,246,814
Securities purchased under agreement to resell	46,818,568	46,818,568
Derivatives receivables	1,576,659	1,576,659
Loans, sharia receivables and financing	871,759,389	855,687,745
Financial lease receivables	3,406,164	4,409,062
Acceptances receivable	6,271,176	6,271,176
Investment associated entities *)	1,035,206	1,035,206
Other assets **)	26,202,091	26,202,091
Total	1,469,857,464	1,463,061,300

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41. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

The tables below present 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, 2020 and 2019 are not updated to reflect changes in market conditions which have occurred subsequently. (continued)

	December 31, 2020	
	Carrying Value	Fair Value
Liabilities		
Liabilities due immediately	11,845,910	11,845,910
Deposits from customers ***)		
Demand deposits	191,454,431	191,454,431
Saving deposits	469,701,192	469,701,192
Time deposits	426,399,550	426,399,550
Deposits from other banks and financial institutions		
Demand deposits	829,698	829,698
Saving deposits	30,720	30,720
Time deposits and on call	14,544,000	14,544,000
Inter-bank call money	8,381,578	8,381,578
Securities sold under agreement to repurchase	40,478,672	40,478,672
Derivatives payable	407,774	407,774
Acceptances payable	6,817,437	6,817,437
Marketable securities issued	34,489,091	35,911,853
Fund borrowings	35,968,985	35,968,985
Subordinated loans and marketable securities	1,465,392	1,479,040
Other liabilities ****)	9,054,084	9,054,084
Total	1,251,868,514	1,253,304,924

*) Investment associated entities with no significant impact..

***) Other assets consist of interest receivable, other receivable and income that will be received under sharia principle.

****) Include deposits from customer with sharia principle.

*****) Other liabilities consist of interest payable, guarantee deposits, investment contract liabilities, co-insurance payable, re-insurance and classified ready to sell, *tabarru'* fund and temporary syirkah fund.

	December 31, 2019	
	Carrying Value	Fair Value
Assets		
Cash	30,219,214	30,219,214
Current account with Bank Indonesia	71,416,449	71,416,499
Current account with other banks	10,237,736	10,237,736
Placement with Bank Indonesia and other financial institutions	116,854,727	116,854,727
Securities		
Fair value through profit or loss	17,712,056	17,712,056
Available for sale	124,153,732	124,153,732
Held to maturity	53,974,385	55,962,246
Export bills and notes receivables	34,185,258	34,185,258
Government Recapitalization Bonds		
Available for sale	30,306	30,306
Held to maturity	1,100,000	1,099,670
Securities purchased under agreement to resell	22,582,244	22,582,244
Derivative receivables	210,396	210,396
Loans, sharia receivables and financing	864,088,521	844,750,736
Financial lease receivables	4,104,096	3,682,306
Acceptances receivables	9,346,063	9,346,063
Investment associated entities *)	293,329	293,329
Othes assets **)	5,901,067	5,901,067
Total	1,366,409,579	1,348,637,585

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41. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

The tables below present 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, 2020 and 2019 are not updated to reflect changes in market conditions which have occurred subsequently. (continued)

	December 31, 2019	
	Carrying Value	Fair Value
Liabilities		
Liabilities due immediately	7,549,312	7,549,312
Deposits from customers ***)		
Demand Deposits	170,847,001	170,847,001
Saving Deposits	412,307,171	412,307,171
Time Deposits	413,223,653	413,223,653
Deposits from other banks and financial institutions		
Demand Deposits	556,594	556,594
Saving Deposits	9,148	9,148
Time Deposits and on call	9,965,534	9,965,534
Inter-bank call money	7,438,553	7,438,553
Securities sold under agreement to repurchased	49,902,938	49,902,938
Derivatives payables	184,605	184,605
Acceptances payables	6,817,436	6,817,436
Marketable securities issued	34,489,091	35,911,853
Fund Borrowings	35,968,985	35,968,985
Subordinated loans and marketable securities	1,465,392	1,479,040
Other liabilities *****)	9,054,084	9,054,084
Total	1,159,779,497	1,161,215,907

*) Investment associated entities with no significant impact.

**) Other assets consist of interest receivable, other receivable and income that will be received under sharia principle.

***) Include deposits from customer with sharia principle.

****) Other liabilities consist of interest payable, guarantee deposits, investment contract liabilities, co-insurance payable, re-insurance and classified ready to sell, *tabarru'* fund and temporary *syirkah* fund.

Methods and assumptions used to estimate fair value are as follows:

- a) The fair values of certain financial assets and liabilities, except for securities and Government Recapitalization Bonds classified as held-to-maturity, loans, sharia receivables and financing, finance lease receivables, derivatives receivable and payable, fund borrowings, 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.

- b) Securities and Government Recapitalization Bonds

The fair values of securities and Government Recapitalization Bonds classified as held to maturity 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.

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41. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

Methods and assumptions used to estimate fair value are as follows (continued):

c) Loans and sharia receivables and financing

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 receivables and financing portfolio generally has a floating margin and short-term sharia receivables and financing has a fixed margin.

d) Finance lease receivables

The fair values are calculated based on the discounted cash flow models using market interest rates.

e) Derivatives receivable and payable

The fair values of derivatives instrument are assessed 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.

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 to determine and disclose the fair value of financial instruments (Note 2c):

	December 31, 2020			
	Fair Value	Level 1	Level 2	Level 3
Financial Assets				
Fair value through profit or loss				
Government bonds	18,560,819	18,560,819	-	-
Singapore Government Securities (SIGB)	10,606	10,606	-	-
Mutual fund	8,283,969	8,283,969	-	-
Bonds	388,491	388,491	-	-
Negotiable Certificate of Deposit	49,419	49,419	-	-
U.S Treasury Bonds	14,816	14,816	-	-
Subordinated bonds	48,313	48,313	-	-
Sukuk Bank Indonesia	49,419	49,419	-	-
Others	223,145	223,145	-	-
Derivatives receivables	1,576,659	-	1,576,659	-
	29,205,656	27,628,997	1,576,659	-

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41. 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 to determine and disclose the fair value of financial instruments (Note 2c) (continued):

	December 31, 2020			
	Fair Value	Level 1	Level 2	Level 3
Financial Assets (continued)				
Fair value through other comprehensive income				
Government bonds	159,132,122	159,132,122	-	-
Bonds	15,545,018	15,545,018	-	-
Bank Indonesia Certificate	10,674,207	10,674,207	-	-
Mutual fund	473,676	473,676	-	-
Negotiable Certificate of Deposit	680,462	680,462	-	-
MAS Bills	816,470	816,470	-	-
U.S Treasury Bonds	778,499	778,499	-	-
U.S Treasury Bills	210,746	210,746	-	-
Subordinated bonds	196,344	196,344	-	-
Medium-Term Note	341,167	341,167	-	-
Singapore Government Securities (SIGB)	402,275	402,275	-	-
Others	294,956	294,956	-	-
	<u>189,545,942</u>	<u>189,545,942</u>	<u>-</u>	<u>-</u>
Amortized cost				
Government bonds	112,701,400	112,701,400	-	-
Bonds	2,716,319	2,716,319	-	-
Subordinated bonds	37,587	37,587	-	-
Medium-Term Note	114,299	114,299	-	-
Tagihan Risk Participation	2,723,817	2,723,817	-	-
Treasury Bill	33,892	33,892	-	-
	<u>118,327,314</u>	<u>118,327,314</u>	<u>-</u>	<u>-</u>
Loans and receivables				
Loans, sharia receivables and financing	855,687,745	-	793,504,738	62,183,007
Financial lease receivables	3,171,883	-	-	3,171,883
	<u>858,859,628</u>	<u>-</u>	<u>793,504,738</u>	<u>65,354,890</u>
Total financial assets	<u>1,195,938,540</u>	<u>335,502,253</u>	<u>795,081,397</u>	<u>65,354,890</u>
Financial Liabilities				
Fair value through profit or loss				
Derivatives liabilities	407,774	-	407,774	-
Others Liabilities				
Marketable securities issued	35,911,853	35,911,853	-	-
Subordinated loan and marketable securities	1,474,755	1,474,755	-	-
	<u>37,386,608</u>	<u>37,386,608</u>	<u>-</u>	<u>-</u>
Total financial liabilities	<u>37,794,382</u>	<u>37,386,608</u>	<u>407,774</u>	<u>-</u>

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41. 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 to determine and disclose the fair value of financial instruments (Note 2c) (continued):

	December 31, 2019			
	Fair Value	Level 1	Level 2	Level 3
Financial Assets				
Fair value through profit or loss				
Government bonds	10,106,229	10,106,229	-	-
Bank Indonesia Certificate	1,986,438	1,986,438	-	-
Bank Indonesia Sukuk	1,819,017	1,819,017	-	-
Mutual fund	1,795,156	1,795,156	-	-
Bonds	933,369	933,369	-	-
Negotiable Certificate of Deposit	803,319	803,319	-	-
Derivatives liabilities	210,396	-	210,396	-
Subordinated bonds	49,174	49,174	-	-
Commercial securities	28,321	28,321	-	-
Others	191,033	191,033	-	-
	17,922,452	17,712,056	210,396	-
Available for sale				
Government bonds	96,223,816	96,223,816	-	-
Bonds	15,385,294	15,385,294	-	-
Bank Indonesia Certificate	7,507,411	7,507,411	-	-
Mutual fund	1,928,256	1,928,256	-	-
Negotiable Certificate of Deposit	961,448	961,448	-	-
MAS Bills	808,138	808,138	-	-
Medium-term note	438,648	438,648	-	-
Subordinated bonds	343,801	343,801	-	-
Singapore Government Securities	191,256	191,256	-	-
Commercial securities	18,881	18,881	-	-
Others	346,783	346,783	-	-
	124,153,732	124,153,732	-	-
Held to maturity				
Government bonds	44,688,114	44,688,114	-	-
Bonds	3,467,988	3,467,988	-	-
Government Recapitalization Bonds	1,099,670	1,099,670	-	-
Bank Indonesia Certificate Syariah	1,250,000	1,250,000	-	-
Bank Indonesia Certificate	488,601	488,601	-	-
Negotiable Certificate of Deposit	150,305	150,305	-	-
Medium-term note	61,600	61,600	-	-
Subordinated bonds	35,999	35,999	-	-
Others	3,833,136	3,833,136	-	-
	55,075,413	55,075,413	-	-
Loans and receivables				
Loans, sharia receivables and financing	844,750,736	-	823,178,354	21,572,382
Financial lease receivables	3,682,306	-	-	3,682,306
	848,433,042	-	823,178,354	25,254,688
Total financial assets	1,045,584,639	196,941,201	823,388,750	25,254,688
Financial Liabilities				
Fair value through profit or loss				
Derivatives liabilities	184,605	-	184,605	-
Others liabilities				
Marketables issued	39,467,559	39,467,559	-	-
Subordinated loans and marketable securities	1,465,400	1,465,400	-	-
	40,932,959	40,932,959	-	-
Total financial liabilities	41,117,564	40,923,959	184,605	-

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42. SEGMENT INFORMATION

Information concerning the segments of BRI and Subsidiaries are as follows:

a. Company Name	Business Field
PT Bank Rakyat Indonesia (Persero) Tbk	Conventional Banking
PT Bank BRI Syariah Tbk	Sharia Banking
PT Bank Rakyat Indonesia Agroniaga Tbk	Conventional Banking
BRI Remittance Co. Limited Hong Kong	Financial Service
PT Asuransi BRI Life	Life Insurance
PT BRI Multifinance Indonesia	Financing Company
PT Danareksa Sekuritas	Securities Company
PT BRI Ventura Investama	Venture Capital Company
PT BRI Asuransi Indonesia	General Insurance

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

Information concerning the operating segments of BRI and Subsidiaries are as follows (unaudited):

Description	For the year ended as of December 31, 2020					
	Micro	Retail	Corporate	Others	Subsidiaries	Total
Interest and premium income - net	35,234,044	27,969,778	4,685,993	7,257,183	4,944,570	80,091,568
Other operating income	9,074,782	12,020,213	3,583,072	3,752,066	1,033,706	29,463,839
Total income	44,308,826	39,989,991	8,269,065	11,009,249	5,978,276	109,555,407
Other operating expense	(19,658,307)	(18,911,219)	(3,129,596)	(4,697,136)	(3,535,101)	(49,931,359)
Provision for impairment losses	(12,370,463)	(12,654,674)	(3,488,650)	(2,475,351)	(1,860,746)	(32,849,884)
Total expense	(32,028,770)	(31,565,893)	(6,618,246)	(7,172,487)	(5,395,847)	(82,781,243)
Non operating income - net	(38,614)	37,234	(30,077)	833	(18,694)	(49,318)
Income before tax expense	12,241,442	8,461,332	1,620,742	3,837,595	563,735	26,724,846
Tax expense	(3,653,469)	(2,525,292)	(483,712)	(1,145,335)	(256,645)	(8,064,453)
Income for the year	8,587,973	5,936,040	1,137,030	2,692,260	307,090	18,660,393
Segment assets						
Loans	351,356,224	360,333,387	168,985,146	-	61,318,347	941,993,104
Allowance for impairment losses	(17,107,904)	(18,587,559)	(28,433,803)	-	(2,698,285)	(66,827,551)
Non loans	-	-	-	599,948,908	30,709,926	630,658,834
Allowance for impairment losses	-	-	-	(2,314,494)	(18,810)	(2,333,304)
	334,248,320	341,745,828	140,551,343	597,634,414	89,311,178	1,503,491,083
Segment liabilities						
Funding	335,422,171	410,298,277	306,943,422	-	34,891,303	1,087,555,173
Non-funding	-	-	-	174,762,035	16,029,068	190,791,103
	335,422,171	410,298,277	306,943,422	174,762,035	50,920,371	1,278,346,276

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42. SEGMENT INFORMATION (continued)

b. Operating Segment (continued)

Information concerning the operating segments of BRI and Subsidiaries are as follows (continued):

Description	For the year ended as of December 31, 2019					
	Micro	Retail	Corporate	Others	Subsidiaries	Total
Interest and premium income - net	41,796,678	27,839,259	4,710,388	4,213,978	4,157,730	82,718,033
Other operating income	9,524,891	10,619,792	3,356,078	4,050,875	887,494	28,439,130
Total income	51,321,569	38,459,051	8,066,466	8,264,853	5,045,224	111,157,163
Other operating income	(17,750,715)	(18,142,869)	(2,883,539)	(3,005,353)	(3,183,149)	(44,965,625)
Provision for impairment losses	(10,027,710)	(5,875,145)	(4,533,679)	(870,873)	(1,452,198)	(22,759,605)
Total expense	(27,778,425)	(24,018,014)	(7,417,218)	(3,876,226)	(4,635,347)	(67,725,230)
Non operating income – net	(14,836)	(35,079)	(16,911)	(5,337)	4,283	(67,880)
Income before tax expense	23,528,308	14,405,958	632,337	4,383,290	414,160	43,364,053
Tax expense	(4,887,111)	(2,992,290)	(131,344)	(910,462)	(29,021)	(8,950,228)
Income for the year	18,641,197	11,413,668	500,993	3,472,828	385,139	34,413,825
Segment assets						
Loans	329,535,811	338,932,020	191,090,464	-	47,830,690	907,388,985
Allowance for impairment losses	(15,213,236)	(5,817,423)	(16,507,275)	-	(1,658,435)	(39,196,369)
Non loans	-	-	-	517,034,479	29,990,445	544,024,924
	314,322,575	333,114,597	174,583,189	517,034,479	73,162,700	1,412,217,540
Segment liabilities						
Funding	296,563,187	374,453,208	298,733,611	-	29,193,917	995,943,923
Non-funding	-	-	-	169,662,392	17,549,355	187,211,747
	296,563,187	374,453,208	298,733,611	169,662,392	43,743,272	1,183,155,670

c. Geographical Segment

Information concerning the geographical segments of BRI and Subsidiaries are as follows:

Description	Total Income	
	For the year ended as of December 31,	
	2020	2019
Indonesia	108,764,439	110,410,941
United States of America	510,377	459,455
Singapore	170,540	187,122
Timor Leste	101,482	91,853
Hong Kong	8,569	7,792
Total	109,555,407	111,157,163

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42. SEGMENT INFORMATION (continued)

Information concerning the geographical segments of BRI and Subsidiaries are as follow (continued):

c. Geographical Segment (continued)

Description	Income before tax expense	
	For the year ended as of December 31,	
	2020	2019
Indonesia	26,261,275	41,887,290
United States of America	275,445	1,278,949
Singapore	124,907	137,178
Timor Leste	62,597	60,258
Hong Kong	622	378
Total	26,724,846	43,364,053

Description	Total Assets	
	December 31, 2020	December 31, 2020
Indonesia	1,470,892,695	1,383,810,745
United States of America	19,708,131	17,707,316
Singapore	11,695,606	9,611,498
Timor Leste	1,186,169	1,080,914
Hong Kong	8,482	7,069
Total	1,503,491,083	1,412,217,542

Description	Total Liabilities	
	December 31, 2020	December 31, 2020
Indonesia	1,246,806,862	1,155,406,326
United States of America	18,970,475	17,219,729
Singapore	11,500,136	9,604,413
Timor Leste	1,067,486	924,766
Hong Kong	1,317	436
Total	1,278,346,276	1,183,155,670

43. EMPLOYEES PROGRAM

Provisions for employee benefit plans consist of :

	December 31, 2020	December 31, 2019
Defined Benefit Pension Plan	987,014	1,213,949
Termination program	918,734	754,471
Merit award program	1,431,862	1,328,634
Grand leaves program	2,174,576	2,146,923
Post-employment health BPJS program	774,578	22,737
Other benefit program of additional benefit fund	265,245	66,084
Total (Note 28)	6,552,009	5,532,798

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43. EMPLOYEES PROGRAM (continued)

Actuarial assessment of the respective employee benefit plans as of December 31, 2020 and 2019 performed by independent actuaries as follows:

Entity	Independent Actuarial	Reporting Date	
		December 31, 2020	December 31, 2019
Parent entity	KKA Enny Diah Awal (d/h PT Bestama Aktuaria)	January 15, 2021	January 3, 2020
Subsidiary			
PT Bank BRISyariah Tbk	KKA Enny Diah Awal (d/h PT Bestama Aktuaria)	January 4, 2021	January 2, 2020
PT Bank Rakyat Indonesia Agroniaga Tbk	KKA Enny Diah Awal (d/h PT Bestama Aktuaria)	January 4, 2021	January 2, 2020
PT Asuransi BRI Life	PT Padma Radya Aktuaria	January 4, 2021	January 2, 2020
PT BRI Multifinance Indonesia	PT Jasa Aktuaria	January 8, 2021	January 20, 2020
PT BRI Danareksa Sekuritas	Praptasentosa Gunajasa PT Jasa Aktuaria	January 22, 2021	January 10, 2020
PT BRI Ventura Investama	Praptasentosa Gunajasa KKA Enny Diah Awal (d/h PT Bestama Aktuaria)	January 4, 2021	January 10, 2020
PT BRI Asuransi Indonesia	PT Dayamandiri Dharmakonsilindo	January 3, 2021	January 13, 2020

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 Anda 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, amounted to 42.96% since January 1, 2020.

The actuarial calculation of BRI's pension costs as of December 31, 2020 and 2019 which was prepared in accordance with SFAS No. 24 using the Projected Unit Credit method and considering the following assumptions:

	December 31, 2020	December 31, 2019
Discount Rate	7.70%	8.20%
Basic pension salary growth rate	7.50	7.50
Pension benefit growth rate	4.00	4.00
Mortality Rate	TMI 2019	TMI 2019
Disability Rate	10.00% from TMI 2019	10.00% from TMI 2019
Normal retirement age	56 Year	56 Year

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.

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43. EMPLOYEES PROGRAM (continued)

a. Defined Benefit Pension Plan (continued)

Movements in present value of defined benefit pension liabilities as of December 31, 2020 and 2019 are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Present value of defined benefit pension -		
Beginning balance	18,794,249	15,544,197
Interest expense	1,499,133	1,276,564
Current service cost	330,869	288,758
Benefit Paid (benefit paid)	(1,024,290)	(982,764)
Actuarial (gain) loss	1,071,067	2,667,494
Present value of defined benefit pension		
 Liabilities – ending balance	<u>20,671,028</u>	<u>18,794,249</u>

Movements in present value of defined benefit pension liabilities as of December 31, 2020 and 2019 are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Fair value of program assets - beginning	17,580,301	15,583,904
Real development result	1,164,900	1,643,197
Contributions paid – employer	1,894,813	1,266,112
Contributions paid – participants	68,290	69,852
Benefit Paid	(1,024,290)	(982,764)
Total program assets	<u>19,684,014</u>	<u>17,580,301</u>

Movements in present value of defined benefit pension liabilities as of December 31, 2020 and 2019 are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance	1,213,949	-
Defined benefit pension expense (Note 36)	342,140	212,218
Contributions paid – current period	(1,894,813)	(1,266,112)
Remeasurement of liabilities (assets)		
for defined pension benefit - net	1,325,738	2,267,843
Ending balance (Note 28)	<u>987,014</u>	<u>1,213,949</u>

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43. EMPLOYEES PROGRAM (continued)

a. Defined Benefit Pension Plan (continued)

Remeasurement of liabilities (assets) for defined benefit pension as of December 31, 2020 and 2019 are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance	650,398	(1,617,445)
Actuarial (gain) loss	1,071,067	2,667,494
Yields on program assets	254,671	(356,608)
Changes on impact of assets other than net interest liabilities (assets)	-	(43,043)
Remeasurement of liabilities (assets) for defined pension benefit - net	<u>1,976,136</u>	<u>650,398</u>

Pension benefit expense calculation for the year ended December 31, 2020 and 2019, respectively, in accordance with the actuarial calculation is as follows:

	<u>For the year ended as of December 31</u>	
	<u>2020</u>	<u>2019</u>
Current service cost	330,869	288,758
Contributions paid - participants	(68,290)	(69,852)
Interest expense - neto	79,561	(6,688)
Defined benefit pension expense (Note 36)	<u>342,140</u>	<u>212,218</u>

b. Retirement Benefits Plan

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.

Based on the actuarial calculation of BRI's retirement benefits as of December 31, 2020 and 2019, which was prepared in accordance with SFAS No. 24 using the Projected Unit Credit method and considering the following assumptions:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Discount rate	7.20%	8.10%
Salary growth rate	7.50	7.50
Mortality rate	TMI 2019	TMI 2019
Disability rate	10.00% from TMI 2019	10.00% from TMI 2019

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43. EMPLOYEES PROGRAM (continued)

b. Retirement Benefits Plan (continued)

The status of the Retirement Benefits as December 31, 2020 and 2019, respectively, are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Fair value of assets	4,929,907	4,234,797
Present value of retirement benefits liabilities	(2,672,216)	(2,182,112)
Surplus	<u>2,257,691</u>	<u>2,052,685</u>

Movements of the Retirement Benefits liabilities as of December 31, 2020 and 2019, respectively, are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance	-	-
Retirement benefits expense	138,778	104,570
Remeasurement of retirement benefits liabilities – net	(21,690)	6,276
Contributions paid in current period	(117,088)	(110,846)
Liabilities – ending balance	<u>-</u>	<u>-</u>

Remeasurement of the Retirement Benefits liabilities as of December 31, 2020 and 2019, respectively, are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance	299,809	293,533
Actuarial (gain) loss	286,505	74,201
Yields on program liabilities (assets)	(346,934)	106,203
Changes on impact of assets other than interest - net	38,738	(174,128)
Remeasurement of old - age benefits liabilities - net	<u>278,118</u>	<u>299,809</u>

Retirement benefits expense calculation for the year ended December 31, 2020 and 2019, respectively, in accordance with the actuarial calculation is as follows:

	For the year ended as of December 31	
	<u>2020</u>	<u>2019</u>
Current service cost	201,631	157,704
Contributions paid - participants	(55,849)	(52,870)
Interest expense (income) - net	(7,004)	(264)
Retirement benefit expense	<u>138,778</u>	<u>104,570</u>

As of December 31, 2020 and 2019, 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.

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43. EMPLOYEES PROGRAM (continued)

c. Defined Contribution Pension Plan

(i) BRI (parent entity)

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 amounting to Rp351,955 and Rp325,460 for year ended December 31, 2020 and 2019, respectively (Note 36). This defined contribution pension plan is managed by DPBRI.

(ii) BRI Agro (subsidiary)

BRI Agro 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 Negara Indonesia (Persero) Tbk. BRI Agro's total contribution for the pension funds amounted to 87.8% 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 Rp811 and Rp775 for the year ended as of December 31, 2020 and 2019, respectively (Note 36).

d. Work Separation Scheme

The calculation of Work Pension Scheme uses actuarial valuation assumption for BRI's liabilities related to allowance for severance, gratuity for services and compensation benefits which were prepared based on Labor Law No. 13/2003 dated March 25, 2003, as of December 31, 2020 and 2019, respectively, using the Projected Unit Credit method and considering the following assumptions:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Parent entity		
Discount rate	7.60%	8.20%
Salary growth rate	7.50	7.50
Mortality rate	TMI 2019	TMI 2019
Disability rate	10.00% from TMI 2019	10.00% from TMI 2019
Subsidiary		
Discount rate	6.50 - 7.80%	7.50 - 8.20%
Salary growth rate	5.00 - 10.00	5.00 - 10.00
Mortality rate	TMI 2019 TMI-II 1999	TMI 2019 TMI 2011 dan TMI-II 1999
Disability rate	5.00 - 10.00% from Mortality	5.00 - 10.00% from Mortality

Movements in the work separation scheme liabilities (assets) as of December 31, 2020 and 2019, respectively, are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance	754,471	1,442,491
Work separation scheme expense (Note 36)	177,916	350,909
Actual benefits paid by BRI	(136,932)	(124,650)
Remeasurement of work separation scheme liabilities (assets) - net	127,666	(908,458)
Actual benefit paid	(3,617)	(5,586)
Termination cost	(770)	(235)
Ending balance (Note 28)	918,734	754,471

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43. EMPLOYEES PROGRAM (continued)

d. Work Separation Scheme (continued)

Remeasurement of liabilities (assets) for defined Work Separation Scheme as of December 30, 2020 and 2019, respectively, are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance	(1,205,929)	(288,978)
Actuarial (loss) gain	131,811	(916,951)
Remeasurement on liabilities (assets) for work separation - net	<u>(1,074,118)</u>	<u>(1,205,929)</u>

Work Separation Scheme expense calculation for year ended December 31, 2020 and 2019 in accordance with the actuarial calculation is as follows:

	For the year ended as of December 31	
	<u>2020</u>	<u>2019</u>
Current service cost	112,802	226,043
Interest expense	56,528	129,084
Severance expense	14	-
Past service cost	1,630	(4,719)
Remeasurement other benefit long term	443	266
Termination fee paid	295	235
Recognition (gain) loss for the current year	6,204	-
Work separation scheme expense (income) (Note 36)	<u>177,916</u>	<u>350,909</u>

e. 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 for services

The actuarial calculation on gratuity for services as of December 31, 2020 and 2019 which was prepared in accordance with SFAS No. 24 (Revised 2013) using the Projected Unit Credit method and considering the following assumptions:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Parent entity		
Discount rate	7.30%	8.10%
Salary growth rate	7.50	7.50
Gold price growth rate	10.00	10.00
Mortality rate	TMI 2019	TMI 2019
Disability rate	10.00% from TMI 2019	10.00% from TMI 2019

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43. EMPLOYEES PROGRAM (continued)

e. Other Long-term Employee Benefits (continued)

(i) Allowance for gratuity for services (continued)

The actuarial calculation on gratuity for services as of December 31, 2020 and 2019 which was prepared in accordance with SFAS No. 24 (Revised 2013) using the Projected Unit Credit method and considering the following assumptions (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Subsidiary		
Discount rate	7.75 - 8.10%	6.20 - 7.50%
Salary growth rate	7.00 - 10.00	7.00 - 10.00
Gold price growth rate	8.00 (BRI Agro)	5.00 (BRI Agro)
Mortality rate	TMI II 1999 and TM IV 2019	TMI 2011 and TMI-II 1999
Disability rate	5.00 - 10.00% from mortality	5.00 - 10.00% from mortality

Movements in the liability for gratuity for services as of December 31, 2020 and 2019 are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance of liability	1,328,634	1,130,266
Gratuity of service expense (Note 36)	234,875	272,389
Actual benefit paid by BRI	(131,647)	(74,021)
Gratuity for services liability (Note 28)	<u>1,431,862</u>	<u>1,328,634</u>

The gratuity for services expense calculation for the year ended December 31, 2020 and 2019, respectively, in accordance with the actuarial calculation is as follows:

	For the year ended as of December 31	
	<u>2020</u>	<u>2019</u>
Current service cost	117,843	100,621
Interest expense	102,605	99,476
Past service cost	4,131	-
Recognized actuarial (gain) loss	10,296	72,292
Gratuity for service expense (Note 36)	<u>234,875</u>	<u>272,389</u>

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43. EMPLOYEES PROGRAM (continued)

e. Other Long-term Employee Benefits (continued)

(ii) Grand leaves

The actuarial calculation on grand leaves as of December 31, 2020 and 2019 which was prepared in accordance with SFAS No. 24 (Revised 2013) using the Projected Unit Credit method and considering the following assumptions:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Parent Entity		
Discount rate	6.90%	7.90%
Salary growth rate	7.50	7.50
Gold price growth rate	10.00	10.00
Mortality rate	TMI 2019	TMI 2019
Disability rate	10.00% from TMI 2019	10.00% from TMI 2019
Subsidiary		
Discount rate	4.90 - 7.50%	6.20 - 7.60%
Salary growth rate	5.00 - 10.00	5.00 - 10.00
Mortality rate	TMI 2019 TMI-II 1999	TMI 2019 TMI 2011 dan TMI-II 1999
Disability rate	5.00 - 10.00% from mortality	5.00 - 10.00% from mortality

Movements in the liability for grand leaves December 31, 2020 and 2019, respectively, are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance of liability	2,146,923	1,859,323
Grand leaves expense (Note 36)	305,765	552,180
Actual benefit paid by BRI	(278,112)	(264,580)
Grand leaves liability (Note 28)	<u>2,174,576</u>	<u>2,146,923</u>

The grand leaves expense calculation for year ended December 31, 2020 and 2019, respectively, in accordance with the actuarial calculation is as follows:

	<u>For the year ended as of December 31</u>	
	<u>2020</u>	<u>2019</u>
Current service cost	277,073	277,793
Interest expense	158,405	161,910
Recognized actuarial (gain) loss	(130,113)	112,247
Past service cost	400	230
Grand leaves expense (Note 36)	<u>305,765</u>	<u>552,180</u>

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43. EMPLOYEES PROGRAM (continued)

e. Other Long-term Employee Benefits (continued)

(iii) Post Employment BPJS Health Program

The actuarial calculation on Post Employment BPJS Health Program as of December 31, 2020 and 2019 which was prepared in accordance with SFAS No. 24 (Revised 2013) using the Projected Unit Credit method and considering the following assumptions:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Discount rate	7.10%	8.10%
Salary growth rate	4.88	4.88
Mortality rate	TMI 2019	TMI 2019
Disability rate	10.00% from TMI 2019	10.00% from TMI 2019

Post Employment BPJS Health Program status in accordance with the actuarial valuation as of December 31, 2020 and 2019 are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Present value of post employment BPJS health program liability	2,242,107	944,018
Fair value of assets	(1,467,529)	(921,281)
Deficit	774,578	22,737

Movements in the liability for Post Employment BPJS Health Program as of December 31, 2020 and 2019 are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance of liability	22,737	-
Post employment BPJS health program expense (Note 36)	906,326	30,966
Contribution paid in the current	(570,082)	-
Remeasurement of post employment BPJS health program liabilities	415,597	(8,229)
Post employment BPJS health program liability (Note 28)	774,578	22,737

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43. EMPLOYEES PROGRAM (continued)

e. Other Long-term Employee Benefits (continued)

(iii) Post Employment BPJS Health Program (continued)

Remeasurement of liabilities (assets) for Post Employment BPJS Health Program as of December 31, 2020 and 2019, respectively, are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance	(19,994)	(11,765)
Actuarial (gain) loss	335,603	70,102
Yields on programs	79,994	54,665
Changes on impact of assets other than net interest liabilities	-	(132,996)
Remeasurement on defined benefit liabilities (assets) - net	<u>395,603</u>	<u>(19,994)</u>

The post employment BPJS health program expense calculation for the year ended December 31, 2020 and 2019, respectively, in accordance with the actuarial calculation is as follows:

	<u>For the year ended as of December 31</u>	
	<u>2020</u>	<u>2019</u>
Current service cost	50,531	29,675
Interest expense - net	(21,247)	1,291
Past service cost	877,042	-
Post employment BPJS health program expense (Note 36)	<u>906,326</u>	<u>30,966</u>

(iv) Other benefit program of additional benefit fund

The actuarial calculation on BRI's pension expense as of December 31, 2020 and 2019 which was prepared in accordance with SFAS No. 24 (Revised 2013), using the Projected Unit Credit method and considering the following assumptions:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Discount rate	7.70%	8.20%
Salary growth rate	7.50	7.50
Pension benefit growth rate	4.00	4.00
Mortality rate	TMI 2019	TMI 2019
Disability rate	10.00% from TMI 2019	10.00% from TMI 2019
Normal retirement age	56 years	56 years

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.

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43. EMPLOYEES PROGRAM (continued)

e. Other Long-term Employee Benefits (continued)

(iv) Other benefit program of additional benefit fund (continued)

Movement in the present value of defined benefit pension liability as of December 31, 2020 and 2019 is as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Present value of defined benefit pension liability - beginning balance	1,893,175	1,539,054
Interest expense	145,101	123,409
Current service cost	18,071	17,609
Past service cost	-	205,448
Benefit paid	(247,304)	(157,400)
Actuarial (gain) loss	189,820	165,055
Present value of defined benefit pension liabilities – Ending balance	<u>1,998,863</u>	<u>1,893,175</u>

Movement in the of fair value of program assets as of December 31, 2020 and 2019 is as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Fair value of program assets- Beginning of the year	1,827,092	1,642,904
Benefit paid	(247,304)	(157,400)
Real development results	149,547	262,476
Contribution paid - employer	4,285	79,112
Total program assets	<u>1,733,620</u>	<u>1,827,092</u>

Movement in the other benefit program of additional benefit fund as of December 31, 2020 and 2019 is as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance	66,084	-
Other benefit program of additional Benefit fund expense - net	23,315	220,474
Remeasurement of liabilities (assets) - net	180,131	(75,278)
Contribution paid - employer	(4,285)	(79,112)
Ending balance (Note 28)	<u>265,245</u>	<u>66,084</u>

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43. EMPLOYEES PROGRAM (continued)

e. Other Long-term Employee Benefits (continued)

(iv) Other benefit program of additional benefit fund (continued)

Remeasurement of liabilities/(assets) for defined benefit pension as of December 31, 2020 and 2019 is as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance	28,571	103,850
Actuarial (gain) loss	189,820	165,055
Yields on program assets	(9,689)	(127,761)
Changes on impact of assets other than net interest liabilities (assets)	-	(112,573)
Remeasurement of liabilities (assets) for defined pension benefit - net	<u>208,702</u>	<u>28,571</u>

Defined benefit pension expense for the year ended December 31, 2020 and 2019 based on the actuarial calculation is as follows:

	<u>For the year ended as of December 31</u>	
	<u>2020</u>	<u>2019</u>
Past service cost	-	205,448
Current service cost	18,072	17,609
Interest expense - net	5,243	(2,583)
Defined benefit pension expense (Note 36)	<u>23,315</u>	<u>220,474</u>

f. Sensitivity of long-term benefit liability towards changes in actuarial assumptions and analysis of maturity benefits are as follows (BRI only) (unaudited):

(i) Defined benefit pension plans

	<u>December 31, 2020</u>	
	<u>Discount rate Assumption</u>	<u>Effect of present value on employee benefit liability</u>
Increase	1%	(509,615)
Decrease	(1%)	570,339

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43. EMPLOYEES PROGRAM (continued)

- f. Sensitivity of long-term benefit liability towards changes in actuarial assumptions and analysis of maturity benefits are as follows (BRI only) (unaudited) (continued):

- (i) Defined benefit pension plans (continued)

	December 31, 2020
	Contribution analysis
<u>Maturity</u>	
< 1 year	313,033
1 - < 2 years	284,962
2 - < 3 years	281,411
3 - < 4 years	276,288
4 - < 5 years	269,731
> 5 years	811,185

- (ii) Retirement Benefits Plan

	December 31, 2020	
	Discount rate Assumption	Effect of present value on employee benefit liability
Increase	1%	(217,042)
Decrease	(1%)	250,687

	December 31, 2020
	Contribution analysis
<u>Maturity</u>	
< 1 year	160,660
1 - < 2 years	118,883
2 - < 3 years	123,256
3 - < 4 years	120,447
4 - < 5 years	117,896
> 5 years	2,031,073

- (iii) Post Employment BPJS Health Program

	December 31, 2020	
	Discount rate Assumption	Effect of present value on employee benefit liability
Increase	1%	(347,202)
Decrease	(1%)	455,622

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43. EMPLOYEES PROGRAM (continued)

- f. Sensitivity of long-term benefit liability towards changes in actuarial assumptions and analysis of maturity benefits are as follows (BRI only) (unaudited) (continued):

(iii) Post Employment BPJS Health Program (continued)

	December 31, 2020
	Contribution analysis
<u>Maturity</u>	
< 1 year	94,360
1 - < 2 years	98,986
2 - < 3 years	103,970
3 - < 4 years	108,924
4 - < 5 years	114,058
> 5 years	3,464,172

(iv) Allowance for gratuity for services

	December 31, 2020	
	Discount rate Assumption	Effect of present value on employee benefit liability
Increase	1%	(133,063)
Decrease	(1%)	154,967

	December 31, 2020
	Analysis of the present value of employee benefit liability
<u>Maturity</u>	
< 1 year	89,521
1 - < 2 years	86,669
2 - < 3 years	53,155
3 - < 4 years	52,553
4 - < 5 years	72,089
> 5 years	1,055,471

(v) Grand leaves

	December 31, 2020	
	Discount rate Assumption	Effect of present value on employee benefit liability
Increase	1%	(136,108)
Decrease	(1%)	153,998

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43. EMPLOYEES PROGRAM (continued)

- f. Sensitivity of long-term benefit liability towards changes in actuarial assumptions and analysis of maturity benefits are as follows (BRI only) (unaudited) (continued):

(v) Grand leaves (continued)

	December 31, 2020
<u>Maturity</u>	Analysis of the present value of employee benefit liability
< 1 year	296,462
1 - < 2 years	168,277
2 - < 3 years	128,931
3 - < 4 years	139,280
4 - < 5 years	161,658
> 5 years	1,195,996

44. INFORMATION ON COMMITMENTS AND CONTINGENCIES

	December 31, 2020	December 31, 2019
<u>Commitments</u>		
Commitments receivable		
Purchase of foreign currencies spot and futures	3,078,534	5,455,188
Commitments liabilities		
Unused loan facilities granted to debtors	124,558,239	131,345,624
Purchase of foreign currencies spot and futures	55,418,797	33,296,005
Irrevocable Letters of Credit (Notes 27d)	8,974,190	6,459,481
Unused financing facilities granted to debtors	618,452	145,544
	189,569,678	171,246,654
Commitments - net	(186,491,144)	(165,791,466)
<u>Contingencies</u>		
Contingencies receivable		
Interest receivable in progress	144,901	126,871
Contingent liabilities		
Guarantees issued (Note 27d)		
In the form of:		
Bank Guarantee	35,931,693	29,202,927
Stand by Letters of Credits	8,752,803	15,848,438
	44,684,496	45,051,365
Contingencies – net	(44,539,595)	(44,924,494)

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45. TRANSACTIONS WITH RELATED PARTIES

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.

Balances and transactions with related parties are as follows:

Related Parties	Type of Relationship	Element of related party transactions
Key employees	Control relationship on company's activities	Sharia receivables and financing, Loans
Government of the Republic of Indonesia (RI)	Ownership of majority shares through the Ministry of Finance of the Republic of Indonesia	Securities
Lembaga Pembiayaan Ekspor Indonesia	Ownership relationship through the Government of the Republic	Securities
PT Asuransi Tugu Pratama	Ownership relationship through the Government of the Republic	Insurance on fixed assets
Perum BULOG	Ownership relationship through the Government of the Republic of Indonesia	Loans
PT Sarana Multigriya Finansial (Persero)	Ownership relationship through the Government of the Republic of Indonesia	Securities
PT Sarana Multi Infrastruktur (Persero)	Ownership relationship through the Government of the Republic of Indonesia	Securities
PT Bank Mandiri (Persero) Tbk	Ownership relationship through the Government of the Republic of Indonesia	Securities, Current account with other banks, Placements with Bank Indonesia and other financial institutions
PT Bank Negara Indonesia (Persero) Tbk	Ownership relationship through the Government of the Republic of Indonesia	Securities, Current account with other banks, Placements with Bank Indonesia and other financial institutions
PT Telekomunikasi Indonesia (Persero) Tbk	Ownership relationship through the Government of the Republic of Indonesia	Loans
PT Petrokimia Gresik	Ownership relationship through the Government of the Republic of Indonesia	Irrevocable L/C
PT Semen Indonesia Tbk	Ownership relationship through the Government of the Republic of Indonesia	Sharia receivables and financing
PT Jasamarga Jalanlayang Cikampek	Ownership relationship through the Government of the Republic of Indonesia	Sharia receivables and financing
PT Perusahaan Listrik Negara (Persero)	Ownership relationship through the Government of the Republic of Indonesia	Securities, Loans, Irrevocable L/C, Sharia receivables and financing

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45. TRANSACTIONS WITH RELATED PARTIES (continued)

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. (continued)

Balances and transactions with related parties are as follows (continued):

Related Parties	Type of Relationship	Element of related party transactions
PT Angkasa Pura I (Persero)	Ownership relationship through the Government of the Republic of Indonesia	Sharia receivables and financing, Export bills and notes receivable
PT Bahana Artha Ventura	Ownership relationship through the Government of the Republic of Indonesia	Investment in associated entities
PT Bank Syariah Mandiri	Ownership relationship through the Government of the Republic of Indonesia	Current account with other banks, Placements with Bank Indonesia and other financial institutions
PT Bank Tabungan Negara (Persero) Tbk	Ownership relationship through the Government of the Republic of Indonesia	Securities, Current account with other banks, Placements with Bank Indonesia and other financial institutions
PT Bank BNI Syariah	Ownership relationship through the Government of the Republic of Indonesia	Current account with other banks, Placements with Bank Indonesia and other financial institutions
PT Citra Wasphtowa	Ownership relationship through the Government of the Republic of Indonesia	Sharia receivables and financing
PT Danareksa Investment Management	Ownership relationship through the Government of the Republic of Indonesia	Investment in associated entities
PT Dirgantara Indonesia (Persero)	Ownership relationship through the Government of the Republic of Indonesia	Loans, Guarantees issued, Irrevocable L/C, Export bills and notes receivable
PT Garuda Indonesia (Persero) Tbk	Ownership relationship through the Government of the Republic of Indonesia	Loans, Acceptances receivable, Guarantees issued
PT Garuda Maintenance Facility Aero Asia Tbk	Ownership relationship through the Government of the Republic of Indonesia	Export bills and notes receivable, Acceptances receivable
PT Hakaaston	Ownership relationship through the Government of the Republic of Indonesia	Finance lease receivable
PT PP Urban	Ownership relationship through the Government of the Republic of Indonesia	Export bills and notes receivable
PT Telekomunikasi Selular (Persero) Tbk	Ownership relationship through the Government of the Republic of Indonesia	Guarantees issued
PT Kereta Api Indonesia (Persero)	Ownership relationship through the Government of the Republic	Irrevocable L/C, Loans

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45. TRANSACTIONS WITH RELATED PARTIES (continued)

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. (continued)

Balances and transactions with related parties are as follows (continued):

Related Parties	Type of Relationship	Element of related party transactions
PT Kimia Farma Apotek	Ownership relationship through the Government of the Republic of Indonesia	Sharia receivables and financing
PT Krakatau Steel (Persero) Tbk	Ownership relationship through the Government of the Republic of Indonesia	Loans, Guarantees issued, Acceptances receivable
PT Pegadaian (Persero)	Ownership relationship through the Government of the Republic of Indonesia	Securities, Loans, Sharia receivables and financing
PT Pembangunan Perumahan (Persero) Tbk	Ownership relationship through the Government of the Republic of Indonesia	Guarantees issued, Acceptances receivable, Irrevocable L/C
PT Pertamina (Persero)	Ownership relationship through the Government of the Republic of Indonesia	Securities, Guarantees issued, Irrevocable L/C
PT Adhi Karya (Persero) Tbk	Ownership relationship through the Government of the Republic of Indonesia	Guarantees issued, Acceptances receivable
PT Indonesia Asahan Aluminium (Persero)	Ownership relationship through the Government of the Republic of Indonesia	Irrevocable L/C
PT Cimanggis Cibitung Tollways	Ownership relationship through the Government of the Republic of Indonesia	Sharia receivables and financing
PT Pertamina Hulu Rokan	Ownership relationship through the Government of the Republic of Indonesia	Guarantees issued
PT Pertamina Patra Niaga	Ownership relationship through the Government of the Republic of Indonesia	Acceptances receivable, Irrevocable L/C
PT Pupuk Kalimantan Timur	Ownership relationship through the Government of the Republic of Indonesia	Export bills and notes receivable
PT PP PresisiTbk	Ownership relationship through the Government of the Republic of Indonesia	Export bills and notes receivable
PT Petrosida Gresik	Ownership relationship through the Government of the Republic of Indonesia	Acceptances receivable
PT Trans Jabar Tol	Ownership relationship through the Government of the Republic of Indonesia	Loans

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45. TRANSACTIONS WITH RELATED PARTIES (continued)

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. (continued)

Balances and transactions with related parties are as follows (continued):

Related Parties	Type of Relationship	Element of related party transactions
PT Waskita Beton Precast Tbk	Ownership relationship through the Government of the Republic of Indonesia	Sharia receivables and financing, Export bills and notes receivable
PT Waskita Karya (Persero) Tbk	Ownership relationship through the Government of the Republic of Indonesia	Loans, Guarantees issued, Irrevocable L/C
PT Wijaya Karya (Persero) Tbk	Ownership relationship through the Government of the Republic of Indonesia	Guarantees issued
PT Wijaya Karya Bangunan Gedung	Ownership relationship through the Government of the Republic of Indonesia	Acceptances receivable, Export bills and notes receivable
PT Hutama Karya Infrastruktur	Ownership relationship through the Government of the Republic of Indonesia	Finance lease receivable
PT Hutama Karya (Persero)	Ownership relationship through the Government of the Republic of Indonesia	Finance lease receivable
PT Pindad (Persero)	Ownership relationship through the Government of the Republic of Indonesia	Irrevocable L/C, Acceptances receivable, Export bills and notes receivable
PT Wijaya Karya Industri Energi	Ownership relationship through the Government of the Republic of Indonesia	Acceptances receivable, Export bills and notes receivable
PT Fintek Karya Nusantara	Ownership relationship through the Government of the Republic of Indonesia	Investment in associated entities
PT Jasamarga Balikpapan Samarinda	Ownership relationship through the Government of the Republic of Indonesia	Sharia receivables and financing
PT Asuransi Jiwasraya (Persero)	Ownership relationship through the Government of the Republic of Indonesia	Securities purchased under agreement to resell

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45. TRANSACTIONS WITH RELATED PARTIES (continued)

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Assets		
Current account with other banks (Note 5)		
PT Bank Negara Indonesia (Persero) Tbk	59,627	48,885
PT Bank Mandiri (Persero) Tbk	37,842	109,226
PT Bank Tabungan Negara (Persero) Tbk	5,936	1,322
PT Bank Syariah Mandiri	329	206
PT Bank BNI Syariah	7	5
	<u>103,741</u>	<u>159,644</u>
Placement with Bank Indonesia and other financial institution (Note 6)		
PT Bank Mandiri (Persero) Tbk	1,098,850	915,962
PT Bank Tabungan Negara (Persero) Tbk	271,750	646,050
PT Bank Negara Indonesia (Persero) Tbk	113,000	537,975
PT Bank Syariah Mandiri	12,000	80,250
PT Bank BNI Syariah	6,500	5,250
	<u>1,502,100</u>	<u>2,185,487</u>
Securities (Note 7)		
Government of Republic of Indonesia (RI)	282,793,766	150,422,931
PT Perusahaan Listrik Negara (Persero)	2,144,783	1,960,662
PT Sarana Multigriya Finansial (Persero)	1,455,261	1,496,994
PT Bank Mandiri (Persero) Tbk	1,374,914	941,815
PT Sarana Multi Infrastruktur (Persero)	1,003,488	984,227
Lembaga Pembiayaan Ekspor Indonesia	937,076	1,205,420
PT Bank Negara Indonesia (Persero) Tbk	899,103	1,025,067
PT Pertamina (Persero)	882,056	769,730
PT Bank Tabungan Negara (Persero) Tbk	871,371	1,387,364
PT Pegadaian (Persero)	731,285	648,751
Others	5,668,696	6,058,473
	<u>298,761,799</u>	<u>166,901,434</u>
Export Bills and other receivables (Note 8)		
PT Dirgantara Indonesia (Persero)	824,381	4,003,016
PT Garuda Maintenance Facility Aero Asia Tbk	388,003	1,084,203
PT Waskita Beton Precast Tbk	121,022	153,922
PT Pupuk Kalimantan Timur	101,324	-
PT PP Presisi Tbk	90,658	14,827
PT Pindad (Persero)	78,889	-
PT Wijaya Karya Bangunan Gedung Tbk	63,244	1,887
PT Angkasa Pura I (Persero)	47,329	1,696
PT PP Urban	37,324	-
PT Wijaya Karya Industri Energi	12,230	8,898
Others	51,288	8,648,815
	<u>1,815,692</u>	<u>13,917,264</u>

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45. TRANSACTIONS WITH RELATED PARTIES (continued)

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Assets (continued)		
Government Recapitalization Bonds (Note 9)		
Government of Republic of Indonesia (RI)	-	1,130,306
Securities purchased under agreement to resell (Note 10)		
PT Asuransi Jiwasraya	-	879,053
Loans (Note 12)		
PT Perusahaan Listrik Negara (Persero)	16,182,590	25,998,611
Perum BULOG	5,841,839	14,919,169
PT Telekomunikasi Indonesia (Persero) Tbk	2,800,000	1,718,181
PT Waskita Karya (Persero) Tbk	2,617,195	602,000
PT Garuda Indonesia (Persero) Tbk	2,414,805	694,125
PT Kereta Api Indonesia (Persero)	2,355,585	1,795,405
PT Pegadaian (Persero)	2,120,147	2,751,793
PT Krakatau Steel (Persero) Tbk	2,031,937	2,122,094
PT Trans Jabar Tol	1,848,697	2,141,861
PT Dirgantara Indonesia (Persero)	1,813,992	20,824
Key employees	186,633	22,847
Others	34,546,291	49,985,744
	<u>74,759,711</u>	<u>102,772,654</u>
Sharia receivables and financing (Note 13)		
PT Angkasa Pura I (Persero)	1,000,000	1,000,000
PT Pegadaian (Persero)	558,387	700,000
PT Waskita Beton Precast Tbk	470,000	512,000
PT Semen Indonesia Tbk	341,088	382,979
PT Citra Waspphutowa	324,529	248,537
PT Kimia Farma Apotek	270,000	300,000
PT Jasa Marga Jalan Layang Cikampek	180,255	-
PT Perusahaan Listrik Negara (Persero)	101,276	-
PT Cimanggis Cibitung Tollways	98,773	59,601
PT Jasamarga Balikpapan Samarinda	84,919	58,549
Key employees	8,274	8,126
Others	361,356	929,063
	<u>3,798,857</u>	<u>4,198,855</u>
Financial lease receivables (Note 14)		
PT Hutama Karya (Persero)	24,478	27,305
PT Hutama Karya Infrastruktur	13,667	13,644
PTHakaaston	3,008	33,475
	<u>41,153</u>	<u>74,424</u>

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45. TRANSACTIONS WITH RELATED PARTIES (continued)

	December 31, 2020	December 31, 2019
Asset (continued)		
Acceptances receivable (Note 15)		
PT Pembangunan Perumahan (Persero) Tbk	683,041	191,130
PT Krakatau Steel (Persero) Tbk	500,603	-
PT Garuda Indonesia (Persero) Tbk	286,331	-
PT Garuda Maintenance Facility Aero Asia Tbk	92,157	209,586
PT Wijaya Karya Bangunan Gedung Tbk	38,271	114,745
PT Wijaya Karya Industri Energi	36,389	3,421
PT Pindad (Persero)	33,119	86,794
PT Adhi Karya (Persero) Tbk	21,921	-
PT Petrosida Gresik	21,702	-
PT Pertamina Patra Niaga	20,507	294,920
Others	39,039	43,758
	1,773,080	944,354
Investment in associated entities (Note 16)		
PT Fintek Karya Nusantara	565,245	250,000
PT Danareksa Investment Management	380,198	377,770
PT Bahana Artha Ventura	74,396	74,205
	1,019,839	701,975
Total assets from related parties	383,575,972	293,865,450
Total consolidated assets	1,511,804,628	1,416,758,840
Percentage of total assets from related Parties to total consolidated assets	25.37%	20.74%
Liabilities		
Demand deposits (Note 20)		
Government Entities and Institutions	57,426,534	48,339,192
Key employees	17,430	3,175
Others	427,677	-
	57,871,641	48,342,367
Saving deposits (Note 21)		
Government Entities and Institutions	158,893	31,894
Key employees	221,796	169,406
Others	279,585	-
	660,274	201,300
Time deposits (Note 22)		
Government Entities and Institutions	75,966,314	87,612,226
Key employees	176,670	138,836
Others	1,228,527	-
	77,371,511	87,751,062

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45. TRANSACTIONS WITH RELATED PARTIES (continued)

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Liabilities (continued)		
Deposits from other banks and financial institutions (Note 23)		
Government Entities and Institutions	1,281,947	748,501
Securities sold under agreement to repurchase (Note 24)		
Government Entities and Institutions	654,089	-
Fund borrowings (Note 26)		
Government Entities and Institutions	887,402	1,077,979
Compensation to key employee management (Note 43)		
Present value of defined benefit pension liability	745,340	478,745
Present value of work separation scheme liability	117,881	42,141
Present value of old age benefit liability	173,811	100,676
Present value of grand leaves liability	79,271	61,234
Present value of gratuity for service liability	61,502	47,988
Present value of other benefit program of defined benefit payment liability	19,544	-
Present value of BPJS liability	28,964	-
	<u>1,226,313</u>	<u>730,784</u>
Total liabilities to related parties	<u>139,953,177</u>	<u>138,851,993</u>
Total consolidation liabilities	<u>1,278,346,726</u>	<u>1,183,155,670</u>
Percentage of liabilities to related parties to total consolidated liabilities	10.95%	11.74%
Syirkah fund temporary		
Government entities, institution, and key employee	6,613,045	5,983,080
Percentage to total syirkah fund temporary	19.71%	24.11%
	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Commitment and contingencies in the administrative accounts		
Guarantees issued (Note 27c)		
PT Wijaya Karya (Persero) Tbk	5,172,180	4,520,182
PT Pembangunan Perumahan (Persero) Tbk	3,662,833	2,733,225
PT Garuda Indonesia (Persero) Tbk	1,613,297	2,436,348
PT Pertamina (Persero)	1,571,164	2,075,352
PT Waskita Karya (Persero) Tbk	1,545,340	1,742,053
PT Adhi Karya (Persero) Tbk	1,058,282	462,592
PT Pertamina Hulu Rokan	702,500	-
PT Krakatau Steel (Persero) Tbk	661,492	619,287
PT Dirgantara Indonesia (Persero)	611,405	857,493
PT Telekomunikasi Seluler (Persero) Tbk	590,219	551,234
Others	5,115,884	7,734,028
	<u>22,304,596</u>	<u>23,731,794</u>

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45. TRANSACTIONS WITH RELATED PARTIES (continued)

	December 31, 2020	December 31, 2019
Irrevocable L/C (Note 27b)		
PT Kereta Api Indonesia (Persero)	1,812,164	192,681
PT Pertamina (Persero)	633,404	285,603
PT Pindad (Persero)	541,172	481,772
PT Indonesia Asahan Aluminium (Persero)	522,705	336,570
PT Pembangunan Perumahan (Persero) Tbk	428,660	425,826
PT Dirgantara Indonesia (Persero)	299,607	173,668
PT Petrokimia Gresik	236,615	529,539
PT Waskita Karya (Persero) Tbk	148,556	32,074
PT Perusahaan Listrik Negara (Persero)	134,566	53,513
PT Pertamina Patra Niaga	91,416	42,141
Others	389,604	831,935
	5,238,469	3,385,322

**For the year ended
As of December 31,**

	2020	2019
Salaries and allowance for the Board of Commissioners and Directors (Note 36)		
Salaries and allowance for the Board of Directors	120,259	130,565
Salaries and allowance for the Board of Commissioners	43,748	41,313
Total	164,007	171,878
Tantiem, bonuses and incentives Board of Commissioners, Directors and key employee (note 36)		
Tantiem for Directors	229,540	322,049
Tantiem for Commissioners	103,580	113,419
Bonuses and Incentives for key employee	164,382	125,253
Total	497,502	560,721

Percentage of transactions with related parties to total consolidated assets and liabilities of BRI and Subsidiaries are as follows:

	December 31, 2020	December 31, 2019
Assets		
Current accounts with other banks	0.007%	0.011%
Placement with Bank Indonesia and other financial institution	0.099	0.154
Securities	19.762	11.781
Export bills and notes receivables	0.120	0.982
Government Recapitalization Bonds	0.000	0.080
Securities purchased under agreement to resell	0.000	0.062
Loans	4.946	7.254
Sharia receivables and financing	0.251	0.296
Finance lease receivable	0.003	0.005
Acceptances receivable	0.117	0.067
Investment in associated entities	0.067	0.050
Total	25.372%	20.742%

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45. 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):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Liabilities		
Demand deposits	4.527%	4.086%
Saving deposits	0.052	0.017
Time deposits	6.052	7.416
Deposits from other bank and other financial institution	0.100	0.063
Securities sold under agreement to repurchased	0.051	-
Fund borrowings	0.069	0.091
Compensation to key employees management	0.096	0.062
Total	<u>10.947%</u>	<u>11.735%</u>

46. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES

a. Significant Agreements

- 1) On October 20, 2020, BRI entered into an agreement with PT Bringin Inti Teknologi and PT Datindo Infonet Prima in connection with the Procurement of Managed Service CRM RBB Year 2020 (Zones 1, 2 and 3) for a period of 60 (sixty) months with a contract value of Rp682,328 and Rp308,396.
- 2) On October 8, 2020, BRI entered into an agreement with PT Telekomunikasi Indonesia (Persero) Tbk in connection with the Procurement of Communication Channel Rental for BRISPOT device replacement needs for Micro Business Line Credit Officers with a contract value of Rp260,899.
- 3) On June 19, 2020, a Conditional Shares Subscription Agreement (CSSA) was signed between BRI, FWD Financial Services Pte.Ltd. (FWD) and BRI Life for long-term strategic cooperation. According to CSSA FWD will make additional capital through new shares issued by BRI Life so that it becomes a minority holder, while BRI will remain the majority shareholder of BRI Life. Currently the transaction is in the process of approval of the Financial Services Authority (OJK).
- 4) On June 19, 2020, a Conditional Shares Subscription Agreement (CSSA) was signed between BRI, FWD Financial Services Pte. Ltd. (FWD) and BRI Life for long-term strategic cooperation. According to CSSA FWD will make additional capital through new shares issued by BRI Life so that it becomes a minority holder, while BRI will remain the majority shareholder of BRI Life. Currently the transaction is in the process of approval of the Financial Services Authority (OJK).
- 5) On June 15, 2020, BRI entered into an agreement with PT Telekomunikasi Indonesia (Persero) in connection with the Procurement of Managed Service VSAT Remote Terminal and VSAT Satlink for the Integration of BRISat Phase 3 for a period of 5 (five) years with a contract value of Rp181,776.
- 6) On November 27, 2019, BRI entered into an agreement with PT Bringin Inti Teknologi in connection with managed service CRM EBB Year 2019 and Replacement along with supporting devices for a period of 60 (sixty) months with a contract value of Rp399,299.

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46. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

a. Significant Agreements (continued)

- 7) On November 4, 2019, BRI entered into an agreement with PT Surya Sudeco in connection with the Procurement of 4-Wheeled Vehicle Rental for the Operation of BRI Micro Working Unit for a period of 48 (forty-eight) months with a contract value of Rp110,453
- 8) On August 8, 2019, BRI held a Procurement of Managed Service VSAT Remote Terminal and Its Supporting Devices for Phase 2B Integration (Zone 5) for a period of time 60 (sixty) months with a contract value of Rp67,004.
- 9) On February 8, 2019, BRI entered into an agreement with PT Satkomindo Mediyasa in connection with the Procurement of Managed Service VSAT Remote Terminal and its Supporting Devices for Phase 2B Integration (Zones 2, 3 and 4) for a period of 60 (sixty) months with a contract value of Rp211,104.
- 10) On February 7, 2019, BRI entered into an agreement with PT Telekomunikasi Indonesia in connection with the Procurement of Managed Service Offsite Data Center (ODC), Data Center (DC) GTI Ragunan and Tabanan Phase I for a period of 5 (five) years with a contract value of Rp149,500.

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, 2020, and 2019, BRI has provided an allowance (presented in "Other Liabilities" account) for several pending lawsuits filed against BRI amounting to Rp1,145,920, and Rp1,145,664, respectively (Note 29). Management believes that the allowance is adequate provided to cover possible losses arising from pending lawsuits currently in progress.

47. GOVERNMENT GUARANTEE ON OBLIGATIONS OF COMMERCIAL BANKS

Based on the Presidential Decree No. 26 Year 1998 as implemented through the Minister of Finance Decree dated January 28, 1998 and the Joint Decrees No. 30/270/KEP/DIR and No. 1/BPPN/1998 dated March 6, 1998, of the Board of Directors of Bank Indonesia and Chairman of Indonesian Bank Restructuring Agency (IBRA), the Government provided a guarantee on certain obligations for all commercial banks incorporated in Indonesia. Based on the latest amendment under the Decree of the Minister of Finance No.179/KMK.017/2000 dated May 26, 2000, this guarantee is valid from January 26,1998 up to January 31, 2001 and can be renewed automatically every 6 (six) months continuously, unless if within 6 (six) months before the maturity of the Guarantee Program period or its extension period, the Minister of Finance announces the termination and/or amendment of the Guarantee Program to the public. For this guarantee, the Government charges premium which is calculated based on a certain percentage in accordance with the prevailing regulations.

In accordance with Minister of Finance Regulation No. 17/PMK.05/2005 dated March 3, 2005, starting from April 18, 2005, the types of commercial bank obligations guaranteed under the Government Guarantee Program include demand deposits, saving deposits, time deposits and borrowings from other banks in the form of inter-bank money market transactions.

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47. GOVERNMENT GUARANTEE ON OBLIGATIONS OF COMMERCIAL BANKS (continued)

The Government Guarantee Program through UP3 ended on September 22, 2005 as stated in the Minister of Finance Regulation No. 68/PMK.05/2005 dated August 10, 2005 regarding the "Calculation and Payment of Premium on Government Guarantee Program on the Payment of Obligations of Commercial Banks" for the period from July 1 to September 21, 2005.

As the substitute for UP3, The Government established an independent institution, the Deposit Insurance Corporation (LPS), based on Law No. 24 Year 2004 dated September 22, 2004 regarding "Deposit Insurance Corporation", 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 LPS Regulation No. 2/PLPS/2010 dated November 25, 2010 regarding the Deposit Insurance Program, Article 29 which stated the guaranteed balance for each customer in each bank is at most Rp2,000,000,000 (full Rupiah)

LPS guarantee interest rate as of December 31, 2020 and 2019 were 4.50% and 6.25%, respectively, for deposits in Rupiah, while for deposits in foreign currency as of December 31, 2020 and 2019 were 1.00% and 1.75%, respectively.

48. 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, 2020:

Effective on or after January 1, 2021:

- a. SFAS No. 22 (Amendment 2019), "Business Combinations about Business Definitions", this amendment adopted from the IFRS Amendment 3 Business Combinations: Definition of Business is the result of a joint project between the International Accounting Standards Board (IASB) and the US Financial Accounting Standards Board (FASB). This amendment clarifies the definition of a business with the aim of assisting the entity in determining whether a transaction should be accounted for as a business combination or an asset acquisition.
- b. SFAS No. 71, "Financial Instruments, Amendments to SFAS No. 55: Financial Instruments: Recognition and Measurement, Amendments to SFAS No. 60: Financial Instruments: Disclosures, Amendments to SFAS No. 62: Insurance Contracts and Amendments to SFAS No. 73: Leases on Interest Rate Reference Reform - Stage 2". This amendment describes Interest Rate Reference Reform - Phase 2 adopted from IFRS concerning Interest Rate Benchmark Reform - Phase 2.
- c. SFAS No. 112, "Accounting for Waqf", effective January 1, 2021, and earlier application is permitted. This SFAS describes the accounting treatment of waqf from corporate donors to individual and corporate recipients

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48. 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, 2020 (continued):

Effective on or after January 1, 2022:

- a. Amendment to SFAS No. 22, "Business Combinations on Reference to Conceptual Frameworks". This amendment clarifies the interaction between SFAS No. 22, SFAS No. 57, IFAS No. 30 and the Conceptual Framework of Financial Reporting.
- b. Amendment to SFAS No. 57, "Provisions, Contingent Liabilities, and Contingent Assets regarding Aggravating Contracts - Contract Fulfillment Costs". This amendment clarifies the cost of fulfilling a contract in relation to determining whether a contract is an burdensome contract.
- c. Annual Adjustment 2020 - SFAS No. 71, "Financial Instruments - Fee under test "10 per cent" for derecognition of a financial liability". The amendments clarify the costs included in the entity when assessing whether the terms of the new or modified financial liabilities are substantially different from the terms of the original financial liabilities.

Effective on or after January 1, 2023:

- a. Amendments to SFAS No. 1, "Presentation of Financial Statements regarding the Classification of Liabilities as Short-Term or Long-Term", effective January 1, 2021, and earlier application is permitted. The amendments specify the requirements for classifying a liability as current or non-current.

Effective on or after January 1, 2025:

- a. SFAS No. 74, "Insurance Contract", adopted from IFRS 17, effective January 1, 2025, with earlier application permitted for entities that have also applied SFAS 71 and SFAS 72.

49. OTHER DISCLOSURES

- 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, 2020 and 2019 is calculated based on the Financial Services Authority Regulation (POJK) No. 34/POJK.03/2016 regarding the amendment to POJK No. 11/POJK.03/2016 regarding the Minimum Capital Requirement for Commercial Banks.

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49. OTHER DISCLOSURES (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.

On December 31, 2020, according to OJK letter No.S.11 / D.03 / 2020 dated May 27, 2020, the formation of buffer capital in the form of Capital Conservation Buffer is eliminated until March 31, 2021, so that the buffer capital (buffer) Countercyclical Buffer and the Capital Surcharge that is required to be established by BRI based on a certain percentage from RWA is 0.00% and 2.50%, respectively.

Based on the BRI's risk profile as of December 31, 2020 and 2019 which are satisfactory, the minimum CAR as of December 31, 2019 and 2018 is set at 9% up to less than 10%.

The determination of BRI's compliance with applicable regulations and ratios is based on the practical accounting regulations that differ from the Indonesian Financial Accounting Standards in several respects. As of December 31, 2020 and 2019 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, 2020 and 2019 are calculated as follows:

	December 31, 2020	December 31, 2019
Core Capital (Tier 1)		
Common Equity (CET 1)	174,297,803	187,012,209
Supplementary Capital (Tier 2)	9,039,734	8,974,441
Total Capital	183,337,537	195,986,650
Risk Weighted Asset (RWA)		
RWA for Credit Risk *)	702,318,932	689,093,355
RWA for Market Risk **)	4,705,830	13,712,721
RWA for Operational Risk ***)	182,571,933	166,214,312
Total RWA	889,596,695	869,020,388
CAR		
CET 1 Ratio	19.59%	21.52%
Tier 1 Ratio	19.59	21.52
Tier 2 Ratio	1.02	1.03
Total Ratio	20.61	22.55
Tier 1 Minimum Ratio	6.00%	6.00%
CET 1 Minimum Ratio	4.50	4.50
Minimum CAR Based on Risk Profile	9.00	9.00

*) Credit risk is calculated based on SE OJK No. 42/SEOJK.03/2016 dated September 28, 2016.

***) 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. 24/SEOJK.03/2016 dated July 14, 2016.

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49. OTHER DISCLOSURES (continued)

b. Non-Performing Loans (NPL) Ratio

As of December 31, 2020 and 2019, the NPL ratio of BRI is as follows:

(i) Consolidated (BRI, BRI Agro and BRISyariah)

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
NPL ratio - gross	2.99%	2.80%
NPL ratio - net	0.87	1.19

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.

c. 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;
- Custody Unit Link and DPLK services;
- Custodian services for asset securitization; and
- Global custodian services for securities issued abroad.

BRI has 384 (three hundred eighty four) and 347 (three hundred forty seven) customers (unaudited) as of December 31, 2020 and 2019, respectively, which mainly consist of pension funds, financial institutions, insurance institutions and companies, securities companies, mutual funds and other institutions.

The customers' assets deposited in BRI's Custodian (unaudited) amounted to Rp440,482,007 and Rp385,432,544 as of December 31, 2020 and 2019, respectively.

d. 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
- Monitoring agent

BRI has 49 (fourty nine) and 48 (fourty eight) customers (unaudited) as of December 31, 2020 and 2019, respectively. The total value of bonds in trust by BRI (unaudited) amounted to Rp83,480,339 and Rp81,987,158 as of December 31, 2020 and 2019, respectively.

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49. OTHER DISCLOSURES (continued)

e. 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
- Other agency services, such as Reception Agent and Guarantees Agent

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.

The project value under the management of BRI's Trust Services amounted to Rp139,644,120 and Rp134,607,276 as of December 31, 2020 and 2019, respectively.

f. Syndicated Agent

BRI currently provides Syndicated Agent 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.

Syndication agent services is part of the activities of the *Syndication & Financial Services Division*, which include the following services:

- Arranger
- Facilities Agent
- Guarantees Agent
- Suspend Agent

BRI Syndication Agent project value (unaudited) amounted to Rp464,327,597 and Rp427,813,243, for the year ended December 31, 2020 and 2019, respectively.

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50. EARNINGS PER SHARE

The calculation of diluted earnings per share (EPS) for the year are as follows:

	December 31, 2020		
	Income for the Year	Weighted average number of outstandings common shares	Earnings per share (full rupiah)
Basic earnings per share attributable to equity holders of the parent entity	18,654,753	122,564,847,240	152
Addition: Issuance of bonuses shares and stock options	-	750,463,400	-
Diluted earnings per share	18,654,753	123,315,310,640	151
	December 31, 2019		
	Income for the Year	Weighted average number of outstandings common shares	Earnings per share (full rupiah)
Basic earnings per share attributable to equity holders of the parent entity	34,372,609	122,334,571,581	281
Addition: Issuance of bonuses shares and stock options	-	6,887,200	-
Diluted earnings per share	34,372,609	122,341,458,781	281

51. CHANGES IN FINANCING ACTIVITIES

	Cash Flows				December 31, 2020
	December 31, 2019	Receipts	Disbursements	Non-cash Changes	
Fund borrowings	30,921,771	17,129,066	(12,193,257)	111,405	35,968,985
Subordinated loans and securities	1,465,366	-	-	26	1,465,392
Marketable securities issued	38,620,837	1,998,840	(6,292,850)	162,264	34,489,091
Total	71,007,974	19,127,906	(18,486,107)	273,695	71,923,468

	Cash Flows				December 31, 2019
	December 31, 2018	Receipts	Disbursements	Non-cash Changes	
Fund borrowings	40,457,429	2,939,798	(12,532,787)	57,331	30,921,771
Subordinated loans and securities	1,473,515	-	-	(8,149)	1,465,366
Marketable securities issued	31,190,216	12,102,950	(4,419,500)	(252,829)	38,620,837
Total	73,121,160	15,042,748	(16,952,287)	(203,647)	71,007,974

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52. FINANCIAL ASSETS AND LIABILITIES CLASSIFICATION AT THE INITIAL IMPLEMENTATION DATE SFAS 71 and SFAS 73

SFAS 71

The table below shows the classification of financial assets and liabilities according to SFAS 55 and SFAS 71 in the transition to the adoption of SFAS 71 on January 1, 2020:

Notes	Classification based on SFAS 55 Dec 31, 2019	Classification based on SFAS 71 Jan 1, 2020	Carrying value based on SFAS 55 Dec 31, 2019	Carrying value based on SFAS 71 Jan, 1 2020
Financial Assets				
Cash	Loans and Receivables	Amortized Cost	30,219,214	30,219,214
Current Accounts with Bank Indonesia	Loans and Receivables	Amortized Cost	71,416,449	71,416,449
Current Accounts with other Banks	Loans and Receivables	Amortized Cost	10,237,736	10,237,736
Placement with Bank Indonesia and other financial institutions	Loans and Receivables	Amortized Cost	116,854,727	116,854,727
Securities				
Fair Value through Profit or Loss	Fair Value through Profit or Loss	Fair Value through Profit or Loss	17,712,056	17,712,056
Available-for-sale	Available-for-sale	Fair Value through Other Comprehensive Income	124,153,372	124,153,372
Held-to-maturity	Held-to-maturity	Amortized Cost	53,975,143	53,975,143
Export Bills and Notes Receivable	Loans and Receivables	Amortized Cost	34,317,499	34,317,499
Government Recapitalization Bonds				
Available-for-sale	Available-for-sale	Fair Value through Other Comprehensive Income	30,306	30,306
Held-to-maturity	Held-to-maturity	Amortized Cost	1,100,000	1,100,000
Securities Purchased Under Agreement to Resell	Loans and Receivables	Amortized Cost	22,582,244	22,582,244
Derivatives Receivables	Fair Value through Profit or Loss	Fair Value through Profit or Loss	210,396	210,396
Loans, Sharia Receivables and Financing	Loans and Receivables	Amortized Cost	903,197,390	903,197,390
Finance Leases Receivable	Loans and Receivables	Amortized Cost	4,191,596	4,191,596
Acceptances Receivable	Loans and Receivables	Amortized Cost	9,346,063	9,346,063
Investment in Associated Entities	Available-for-sale	Fair Value through Other Comprehensive Income	754,354	754,354
Oher Assets	Held-to-maturity	Amortized Cost	20,265,162	20,265,162

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52. FINANCIAL ASSETS AND LIABILITIES CLASSIFICATION AT THE INITIAL IMPLEMENTATION DATE SFAS 71 and SFAS 73 (continued)

SFAS 71 (continued)

The table below shows the classification of financial assets and liabilities according to SFAS 55 and SFAS 71 in the transition to the adoption of SFAS 71 on January 1, 2020 (continued):

Notes	Classification based on SFAS 55 Dec 31, 2019	Classification based on SFAS 71 Jan 1, 2020	Carrying value based on SFAS 55 Dec 31, 2019	Carrying value based on SFAS 71 Jan, 1 2020
<u>Financial Liabilities</u>				
Liabilities Due Immediately	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	7,549,312	7,549,312
Deposits from Customers				
Demand Deposits	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	170,847,001	170,847,001
Saving Deposits	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	412,307,171	412,307,171
Time Deposits	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	413,223,653	413,223,653
Deposits from Other Banks And Financial Institutions				
Demand Deposits	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	556.594	556.594
Saving Deposits	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	9,148	9,148
Time Deposits and on call	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	9.965.534	9.965.534
Inter-bank call money	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	7,438,553	7,438,553
Securities Sold under Agreement to repurchase	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	49,902,938	49,902,938
Derivatives Payable	Financial Liabilities at fair value through profit or loss	Financial Liabilities at fair value through profit or loss	184,605	184,605
Acceptances Payable	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	9,346,063	9,346,063
Marketable securities issued	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	38,620,837	38,620,837
Fund Borrowings	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	30,921,771	30,921,771
Estimated Losses on Commitments and Contingencies	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	609,493	609,493
Subordinated Loans	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	1,465,366	1,465,366
Other Liabilities	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	19,359,607	19,359,607

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52. FINANCIAL ASSETS AND LIABILITIES CLASSIFICATION AT THE INITIAL IMPLEMENTATION DATE SFAS 71 and SFAS 73 (continued)

SFAS 71 (continued)

The financial assets of equity instruments held for strategic purposes have been classified as fair value through other comprehensive income based on SFAS 71. Prior to the adoption of SFAS 71, these instruments were classified as available-for-sale and measured at cost because their fair values cannot be reliably determined. SFAS 71 removes this exception.

The table below shows the reconciliation of the carrying value according to SFAS 55 and the carrying value according to SFAS 71 in the transition to the adoption of SFAS 71 on January 1, 2020:

Notes	Balance before the adoption of SFAS 71 December 31, 2019	Reclassification	Expected Credit Losses	Balance after the adoption of SFAS 71 January 1, 2020
<u>Assets</u>				
Current Accounts with other Banks	10,237,736	-	(24)	10,237,712
Placement with Bank Indonesia and other financial institutions	116,854,727	-	(668)	116,854,059
Securities - net	195,840,173	-	(43,093)	195,797,080
Export Bills and Notes Receivable - net	34.185.258	-	(2.628.902)	31.556.356
Securities Purchased under Agreement to Resell	22,582,244	-	(1)	22,582,243
Loans - net	839,067,353	-	(12,124,615)	826,942,738
Finance Leases Receivable - net	4,104,096	-	(22,529)	4,081,567
Acceptances Receivable	9,346,063	-	(140,746)	9,205,317
Deffered Tax Assets	4,541,298	-	4,146,260	8,687,558
<u>Liabilities</u>				
Estimated Losses on Commitments and Contingencies	609,493	-	1,513,075	2,122,568
<u>Equity</u>				
Unrealized gain (loss) on fair value through other comprehensive income securities and Government Recapitalization Bonds - net	-	-	111,385	111.385
Retained earnings				
Appropriated	3,022,685	-	-	3,022,685
Unappropriated	178,304,746	-	(12,386,452)	165,918,294
Non-controlling interest	2,460,903	-	(52,327)	2,408,576

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52. FINANCIAL ASSETS AND LIABILITIES CLASSIFICATION AT THE INITIAL IMPLEMENTATION DATE SFAS 71 and SFAS 73 (continued)

SFAS 71 (continued)

The following presents the impact of changes from "incurred loss approach" to "expected credit loss" for financial instruments measured at amortized costs:

	January 1, 2020							
	Allowance for impairment losses According SFAS 55			Expected impairment Losses according to SFAS 71				Increase/ (Decrease)
	Allowance for collective impairment losses	Allowance for individual impairment losses	Total	Stage 1	Stage 2	Stage 3	Total	
Financial Instrument								
Current Accounts with other banks	-	-	-	24	-	-	24	24
Placement with Bank Indonesia and other financial institutions	-	-	-	668	-	-	668	668
Securities	-	758	758	154,478	-	758	155,236	154,478
Export Bills and Notes Receivable	132,241	-	132,241	427,853	2,311,525	21,765	2,761,143	2,628,902
Securities Purchased under Agreement to Resell	-	-	-	1	-	-	1	1
Loans	21,503,827	16,860,013	38,363,840	15,575,981	17,480,159	17,432,315	50,488,455	12,124,615
Finance Leases Receivable	19,396	68,104	87,500	2,963	19,847	87,219	110,029	22,529
Acceptances Receivable	-	-	-	140,746	-	-	140,746	140,746
Irrevocable L/C	-	135,313	135,313	22,917	147,199	-	170,116	34,803
Guarantees issued	-	472,244	472,244	184,517	577,451	103,666	865,634	393,390
Unused loan facilities	-	-	-	435,780	516,097	133,006	1,084,883	1,084,883
Total	21,655,464	17,536,432	39,191,896	16,945,928	21,052,278	17,778,729	55,776,935	16,585,039

SFAS 73

The following table presents the impact of the implementation of SFAS 73 on January 1, 2020:

	January 1, 2020		
	Before Reclassified	Reclassified	After Reclassified
Statement of Financial Position			
Other assets			
Prepaid expense	2,584,867	(426,217)	2,158,650
Fixed assets – right of use assets after accumulated depreciation	-	472,380	472,380
Other liabilities			
Rent liabilities	-	46,163	46,163

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53. SUBSEQUENT EVENTS

Change of BRI's Management

Based on the Extraordinary General Meeting of Shareholders (RUPSLB) of BRI (parent entity) on January 21, 2021, the shareholders approved the changes in the management, as follows:

- Officially dismissed Wisto Prihadi as Compliance Director, effective starting on November 11, 2020.
- Honorably dismissed Priyastomo as Director of Small, Retail and Middle Business, Herdy Rosadi Harman as Director of Human Capital and Haru Koesmahargyo as Director of Finance as of the closing of this RUPSLB.
- Appoint Agus Winardono as Director of Human Capital, Arga Mahanana Nugraha as Director of Networks & Services, Amam Sukriyanto as Director of Small, Retail and Middle Business and Viviana Dyah Ayu Retno K. as Director of Finance, as well as reassignment of Ahmad Solichin Lutfiyanto to become Director of Compliance.

Merger of PT Bank BRISyariah Tbk, PT Bank Syariah Mandiri and PT Bank BNI Syariah

On October 12, 2020, PT Bank Rakyat Indonesia (Persero) Tbk (BRI), PT Bank Mandiri (Persero) Tbk (Mandiri), PT Bank Negara Indonesia (Persero) Tbk (BNI), PT Bank BRISyariah Tbk (BRIS), PT Bank Syariah Mandiri (BSM) and PT Bank BNI Syariah (BNIS) have signed a Conditional Merger Agreement (CMA) in the context of the merger of BRIS, BSM and BNIS (Merger Participating Banks).

Based on the CMA, after the effective date of the merger, BRIS will become the surviving entity and all shareholders of BNIS and BSM will become shareholders of the surviving entity based on the merger ratio.

On October 21 2020, the Merger Participating Banks announced a Merger Plan in which the composition of Shareholders (assuming no execution of BRIS MESOP) is as follows:

	Total Shares (unit)	Nominal Value (Rupiah full amount)	Percentage
PT Bank Mandiri (Persero) Tbk	20,905,219,378	10,452,609,689,000	51.2%
PT Bank Negara Indonesia (Persero) Tbk	10,220,230,418	5,110,115,209,000	25.0%
PT Bank Rakyat Indonesia (Persero) Tbk	7,092,761,655	3,546,380,827,500	17.4%
DPLK BRI – Sharia Shares owning	841,296,000	420,648,000,000	2.1%
PT BNI Life Insurance	5,250,415	2,625,207,500	0.0%
PT Mandiri Sekuritas	34	17,000	0.0%
Public	1,782,055,843	891,027,921,500	4.3%
	40,846,813,743	20,423,406,871,500	100%

The shareholder composition above is the composition of shareholders as of September 30, 2020 with the assumption that none of the minority shareholders of the Bank who received the merger have exercised their right to ask BRI and/or the BRI Worker Welfare Foundation (YKP) to buy their shares and there is not a single BRIS MESOP Option being exercised.

The statement of the merger of BRIS, BSM and BNIS has been approved by the capital market and banking OJK respectively through letter No. S-289/D.04/2020 dated December 11, 2020 and No. 4/KDK.03/2021 dated January 27, 2021. The merger is planned to take effect on February 1, 2021 and the resulting bank will use the name PT Bank Syariah Indonesia (BSI). Bank Mandiri will become the controlling shareholder of BSI so that BSI's financial statements will be consolidated into Bank Mandiri's consolidated financial statements from the effective date of the business merger.

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54. COMPLETION OF THE CONSOLIDATED FINANCIAL STATEMENTS

The management of BRI is fully responsible for the preparation of the accompanying consolidated financial statements which were completed and approved to be issued on January 29, 2021.

These supplementary financial information are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF FINANCIAL POSITION – PARENT ENTITY
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
ASSETS		
Cash	31,020,724	29,931,216
Current Accounts with Bank Indonesia	49,690,493	68,808,255
Current Accounts with other Banks	9,591,417	9,833,906
Allowance for impairment losses	(92,690)	-
	<u>9,498,727</u>	<u>9,833,906</u>
Placement with Bank Indonesia and other Financial Institutions	64,941,821	114,412,698
Allowance for impairment losses	(8,998)	-
	<u>64,932,823</u>	<u>114,412,698</u>
Securities	300,759,740	172,098,241
Allowance for impairment losses	(340,375)	-
	<u>300,419,365</u>	<u>172,098,241</u>
Export Bills and Notes Receivable	27,521,765	34,317,498
Allowance for impairment losses	(1,326,171)	(132,241)
	<u>26,195,594</u>	<u>34,185,257</u>
Government Recapitalization Bonds	-	1,130,306
Securities Purchased Under Agreement to Resell	43,770,835	20,313,264
Derivatives Receivable	1,576,659	193,091
Loan	880,674,757	859,558,294
Allowance for impairment losses	(64,129,266)	(37,537,934)
	<u>816,545,491</u>	<u>822,020,360</u>
Acceptances Receivable	6,773,743	9,344,682
Allowance for impairment losses	(546,260)	-
	<u>6,227,483</u>	<u>9,344,682</u>
Investment in Associated Entities	12,566,424	12,369,341
Premises and Equipment		
Cost	44,189,284	41,942,453
Accumulated depreciation	(13,659,238)	(11,876,990)
Book value - net	<u>30,530,046</u>	<u>30,065,463</u>
Deffered Tas Asssets - net	7,605,102	4,023,018
Other Assets - net	21,205,241	14,348,762
TOTAL ASSETS	<u>1,421,785,007</u>	<u>1,343,077,860</u>

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF FINANCIAL POSITION – PARENT ENTITY (continued)
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
LIABILITIES AND EQUITY		
LIABILITIES		
Liabilities Due Immediately	11,392,992	7,403,164
Deposits from Customers		
Demand Deposits	183,002,153	167,842,557
Savings Deposits	459,148,270	404,360,261
Time Deposits	410,513,447	397,547,188
Total Deposits from Customers	<u>1,052,663,870</u>	<u>969,750,006</u>
Deposits from other Banks and Financial Institutions	25,318,719	17,871,591
Securities Sold Under Agreement to Repurchase	40,478,672	49,902,938
Derivatives Payable	397,088	167,858
Acceptances Payable	6,773,743	9,344,684
Taxes Payable	1,064,461	4,427
Marketable Securities Issued	34,450,311	38,316,131
Fund Borrowing	34,163,564	29,161,136
Estimated Losses on Commitments and Contingencies	3,667,943	607,557
Employee Benefits Liability	9,926,146	10,279,487
Other Liabilities	6,627,509	6,103,169
Subordinated Loans and Marketable Securities	500,887	500,250
TOTAL LIABILITIES	<u>1,227,425,905</u>	<u>1,139,412,398</u>

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF FINANCIAL POSITION – PARENT ENTITY (continued)
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
LIABILITIES AND EQUITY (continued)		
EQUITY		
Capital stock - par value Rp50 (full Rupiah) per share Authorized capital - 300,000,000,000 shares (consisting of 1 Series A Dwiwarna shares and 299,999,999,999 Series B shares)		
Issued and fully paid capital - 123,345,810,000 shares (consisting of 1 Series A Dwiwarna shares and 123,345,809,999 Series B shares)	6,167,291	6,167,291
Additional paid-in-capital	3,493,008	2,981,523
Revaluation surplus arising from premises and equipment - net of tax	16,864,083	16,864,083
Differences arising from the translation of foreign currency financial statements	(54,510)	(14,868)
Unrealized gain (loss) on fair value through other comprehensive income securities and Government Recapitalization Bonds - net of deferred tax	4,385,145	-
Allowance for impairment losses on fair value through other comprehensive income securities	935,856	-
Unrealized gain (loss) on fair value through available-for-sale securities and Government Recapitalization Bonds - net of deferred tax	-	726,681
Gain on remeasurement of defined benefit plan - net of deferred tax	(1,446,069)	198,584
Treasury Stock	(1,649,076)	(2,106,014)
Stock Option	55,836	-
Provision for bonus shares compensation	1,228,805	21,796
Retained earnings		
Appropriated	3,022,685	3,022,685
Unappropriated	161,356,048	175,803,701
Tota Retained Earnings	<u>164,378,733</u>	<u>178,826,386</u>
TOTAL EQUITY	<u>194,359,102</u>	<u>203,665,462</u>
TOTAL LIABILITIES AND EQUITY	<u>1,421,785,007</u>	<u>1,343,077,860</u>

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF PROFIT OR LOSS AND
OTHER COMPREHENSIF INCOME – PARENT ENTITY
For the Year Ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Year ended December 31,	
	2020	2019
INCOME AND EXPENSES FROM OPERATIONS		
Interest income	109,958,749	115,638,720
Interest expenses	(34,811,751)	(37,078,417)
Total interest and income - net	75,146,998	78,560,303
Other operating income		
Other fees and commissions	15,183,058	14,293,382
Recovery of assets written-off	7,161,452	6,997,193
Gain on foreign exchange - net	1,252,339	153,436
Gain on sale of securities and Government Recapitalization Bonds - net	2,513,408	1,497,980
Unrealized gain on changes in fair value on securities	285,367	45,669
Others	2,034,509	4,563,976
Total other operating income	28,430,133	27,551,636
Provision for allowance for impairment losses on financial assets - net	(28,714,311)	(20,436,534)
Provision for allowance for estimated losses on commitments and contingencies - net	(2,155,970)	(607,557)
Provision for allowance for impairment losses on non-financial assets - net	(118,857)	(263,316)
Other operating expenses		
Salaries and employee benefits	(24,980,447)	(22,976,364)
General and administrative	(16,107,140)	(14,403,614)
Others	(5,308,671)	(4,402,497)
Total other operating expenses	(46,396,258)	(41,782,475)
OPERATING INCOME	26,191,735	43,022,057
NON OPERATING (EXPENSES) INCOME - NET	(30,624)	(72,165)
INCOME BEFORE TAX EXPENSES	26,161,111	42,949,892
TAX EXPENSES	(7,807,808)	(8,921,207)
INCOME FOR THE YEAR	18,353,303	34,028,685

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF PROFIT OR LOSS AND
OTHER COMPREHENSIF INCOME – PARENT ENTITY (continued)
For the Year Ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Year ended December 31,	
	2020	2019
Other comprehensive income:		
Items not to be reclassified to profit or loss		
Remeasurement of liabilities for employee benefits	(2,007,031)	(1,259,693)
Income taxes related to items not to be reclassified to profit or loss	362,378	314,923
Revaluation surplus arising from premises and equipment	-	3,039,391
Items to be reclassified to profit or loss		
Differences arising from the translation of foreign currency financial statements	(39,642)	(64,088)
Unrealized gain (loss) on Fair value through other comprehensive income securities and Government Recapitalization Bonds	4,314,399	-
Allowance for impairment losses on fair value through other comprehensive income securities	824,471	-
Unrealized gain (loss) on available-for-sale securities and Government Recapitalization Bonds	-	3,528,225
Income taxes related to items to be reclassified to profit or loss	(655,935)	(882,056)
Other comprehensive income for the year - after tax	2,798,640	4,676,702
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	21,151,943	38,705,387
EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY (full Rupiah)		
Basic	150	278
Diluted	149	278

These supplementary financial information are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF CHANGES IN EQUITY – PARENT ENTITY
For Year Ended December 31, 2020
 (Expressed in millions of Rupiah, unless otherwise stated)

	Issued and fully paid capital	Additional paid-in capital	Differences arising from the translation of foreign currency financial statements	Gain (loss) on realized available-for-sale securities and Government Recapitalization Bonds-net of deferred tax	Gain on remeasurement of defined benefit plan-net of deferred tax	Treasury stock	Provision for bonus share compensation	Revaluation surplus arising from premises and equipment - net of tax	Retained Earnings		Total equity
									Appropriated	Unappropriated	
Balance as of December 31, 2018	6,167,291	2,773,858	49,220	(1,919,488)	1,143,354	(2,418,948)	425,334	13,824,692	3,022,685	157,950,582	181,018,580
Income of the year	-	-	(64,088)	2,646,169	(944,770)	-	-	-	-	34,028,685	34,028,685
Other comprehensive income (loss)	-	-	(64,088)	2,646,169	(944,770)	-	-	3,039,391	-	-	4,676,702
Total comprehensive income (loss)	-	-	(64,088)	2,646,169	(944,770)	-	-	3,039,391	-	34,028,685	38,705,387
Distribution of income	-	-	-	-	-	-	-	-	-	(16,175,566)	(16,175,566)
Dividend	-	-	-	-	-	-	-	-	-	-	-
Bonus shares	-	207,665	-	-	-	312,934	(403,538)	-	-	-	117,061
Balance as of December 31, 2019	6,167,291	2,981,523	(14,868)	726,681	198,584	(2,106,014)	21,796	16,864,083	3,022,685	175,803,701	203,665,462

These supplementary financial information are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF CHANGES IN EQUITY – PARENT ENTITY (continued)
 For Year Ended December 31, 2020
 (Expressed in millions of Rupiah, unless otherwise stated)

	Issued and fully paid capital	Additional paid-in capital	Allowance for expected credit losses on securities measured at fair value through other comprehensive income	Differences arising from the translation of foreign currency financial statements	Gain (loss) on realized available-for-sale securities and Government Recapitalization Bonds-net of deferred tax	Gain on remeasurement of defined benefit plan-net of deferred tax	Treasury stock	Provision for bonus share compensation	Revaluation surplus arising from premises and equipment-net of tax	Retained Earnings		Total equity
										Appropriated	Unappropriated	
Balance as of December 31, 2019	6,167,291	2,981,523	-	(14,868)	726,681	198,584	(2,106,014)	21,796	16,864,083	3,022,685	175,803,701	203,665,462
Initial implementation of SFAS 71	-	-	111,385	-	-	-	-	-	-	-	(12,177,391)	(12,066,006)
Balance as of January 1, 2020	6,167,291	2,981,523	111,385	(14,868)	726,681	198,584	(2,106,014)	21,796	16,864,083	3,022,685	163,626,310	191,599,456
After adjustment	-	-	-	-	-	-	-	-	-	-	18,353,303	18,353,303
Income for the year	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive income	-	-	824,471	(39,642)	3,658,464	(1,644,653)	-	-	-	-	-	2,798,640
Total Comprehensive income for the year	-	-	824,471	(39,642)	3,658,464	(1,644,653)	-	-	-	-	18,353,303	21,151,943
Distribution of Dividend Income	-	-	-	-	-	-	-	-	-	-	(20,623,565)	(20,623,565)
Stock option	-	-	-	-	-	-	-	55,836	-	-	-	55,836
Bonus Shares	-	511,485	-	-	-	-	456,938	1,207,009	-	-	-	2,175,432
Balance as of December 31, 2020	6,167,291	3,493,008	935,856	(54,510)	4,385,145	(1,446,069)	(1,649,076)	1,284,641	16,864,083	3,022,685	161,356,048	194,359,102

These supplementary financial information are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF CASH FLOW – PARENT ENTITY
For the Year Ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Year ended December 31,	
	2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES		
Interest received	106,487,228	115,348,258
Interest paid	(34,811,751)	(37,072,284)
Recovery of assets written-off	7,161,451	6,997,193
Other operating income	23,830,524	23,231,392
Other operating expenses	(45,869,753)	(42,530,808)
Non operating income (expenses) - net	(65,389)	(72,277)
Payment of corporate income tax and tax bill	(4,851,126)	(9,169,310)
Cash flows before changes in operating assets and liabilities	51,881,184	56,732,164
Changes in operating assets and liabilities:		
Decrease (increase) in operating assets:		
Placement with Bank Indonesia and other financial institutions	44,146	(2,490,453)
Securities and Government Recapitalization Bonds at fair value through profit or loss	(12,741,315)	(9,428,101)
Export bills and notes receivables	6,354,998	(6,172,212)
Securities purchased under agreement to resell	(23,457,571)	(10,916,711)
Loans	(34,775,080)	(72,226,224)
Other assets	(7,682,868)	4,878,698
Increase (decrease) in operating liabilities:		
Liabilities due immediately	3,989,828	(929,618)
Deposits:		
Demand deposits	15,159,596	(8,561,949)
Saving deposits	54,788,009	25,451,424
Time deposits	12,966,259	54,827,966
Deposits from other banks and financial institutions	7,447,128	8,767,217
Securities sold under agreement to repurchase	(9,424,266)	12,523,543
Other Liabilities	275,477	(2,418,989)
Net cash (used in) provided by operating activities	64,825,525	50,036,755

These supplementary financial information are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF CASH FLOW – PARENT ENTITY (continued)
For the Year Ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Year ended December 31,	
	2020	2019
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from dividend	38,052	158,485
Investment in associated entities	(263,582)	(2,641,000)
Acquisition of premises and equipment	(2,101,581)	(3,147,990)
Sale of premises and equipment	34,766	114
Increase in fair value through other comprehensive income and at amortized cost securities and Government Recapitalization Bonds	(109,015,200)	-
Increase in available-for-sale and held-to-maturity securities and Government Recapitalization Bonds	-	(2,409,640)
Net cash provided by (used in) investing activities	(111,307,545)	(8,040,031)
CASH FLOWS FROM FINANCING ACTIVITIES		
(Payment of) receipt from fund borrowing	4,966,785	(10,269,104)
Distribution of dividend income	(20,623,565)	(16,175,565)
Proceeds from marketable securities issued	1,998,840	11,570,946
Payment of marketable securities due	(6,031,850)	(4,401,000)
Net cash used in financing activities	(19,689,790)	(19,274,723)
(DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	(66,171,810)	22,722,001
EFFECT OF EXCHANGE RATE CHANGES ON FOREIGN CURRENCIES	(354,303)	(160,252)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF YEAR	229,425,776	206,864,027
CASH AND CASH EQUIVALENTS AT THE END OF YEAR	162,899,663	229,425,776
Cash and cash equivalents at the end of year consist of:		
Cash	31,020,724	29,931,216
Current account with Bank Indonesia	49,690,493	68,808,255
Current account with other banks	9,591,417	9,833,906
Placement with Bank Indonesia and other financial institutions – maturing within three months or less since the acquisition date	61,922,822	111,358,550
Bank Indonesia Certificates and Bank Indonesia Deposit Certificates - maturing within three months or less since the acquisition date	10,674,207	9,493,849
Total cash and cash equivalents	162,899,663	229,425,776

These supplementary financial information are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
NOTES TO THE FINANCIAL STATEMENTS - PARENT ENTITY
As of December 31, 2020 and for the Year Ended
(Expressed in millions of Rupiah, unless otherwise stated)

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The basis for preparing separate financial statements of the parent entity

The separate financial statements of the parent entity was prepared in accordance with the Statement of Financial Accounting Standards ("SFAS") No. 4 (Revised 2013), "Separate Financial Statements".

SFAS No. 4 (Revised 2013) stipulates, in the event that the entity presents separate financial statements, the report can only be presented as additional information in the consolidated financial statements. The separate financial statements are the financial statements presented by the parent entity which recorded investments in subsidiaries, associated and joint controlled entities using the acquisition cost method.

The accounting policies applied in the preparation of separate financial statements of the parent entity are the same with the accounting policies applied in the preparation of the consolidated financial statements as disclosed in Note 2 to the consolidated financial statements, except for investments in subsidiaries.

2. INVESTMENTS IN SUBSIDIARIES

Information related to subsidiaries owned by BRI is disclosed in Note 1f to the consolidated financial statements.

As of December 31, 2020 and 2019, the parent entity has investment in subsidiaries as follows:

	December 31, 2020		December 31, 2019	
	Acquisition Cost	Percentage of Ownership	Acquisition Cost	Percentage of Ownership
PT Bank BRIsyariah Tbk	2,981,171	71.64%	2,981,171	73.00%
PT Bank Rakyat Indonesia Agromiaga Tbk	3,454,636	87.10	3,454,636	87.10
BRI Remittance Co. Limited	2,289	100.00	2,289	100.00
PT Asuransi BRI Life	1,626,643	91.00	1,626,643	91.00
PT BRI Multifinance Indonesia	1,055,003	99.88	860,003	99.78
PT Danareksa Sekuritas	446,888	67.00	446,888	67.00
PT BRI Ventura Investama	1,503,090	99.97	1,503,090	99.97
PT BRI Asuransi Indonesia	1,041,000	90.00	1,041,000	90.00

3. FINANCIAL ASSETS AND LIABILITIES CLASSIFICATION AT THE INITIAL IMPLEMENTATION DATE SFAS 71 and SFAS 73

SFAS 71

The table below shows the classification of financial assets and liabilities according to SFAS 55 and SFAS 71 in the transition to the adoption of SFAS 71 on January 1, 2020:

Notes	Classification based on SFAS 55 Dec 31, 2019	Classification based on SFAS 71 Jan 1, 2020	Carrying value based on SFAS 55 Dec 31, 2019	Carrying value based on SFAS 71 Jan, 1 2020
Financial Assets				
Cash	Loans and Receivables	Amortized Cost	29,931,216	29,931,216
Current Accounts with Bank Indonesia	Loans and Receivables	Amortized Cost	68,808,255	68,808,255
Current Accounts with other Banks	Loans and Receivables	Amortized Cost	9,833,906	9,833,906

These supplementary financial information are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
NOTES TO THE FINANCIAL STATEMENTS - PARENT ENTITY
As of December 31, 2020 and for the Year Ended
(Expressed in millions of Rupiah, unless otherwise stated)

3. FINANCIAL ASSETS AND LIABILITIES CLASSIFICATION AT THE INITIAL IMPLEMENTATION DATE SFAS 71 and SFAS 73 (continued)

SFAS 71 (continued)

The table below shows the classification of financial assets and liabilities according to SFAS 55 and SFAS 71 in the transition to the adoption of SFAS 71 on January 1, 2020 (continued):

Notes	Classification based on SFAS 55 Dec 31, 2019	Classification based on SFAS 71 Jan 1, 2020	Carrying value based on SFAS 55 Dec 31, 2019	Carrying value based on SFAS 71 Jan, 1 2020
Financial Assets (continued)				
Placement with Bank Indonesia and other financial institutions	Loans and Receivables	Amortized Cost	114,412,698	114,412,698
Securities				
Fair Value through Profit or Loss	Fair Value through Profit or Loss	Fair Value through Profit or Loss	12,725,189	12,725,189
Available-for-sale	Available-for-sale	Fair Value through Other Comprehensive Income	117,600,575	117,600,575
Held-to-maturity	Held-to-maturity	Amortized Cost	41,772,477	41,772,477
Export Bills and Notes Receivable	Loans and Receivables	Amortized Cost	34,317,498	34,317,498
Government Recapitalization Bonds				
Available-for-sale	Available-for-sale	Fair Value through Other Comprehensive Income	30,306	30,306
Held-to-maturity	Held-to-maturity	Amortized Cost	1,100,000	1,100,000
Securities Purchased Under Agreement to Resell	Loans and Receivables	Amortized Cost	20,313,264	20,313,264
Derivatives Receivables	Fair Value through Profit or Loss	Fair Value through Profit or Loss	193,091	193,091
Loans	Loans and Receivables	Amortized Cost	859,558,294	859,558,294
Acceptances Receivable	Loans and Receivables	Amortized Cost	9,344,682	9,346,682
Investment in Associated Entities	Available for sale	Fair Value through Other Comprehensive Income	12,369,341	12,369,341
Other Assets	Held-to-maturity	Amortized Cost	14,417,501	14,417,501

These supplementary financial information are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
NOTES TO THE FINANCIAL STATEMENTS - PARENT ENTITY
As of December 31, 2020 and for the Year Ended
(Expressed in millions of Rupiah, unless otherwise stated)

3. FINANCIAL ASSETS AND LIABILITIES CLASSIFICATION AT THE INITIAL IMPLEMENTATION DATE SFAS 71 and SFAS 73 (continued)

SFAS 71 (continued)

The table below shows the classification of financial assets and liabilities according to SFAS 55 and SFAS 71 in the transition to the adoption of SFAS 71 on January 1, 2020 (continued):

Notes	Classification based on SFAS 55 Dec 31, 2019	Classification based on SFAS 71 Jan 1, 2020	Carrying value based on SFAS 55 Dec 31, 2019	Carrying value based on SFAS 71 Jan, 1 2020
Financial Liabilities				
Liabilities Due Immediately	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	7,403,164	7,403,164
Deposits from Customers				
Demand Deposits	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	167,842,557	167,842,557
Saving Deposits	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	404,360,261	404,360,261
Time Deposits	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	397,547,188	397,547,188
Deposits from Other Banks And Financial Institutions				
Demand Deposits	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	882,107	882,107
Saving Deposits	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	9,154	9,154
Time Deposits and on call	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	9,953,426	9,953,426
Inter-bank call money	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	7,026,904	7,026,904
Securities Sold under Agreement to repurchase	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	49,902,938	49,902,938
Derivatives Payable	Financial Liabilities at fair value through profit or loss	Financial Liabilities at fair value through profit or loss	167,858	167,858
Acceptances Payable	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	9,344,684	9,344,684
Marketable securities Issued	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	38,316,131	38,316,131
Fund Borrowings	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	29,161,136	29,161,136
Estimated Losses on Commitments and Contingencies	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	607,557	607,557
Subordinated Loans	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	500,250	500,250
Other Liabilities	Financial Liabilities at Amortized Cost	Financial Liabilities at Amortized Cost	6,103,169	6,103,169

These supplementary financial information are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
NOTES TO THE FINANCIAL STATEMENTS - PARENT ENTITY
As of December 31, 2020 and for the Year Ended
(Expressed in millions of Rupiah, unless otherwise stated)

3. FINANCIAL ASSETS AND LIABILITIES CLASSIFICATION AT THE INITIAL IMPLEMENTATION DATE SFAS 71 and SFAS 73 (continued)

SFAS 71 (continued)

The financial assets of equity instruments held for strategic purposes have been classified as fair value through other comprehensive income based on SFAS 71. Prior to the adoption of SFAS 71, these instruments were classified as available-for-sale and measured at cost because their fair values cannot be reliably determined. SFAS 71 removes this exception.

The table below shows the reconciliation of the carrying value according to SFAS 55 and the carrying value according to SFAS 71 in the transition to the adoption of SFAS 71 on January 1, 2020:

Notes	Balance before the adoption of SFAS 71 December 31, 2019	Reclassification	Expected Credit Losses	Balance after the adoption of SFAS 71 January 1, 2020
<u>Assets</u>				
Current Accounts with other Banks - net	9,833,906	-	(24)	9,833,882
Placement with Bank Indonesia and other financial institutions - net	114,412,698	-	(668)	114,412,030
Securities - net	172,098,241	-	(43,093)	172,055,148
Export Bills and Notes Receivable - net	34,185,257	-	(2,628,902)	31,556,355
Securities Purchased under Agreement to Resell - net	20,313,264	-	(1)	20,313,263
Loans - net	822,020,360	-	(11,799,728)	810,220,632
Acceptances Receivable - net	9,344,682	-	(140,746)	9,203,936
Deffered Tax Assets	4,023,018	-	4,059,130	8,082,148
<u>Liabilities</u>				
Estimated Losses on Commitments and Contingencies	607,557	-	1,511,974	2,119,531
<u>Equity</u>				
Unrealized gain (loss) on fair value through other comprehensive income securities and Government Recapitalization Bonds - net	-	-	111,385	111,385
Retained earnings				
Appropriated	3,022,685	-	-	3,022,685
Unappropriated	175,803,701	-	(12,177,391)	163,626,310

These supplementary financial information are originally issued in the Indonesian language.

PT BANK RAKYAT INDONESIA (PERSERO) Tbk
NOTES TO THE FINANCIAL STATEMENTS - PARENT ENTITY
As of December 31, 2020 and for the Year Ended
(Expressed in millions of Rupiah, unless otherwise stated)

3. FINANCIAL ASSETS AND LIABILITIES CLASSIFICATION AT THE INITIAL IMPLEMENTATION DATE SFAS 71 and SFAS 73 (continued)

SFAS 71 (continued)

The following presents the impact of changes from "incurred loss approach" to "expected credit loss" for financial instruments measured at amortized costs:

	January 1, 2020							Increase/ (Decrease)
	Allowance for impairment losses According SFAS 55			Expected impairment Losses according to SFAS 71				
	Allowance for collective impairment losses	Allowance for individual impairment losses	Total	Stage 1	Stage 2	Stage 3	Total	
Financial Instrument								
Current Accounts with other banks	-	-	-	24	-	-	24	24
Placement with Bank Indonesia and other financial institutions	-	-	-	668	-	-	668	668
Securities	-	-	-	154,478	-	-	154,478	154,478
Export Bills and Notes Receivable	132,241	-	132,241	427,453	2,311,525	22,165	2,761,143	2,628,902
Securities Purchased under Agreement to Resell	-	-	-	1	-	-	1	1
Loans	21,304,221	16,233,713	37,537,934	15,516,398	16,759,868	17,061,396	49,337,662	11,799,728
Acceptances Receivable	-	-	-	140,746	-	-	140,746	140,746
Irrevocable L/C	-	135,313	135,313	22,118	147,199	-	169,317	34,004
Guarantees issued	-	472,244	472,244	184,214	577,451	103,666	865,331	393,087
Unused loan facilities	-	-	-	435,780	516,097	133,006	1,084,883	1,084,883
Total	21,436,462	16,841,270	38,277,732	16,881,880	20,312,140	17,320,233	55,514,253	16,236,521

SFAS 73

The following table presents the impact of the implementation of SFAS 73 on January 1, 2020:

	January 1, 2020		
	Before Reclassified	Reclassified	After reclassified
Statement of financial position			
Other assets			
prepaid expense	2,584,867	(426,217)	2,158,650
Fixed assets – right of use assets			
after accumulated depreciation	-	472,380	472,380
Other liabilities			
Rent liabilities	-	46,163	46,163

**Program Kemitraan dan Bina Lingkungan/
Partnership and Community Development Program
PT Bank Rakyat Indonesia (Persero) Tbk**

Laporan keuangan tanggal 31 Desember 2020 dan
untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen/
*Financial statements as of December 31, 2020 and
for the year then ended with independent auditors' report*



PT. BANK RAKYAT INDONESIA (PERSERO), Tbk.

KANTOR PUSAT

Jalan Jenderal Sudirman No. 44-46 Tromol Pos 1004 / 1000 Jakarta 10210

Telepon : 5751502, 5751504, 5751506, 5751507, 5751508, 5751510

Faksimile : 2500126, Kawat : KANPUSBRI

Website : www.bri.co.id

**SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN
PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
TANGGAL 31 DESEMBER 2020 DAN
UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT**

**BOARD OF DIRECTORS' STATEMENT
REGARDING THE RESPONSIBILITY FOR THE FINANCIAL
STATEMENTS OF THE PARTNERSHIP AND COMMUNITY
DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
AS OF DECEMBER 31, 2020 AND
FOR THE YEAR THEN ENDED**

Nomor: B. 313 -DIR/SKP/02/2021

Nomor: B. 314 -DIR/SSM/02/2021

Kami yang bertanda tangan dibawah ini :

We, the undersigned :

Nama	Supari	Name
Jabatan	Direktur Bisnis Mikro/Director of Micro Business	Title
Alamat Kantor	PT Bank Rakyat Indonesia (Persero) Tbk Gedung BRI I Lantai 19 Jl. Jend. Sudirman Kav. 44-46 Jakarta 10210	Office Address
Nama	Aestika Oryza Gunarto	Name
Jabatan	Executive Vice President Corporate Secretary Division	Title
Alamat Kantor	PT Bank Rakyat Indonesia (Persero) Tbk Gedung BRI I Lantai 15 Jl. Jend. Sudirman Kav. 44-46 Jakarta 10210	Office Address
Nama	Priyadi	Name
Jabatan	Executive Vice President Small Sales Management	Title
Alamat Kantor	PT Bank Rakyat Indonesia (Persero) Tbk Gedung BRI II Lantai 28 Jl. Jend. Sudirman Kav. 44-46 Jakarta 10210	Office Address

Menyatakan bahwa:

Declare that:

- Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan Program Kemitraan dan Bina Lingkungan PT Bank Rakyat Indonesia (Persero) Tbk;
- Laporan Keuangan Program Kemitraan dan Bina Lingkungan PT Bank Rakyat Indonesia (Persero) Tbk telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan Entitas Tanpa Akuntabilitas Publik di Indonesia dan berdasarkan Surat Edaran Kementerian BUMN No. SE-02/MBU/WK/2012 tanggal 23 Februari 2012 perihal Penetapan Pedoman Akuntansi Program Kemitraan dan Bina Lingkungan;
- a. Semua Informasi dalam laporan keuangan Program Kemitraan dan Bina Lingkungan PT Bank Rakyat Indonesia (Persero) Tbk telah diungkapkan secara lengkap dan benar;
- b. Laporan keuangan Program Kemitraan dan Bina Lingkungan PT Bank Rakyat Indonesia (Persero) Tbk tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
- Kami bertanggung jawab atas sistem pengendalian internal Program Kemitraan dan Bina Lingkungan PT Bank Rakyat Indonesia (Persero) Tbk.

- We are responsible for the preparation and the presentation of the Financial Statements of the Partnership and Community Development Program PT Bank Rakyat Indonesia (Persero) Tbk;
- The Financial Statements of the Partnership and Community Development Program PT Bank Rakyat Indonesia (Persero) Tbk have been prepared and presented in accordance with Indonesian Financial Accounting Standards for Entities Without Public Accountability and based on the Circular Letter of Ministry of State Owned Enterprises No.SE-02/MBU/WK/2012 dated February 23, 2012 Concerning Guidance of Accounting Standards for Partnership and Community Development Program;
- a. All information in the Financial Statements of the Partnership and Community Development Program PT Bank Rakyat Indonesia (Persero) Tbk has been disclosed in a complete and truthful manner;
- b. The Financial Statements of the Partnership and Community Development Program PT Bank Rakyat Indonesia (Persero) Tbk do not contain any incorrect material information or facts, nor do they omit any material information or facts;
- We are responsible for the Partnership and Community Development Program PT Bank Rakyat Indonesia (Persero) Tbk's internal control system.

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement has been made truthfully.

Jakarta, 19 Februari 2021/February 19, 2021



Supari
Direktur/
Director

Aestika Oryza Gunarto
Executive Vice President

Priyadi
Executive Vice President

Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif

The original financial statements included herein are in Indonesian language.

**PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN KEUANGAN
TANGGAL 31 DESEMBER 2020 DAN
UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN**

**PARTNERSHIP AND COMMUNITY
DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2020 AND
FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITORS' REPORT**

Daftar Isi

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The original report included herein is in Indonesian language.

Laporan Auditor Independen

Laporan No. 00087/2.1032/AU.2/10/1681-1/1/II/2021

Pengelola Program Kemitraan dan Bina Lingkungan PT Bank Rakyat Indonesia (Persero) Tbk

Kami telah mengaudit laporan keuangan Program Kemitraan dan Bina Lingkungan PT Bank Rakyat Indonesia (Persero) Tbk terlampir, yang terdiri atas laporan posisi keuangan pada tanggal 31 Desember 2020, serta laporan aktivitas dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

Tanggung jawab manajemen atas laporan keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan ini sesuai dengan Standar Akuntansi Keuangan Entitas Tanpa Akuntabilitas Publik di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Tanggung jawab auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan tersebut berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan tersebut bebas dari kesalahan penyajian material.

Independent Auditors' Report

Report No. 00087/2.1032/AU.2/10/1681-1/1/II/2021

Management of Partnership and Community Development Program PT Bank Rakyat Indonesia (Persero) Tbk

We have audited the accompanying financial statements of Partnership and Community Development Program PT Bank Rakyat Indonesia (Persero) Tbk, which comprise the statement of financial position as of December 31, 2020, and the statement of activities and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of such financial statements in accordance with Indonesian Financial Accounting Standards for Entities Without Public Accountability, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on such financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

Laporan Auditor Independen (lanjutan)

Laporan No. 00087/2.1032/AU.2/10/1681-1/1/II/2021 (lanjutan)

Independent Auditors' Report (continued)

Report No. 00087/2.1032/AU.2/10/1681-1/1/II/2021 (continued)

Tanggung jawab auditor (lanjutan)

Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opini

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Program Kemitraan dan Bina Lingkungan PT Bank Rakyat Indonesia (Persero) Tbk tanggal 31 Desember 2020, serta aktivitas dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Entitas Tanpa Akuntabilitas Publik di Indonesia.

Auditors' responsibility (continued)

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Partnership and Community Development Program of PT Bank Rakyat Indonesia (Persero) Tbk as of December 31, 2020, and its activities and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards for Entities Without Public Accountability.

Purwantono, Sungkoro & Surja



Christophorus Alvin Kossim

Registrasi Akuntan Publik No. AP.1681/Public Accountant Registration No. AP.1681

19 Februari 2021/February 19, 2021

**PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN POSISI KEUANGAN
Tanggal 31 Desember 2020
(Dinyatakan dalam Rupiah)**

**PARTNERSHIP AND COMMUNITY
DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF FINANCIAL POSITION
As of December 31, 2020
(Expressed in Rupiah)**

ASET	31 Desember/ December 31, 2020	Catatan/ Notes	31 Desember/ December 31, 2019	ASSETS
Kas pada Bank	251.415.252.491	2b,2p, 4,22	255.222.568.633	Cash in Bank
Piutang kepada Badan Usaha Milik Negara ("BUMN") pembina lain/ lembaga penyalur (setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp63.172.130.839 dan Rp30.297.225.852 masing-masing pada tanggal 31 Desember 2020 dan 2019)	2.302.869.161	2c,2d,2p 5,22	35.677.774.148	Receivables from other fostering State-Owned Enterprises ("SOE")/distributing partners (net of allowance for impairment losses amounting to Rp63,172,130,839 and Rp30,297,225,852 as of December 31, 2020 and 2019, respectively)
Piutang pinjaman mitra binaan (setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp72.444.310.853 dan Rp47.377.850.524 masing-masing pada tanggal 31 Desember 2020 dan 2019)	276.592.781.850	2c,2d,6	405.400.884.072	Loan receivables from foster partners (net of allowance for impairment losses amounting to Rp72,444,310,853 and Rp47,377,850,524 as of December 31, 2020 and 2019, respectively)
Pendapatan jasa administrasi pinjaman yang masih akan diterima	1.412.596.849	2j,7	1.568.522.509	Accrued loan administration services income
Piutang lain-lain (setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp14.826.471.403 dan Rp15.634.047.189 masing-masing pada tanggal 31 Desember 2020 dan 2019)	700.000.070	2c,2p,8, 20,21,22	527.424.213	Other receivables (net of allowance for impairment losses amounting to Rp14,826,471,403 and Rp15,634,047,189 as of December 31, 2020 and 2019, respectively)
Aset tetap (setelah dikurangi akumulasi penyusutan sebesar Rp71.089.105 masing-masing pada tanggal 31 Desember 2020 dan 2019)	-	2e,9	-	Fixed assets (net of accumulated depreciation amounting to Rp71,089,105 as of December 31, 2020 and 2019, respectively)
JUMLAH ASET	532.423.500.421		698.397.173.575	TOTAL ASSETS
LIABILITAS DAN ASET NETO				LIABILITIES AND NET ASSETS
LIABILITAS				LIABILITIES
Beban yang masih harus dibayar	-	2f,2p 10,22	48.083.619.330	Accrued expenses
Liabilitas lain-lain	-		159.440.534	Other liabilities
JUMLAH LIABILITAS	-		48.243.059.864	TOTAL LIABILITIES
ASET NETO				NET ASSETS
Aset neto tidak terikat	532.423.500.421	2g,11	650.154.113.711	Unrestricted net assets
JUMLAH LIABILITAS DAN ASET NETO	532.423.500.421		698.397.173.575	TOTAL LIABILITIES AND NET ASSETS

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

The original financial statements included herein are in Indonesian language.

**PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN AKTIVITAS
Untuk Tahun yang Berakhir
pada Tanggal 31 Desember 2020
(Dinyatakan dalam Rupiah)**

**PARTNERSHIP AND COMMUNITY
DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF ACTIVITIES
For the Year Ended December 31, 2020
(Expressed in Rupiah)**

	Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31,			
	2020	Catatan/ Notes	2019	
PERUBAHAN ASET NETO TIDAK TERIKAT				CHANGES IN UNRESTRICTED NET ASSETS
PENDAPATAN				REVENUE
Pendapatan jasa administrasi pinjaman	20.535.818.297	2j,14 2i,2p	13.878.007.903	Loan administration services income
Pendapatan bunga	3.550.464.967	13,22	6.224.222.289	Interest income
Pembalikan cadangan kerugian penurunan nilai piutang lain-lain	807.575.787	21	-	Reversal for impairment losses of other receivables expenses
Pembalikan cadangan kerugian penurunan nilai piutang kepada BUMN pembina lain	-	2n,5	4.102.097.514	Reversal for impairment losses on receivables from other fostering SOE expenses
Pendapatan lain-lain	228.436.818	2i,15	145.581.175	Other income
JUMLAH PENDAPATAN	25.122.295.869		24.349.908.881	TOTAL REVENUE
BEBAN				EXPENSES
Penyaluran dana program bina lingkungan	84.911.543.843	2o,17	226.583.858.920	Community development program funds distribution
Beban cadangan kerugian penurunan nilai piutang kepada BUMN pembina lain	32.874.904.987	2n,5	-	Allowance for impairment losses on receivable from other fostering SOE expenses
Beban cadangan kerugian penurunan nilai piutang pinjaman	25.066.460.329	2n,6d	7.565.978.290	Allowance for impairment losses of loan receivables expenses
Hibah dana program kemitraan kepada BUMN khusus	-	2o,2p 19,22	50.000.000.000	Partnership program funding grant to special SOE
Beban cadangan kerugian penurunan nilai piutang lain-lain	-	20	15.634.047.189	Allowance for impairment losses of other receivables expenses
Dana pembinaan kemitraan	-	2m,16	322.580.915	Fostering partnership funds
JUMLAH BEBAN	142.852.909.159		300.106.465.314	TOTAL EXPENSES
PENURUNAN ASET NETO TIDAK TERIKAT	(117.730.613.290)	11	(275.756.556.433)	DECREASE IN UNRESTRICTED NET ASSETS
ASET NETO TIDAK TERIKAT PADA AWAL TAHUN	650.154.113.711	11	925.910.670.144	UNRESTRICTED NET ASSETS AT BEGINNING OF YEAR
ASET NETO TIDAK TERIKAT PADA AKHIR TAHUN	532.423.500.421	11	650.154.113.711	UNRESTRICTED NET ASSETS AT END OF YEAR

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

**PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN ARUS KAS
Untuk Tahun yang Berakhir
pada Tanggal 31 Desember 2020
(Dinyatakan dalam Rupiah)**

**PARTNERSHIP AND COMMUNITY
DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2020
(Expressed in Rupiah)**

	Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31,		
	2020	Catatan/ Notes	
ARUS KAS DARI AKTIVITAS OPERASI			CASH FLOWS FROM OPERATING ACTIVITIES
Pengembalian piutang pinjaman mitra binaan	252.282.641.893		Collection of foster partners loan receivables
Pendapatan jasa administrasi pinjaman	20.691.743.957		Loan administration services income
Pendapatan bunga	3.550.464.967	13	Interest income
Pengembalian dari BUMN pembina lain	500.000.000	5	Repayment from other Fostering SOE
Penyaluran piutang pinjaman mitra binaan	(149.171.000.070)		Loan receivables from foster partners distribution
Hibah dana program kemitraan kepada BUMN khusus	-	19	Partnership program funding grant to special SOE
Penyaluran dana pembinaan kemitraan	-	16	Fostering partnership distribution fund
Penyaluran dana program bina lingkungan	(132.995.163.173)		Community development program funds distribution
Lain-lain	1.333.996.284		Other
Kas Neto yang Digunakan untuk Aktivitas Operasi	(3.807.316.142)		Net Cash Used in Operating Activities
PENURUNAN NETO DALAM KAS DAN SETARA KAS	(3.807.316.142)		NET DECREASE IN CASH AND CASH EQUIVALENTS
KAS DAN SETARA KAS PADA AWAL TAHUN	255.222.568.633		CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR
KAS DAN SETARA KAS AKHIR TAHUN	251.415.252.491	4	CASH AND CASH EQUIVALENTS AT END OF YEAR

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

**PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2020 dan
Untuk Tahun yang Berakhir
pada Tanggal Tersebut
(Disajikan dalam Rupiah)**

**PARTNERSHIP AND COMMUNITY
DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2020 and
For the Year then Ended
(Expressed in Rupiah)**

1. PENJELASAN UMUM

a. Pendirian dan Informasi Umum

Program Kemitraan dan Bina Lingkungan (PKBL) PT Bank Rakyat Indonesia (Persero), Tbk (BRI), selanjutnya disebut "PKBL BRI" berdiri dan beroperasi sejak tahun 1990 dengan nama Pembinaan Pengusaha Ekonomi Lemah dan Koperasi (PPELK) sesuai dengan Keputusan Menteri Keuangan Republik Indonesia (RI) No. 1232/KMK.013/1989 tanggal 11 November 1989, jo No. 306/KMK.013/1991 tanggal 20 Maret 1991, jo No. 368/KMK.013/1991 tanggal 19 April 1991 yang ditinjau kembali dengan Keputusan Menteri Keuangan Republik Indonesia No. 316/KMK.016/1994 tanggal 27 Juni 1994 tentang Pedoman Pembinaan Usaha Kecil dan Koperasi melalui pemanfaatan dana dari bagian laba Badan Usaha Milik Negara (BUMN). Kegiatan ini merupakan kebijakan Pemerintah yang dilaksanakan oleh seluruh BUMN dengan maksud agar BUMN disamping menjalankan operasional bisnisnya, juga melaksanakan tugas sosial sebagai pembina usaha kecil koperasi berupa akses permodalan dan pendampingan, sehingga pada akhirnya bisa mandiri atau akses pembebanan komersial/perbankan.

Peraturan tersebut selanjutnya diperbaharui dengan Surat Keputusan Menteri BUMN No. KEP-236/MBU/2003 tanggal 17 Juni 2003 tentang Program Kemitraan Badan Usaha Milik Negara dengan Usaha Kecil dan Program Bina Lingkungan dan Surat Edaran Menteri BUMN No. SE-433/MBU/2003 tanggal 16 September 2003 tentang Petunjuk Pelaksanaan Program Kemitraan BUMN dengan Usaha Kecil dan Program Bina Lingkungan. Peraturan ini kemudian disempurnakan melalui Peraturan Menteri Badan Usaha Milik Negara (BUMN) No. PER-05/MBU/2007 tanggal 27 April 2007, kemudian di amendemen berturut-turut oleh PER-20/MBU/2012 tanggal 27 Desember 2012 tentang perubahan atas Peraturan Menteri Negara BUMN No. PER-05/MBU/2007 yang berlaku untuk tahun buku 2013. Peraturan selanjutnya yang dikeluarkan yaitu Peraturan Menteri Negara BUMN No. PER-05/MBU/2013 tanggal 1 Mei 2013 yang mengatur penghentian pelaksanaan kegiatan BUMN peduli mulai tahun 2013.

1. GENERAL DESCRIPTION

a. Establishment and General Information

Partnership and Community Development Program (PKBL) PT Bank Rakyat Indonesia (Persero) Tbk (BRI), hereinafter referred to as "PKBL BRI" was established and started its operations in 1990 with the name Entrepreneur Small Economy and Cooperative Coaching (PPELK) according to the Decree of Minister of Finance of the Republic of Indonesia No. 1232/KMK.013/1989 dated November 11, 1989, in conjunction with No. 306/KMK.013/1991 dated March 20, 1991, in conjunction with No. 368/KMK.013/1991 dated April 19, 1991 which was revisited with the Decree of Minister of Finance of the Republic of Indonesia No. 316/KMK.016/1994 dated June 27, 1994 regarding the Fostering Guidelines for Small Businesses and Cooperatives through the utilization of funds from the profit of the State-Owned Enterprises (SOEs). This activity is a government policy that is implemented by all SOEs with the intention that in addition to conducting its business operations, SOEs, also carry out social duties as a foster for small business cooperatives in the form of access to capital and mentoring, so that they in the end can be independent or commercial loading access/banking.

The regulation was subsequently amended by Decree of Minister of State-Owned Enterprises No. KEP-236/MBU/2003 dated June 17, 2003 regarding the Partnership Program for State-Owned Enterprises with Small Business and Community Development Program and the Circular Letter of Minister of State-Owned Enterprises No. SE-433/MBU/2003 dated September 16, 2003 regarding the Implementation Guidelines of Partnership Program for SOEs with Small Business and Community Development Program. The regulation was later amended by the Minister of State-Owned Enterprises' Regulation No. PER-05/MBU/2007 dated April 27, 2007, subsequently amended successively by PER-20/MBU/2012 dated December 27, 2012 regarding amendments to the Minister of SOEs' Regulation No. PER-05/MBU/2007, which applies to the fiscal year 2013. The subsequent regulations issued is the Minister of SOEs' Regulation No. PER-05/MBU/2013 dated May 1, 2013 governing the termination of the SOEs care activities which began in 2013.

**PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
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pada Tanggal Tersebut
(Disajikan dalam Rupiah)**

**PARTNERSHIP AND COMMUNITY
DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2020 and
For the Year then Ended
(Expressed in Rupiah)**

1. PENJELASAN UMUM (lanjutan)

a. Pendirian dan Informasi Umum (lanjutan)

Peraturan Kementerian diatas, terakhir kembali diubah dengan Peraturan Menteri BUMN No. PER-08/MBU/2013 tanggal 10 September 2013 antara lain, mengatur tentang sumber dana Program Kemitraan dan Bina Lingkungan yang berasal dari anggaran perusahaan yang diperhitungkan sebagai biaya, maksimal (masing-masing) 2% dari laba bersih tahun sebelumnya.

Berdasarkan Peraturan Menteri Badan Usaha Milik Negara No. PER-07/MBU/05/2015 tanggal 22 Mei 2015 tentang Program Kemitraan Badan Usaha Milik Negara dengan usaha kecil dan program bina lingkungan, menyatakan bahwa peraturan sebelumnya yaitu Peraturan Menteri BUMN No. PER-05/MBU/2007 tanggal 27 April 2007, No. PER-20/MBU/2012 tanggal 27 Desember 2012, No. PER-05/MBU/2013 tanggal 1 Mei 2013, No. PER-07/MBU/2013 tanggal 27 Juni 2013, No. PER-08/MBU/2013 tanggal 10 September 2013 dan Surat Deputi Bidang Restrukturisasi dan Perencanaan Strategis BUMN No. S-92/DS.MBU/2013 tanggal 3 April 2013 dicabut dan dinyatakan tidak berlaku.

Pada tanggal 3 Juli 2015 Kementerian BUMN mengeluarkan Peraturan Menteri No. PER-09/MBU/07/2015 yang menggantikan PER-07/MBU/05/2015.

Pada tanggal 19 Desember 2016 Kementerian BUMN mengeluarkan peraturan Menteri No. PER-03/MBU/12/2016 yang merupakan perubahan atas peraturan No. PER-09/MBU/07/2015.

Pada tanggal 5 Juli 2017 Kementerian BUMN mengeluarkan peraturan Menteri No. PER-02/MBU/7/2017 yang merupakan perubahan kedua atas peraturan No. PER-09/MBU/07/2015.

Terakhir, pada tanggal 2 April 2020 Kementerian BUMN mengeluarkan peraturan Menteri No. PER-02/MBU/04/2020 yang merupakan perubahan ketiga atas peraturan No. PER-09/MBU/07/2015.

1. GENERAL DESCRIPTION (continued)

a. Establishment and General Information (continued)

The Ministry Regulation above, last amended by the Minister of SOEs' Regulation No. PER-08/MBU/2013 dated September 10, 2013 among others, regulates the funding sources of the Partnership and Community Development Program derived from the company's budget that is calculated as expense, maximum (each) of 2% from the previous year's net income.

Based on Minister of State-Owned Enterprises' Regulation No. PER-07/MBU/05/2015 dated May 22, 2015 regarding the Partnership Program for State-Owned Enterprises with small business and community development program, it is stated that the previous regulations, which are the Minister of State-Owned Enterprises' Regulation No. PER-05/MBU/2007 dated April 27, 2007, No. PER-20/MBU/2012 dated December 27, 2012, No. PER-05/MBU/2013 dated May 1, 2013, No. PER-07/MBU/2013 dated June 27, 2013, No. PER-08/MBU/2013 dated September 10, 2013 and the Letter of Deputy for Restructuring and SOEs Strategic Planning No. S-92/DS.MBU/2013 dated April 3, 2013 are revoked and declared invalid.

On July 3, 2015, the Ministry of State-Owned Enterprises issued the Ministerial Regulation No. PER-09/MBU/07/2015 which replaced PER-07/MBU/05/2015.

On December 19, 2016, the Ministry of State-Owned Enterprises issued another Ministerial Regulation No. PER-03/MBU/12/2016 which is an amendment of No. PER-09/MBU/07/2015.

On July 5, 2017, the Ministry of State-Owned Enterprises issued another Ministerial Regulation No. PER-02/MBU/7/2017 which is a second amendment of No. PER-09/MBU/07/2015.

Latest, on April 2, 2020, the Ministry of State-Owned Enterprises issued another Ministerial Regulation No. PER-02/MBU/04/2020 which is a third amendment of No. PER-09/MBU/07/2015.

**PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
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(Disajikan dalam Rupiah)**

**PARTNERSHIP AND COMMUNITY
DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2020 and
For the Year then Ended
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1. PENJELASAN UMUM (lanjutan)

a. Pendirian dan Informasi Umum (lanjutan)

Program Kemitraan BUMN dengan Usaha Kecil, yang selanjutnya disebut Program Kemitraan (PK) adalah program untuk meningkatkan kemampuan Usaha Kecil agar menjadi tangguh dan mandiri melalui pemanfaatan dana dari bagian laba BUMN Pembina.

Program Bina Lingkungan (BL) adalah program pemberdayaan kondisi sosial masyarakat oleh BUMN.

b. Kegiatan Utama

Kegiatan utama yang dilakukan PKBL BRI meliputi kegiatan sebagai berikut:

1. Program Kemitraan (PK) meliputi kegiatan penyaluran dana berupa:
 - a) Pinjaman untuk membiayai modal kerja dan/atau pembelian aset tetap dalam rangka meningkatkan produksi dan penjualan;
 - b) Pinjaman tambahan untuk membiayai kebutuhan yang bersifat jangka pendek untuk memenuhi pesanan dari rekanan usaha Mitra Binaan;
 - c) Beban pembinaan:
 - 1) untuk membiayai pendidikan, pelatihan, pemagangan, pemasaran, promosi, dan hal-hal lain yang menyangkut peningkatan produktivitas Mitra Binaan serta untuk pengkajian/penelitian yang berkaitan dengan Program Kemitraan;
 - 2) Beban Pembinaan bersifat hibah dan besarnya paling banyak 20% (dua puluh persen) dari dana Program Kemitraan yang disalurkan pada tahun berjalan;
 - 3) Beban Pembinaan hanya dapat diberikan kepada atau untuk kepentingan Mitra Binaan.

1. GENERAL DESCRIPTION (continued)

a. Establishment and General Information (continued)

Partnership Program for SOEs' and with small business, hereinafter called Partnership Program (PK) is a program to improve the ability of Small Business to be resilient and independent through the utilization of funds that are part of the profits of Fostering SOEs.

Community Development Program (BL) is SOE's community program whose objective is to empower the social condition of the community's business.

b. Primary Activities

The primary activities of PKBL BRI include the following:

1. *Partnership Program (PK) includes the distribution of funds in the form of:*
 - a) *Loans to finance working capital and/or purchasing of fixed asset in order to increase production and sales;*
 - b) *Additional loan distribution to finance the short-term funding, to fulfill orders from business partner of the Foster Partners;*
 - c) *Fostering Expenses:*
 - 1) *to finance education, training, internship, marketing, promotion, and other matters related to improving the productivity of the Foster Partners and for assessment/research related to the Partnership Program;*
 - 2) *Fostering Expenses are grant and with the maximum amount of 20% (twenty percent) of Partnership Program funds disbursed in the current year;*
 - 3) *Fostering Expenses can only be given to or for the benefit of the Foster Partners.*

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1. PENJELASAN UMUM (lanjutan)

b. Kegiatan Utama (lanjutan)

Kegiatan utama yang dilakukan PKBL BRI meliputi kegiatan sebagai berikut: (lanjutan)

2. Program Bina Lingkungan (BL) meliputi kegiatan penyaluran dana berupa:
 - a) Bantuan bencana alam dan bencana non alam, termasuk yang disebabkan oleh wabah;
 - b) Bantuan pendidikan, dapat berupa pelatihan, prasarana dan sarana pendidikan;
 - c) Bantuan peningkatan kesehatan;
 - d) Bantuan pengembangan prasarana dan/atau sarana umum;
 - e) Bantuan sarana ibadah;
 - f) Bantuan pelestarian alam;
 - g) Bantuan sosial kemasyarakatan untuk pengentasan kemiskinan, termasuk untuk:
 - 1) Elektrifikasi;
 - 2) Penyediaan sarana air bersih;
 - 3) Penyediaan sarana sanitasi;
 - 4) Bantuan pendidikan, pelatihan, pemagangan, promosi, dan bentuk bantuan lain yang terkait dengan upaya peningkatan kemandirian ekonomi dan usaha kecil selain Mitra Binaan Program Kemitraan;
 - 5) Perbaikan rumah untuk masyarakat tidak mampu;
 - 6) Bantuan pembibitan untuk pertanian, peternakan dan perikanan; atau
 - 7) Bantuan peralatan usaha.
3. Melakukan pengawasan atas kegiatan penyaluran dana PKBL di unit kerja BRI dan pengawasan kegiatan usaha Mitra Binaan;
4. Melakukan pelaporan kegiatan PKBL.

1. GENERAL DESCRIPTION (continued)

b. Primary Activities (continued)

The primary activities of PKBL BRI include the following: (continued)

2. Community Development Program (BL) includes the distribution of funds in the form of:
 - a) Aid for natural and non-natural disaster, include disaster caused by pluge;
 - b) Aid for education, can be training, education facility and infrastructure;
 - c) Aid for health improvement;
 - d) Aid for development of public facilities and/or infrastructures;
 - e) Aid for worship facilities;
 - f) Aid for nature preservation;
 - g) Aid for social assistance for poverty alleviation, including:
 - 1) Electrification;
 - 2) Providing facilities for clean water;
 - 3) Providing sanitation facilities;
 - 4) Educational assistance, training, internship, promotion and other assistance related to improving the economic independence of small businesses other than Partnership Program Foster Partners;
 - 5) Housing reparation for people living in poverty;
 - 6) Assistance for agriculture, animal husbandry and fisheries; or
 - 7) Assistance in the form of business equipment.
3. Monitoring of PKBL funds distribution in BRI working unit activities and the monitoring of Foster Partners' business activities;
4. Reporting PKBL activities.

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1. PENJELASAN UMUM (lanjutan)

c. Sumber Dana

Sumber dana PKBL BRI berasal dari:

1. Penyisihan sebagian laba bersih PT Bank Rakyat Indonesia (Persero) Tbk dan/atau anggaran yang diperhitungkan sebagai biaya pada PT Bank Rakyat Indonesia (Persero) Tbk;
2. Saldo dana PKBL BRI yang berasal dari penyisihan sebagian laba PT Bank Rakyat Indonesia (Persero) Tbk yang teralokasi sampai dengan akhir tahun 2012;
3. Jasa administrasi pinjaman/margin/bagi hasil Program Kemitraan, bunga deposito dan/atau jasa giro dari dana PKBL;
4. Pelimpahan dana Program Kemitraan dari BUMN lain, jika ada.

d. Susunan Pengelola

Pengelola PKBL BRI dilakukan oleh *Small Sales Management Division* dan *Corporate Secretary Division*.

Pada tahun 2019, Pengelola PKBL dilakukan oleh Divisi Bisnis Program dan Kemitraan dan Divisi Sekretariat Perusahaan.

Susunan Pengelola PKBL BRI untuk tahun berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

	31 Desember/December 31,		
	2020	2019	
Direktur Bisnis Mikro	Supari	Supari	<i>Director of Micro Business</i>
<i>Executive Vice President Small Sales Management Division</i> (Dahulu Kepala Divisi Bisnis Program dan Kemitraan)	Priyadi	Djoko Purwanto	<i>Executive Vice President of Small Sales Management Division (Formerly Division Head of Program and Partnership)</i>
<i>Vice President Small Sales Management Division</i>	Arie Susmiyanti	-	<i>Vice President of Small Sales Management Division</i>
<i>Assistant Vice President Small Sales Management Division</i> (Dahulu Kepala Bagian PK dan Pengawasan LKM)	M. Abdi Rahman	M. Abdi Rahman	<i>Assistant Vice President of Small Sales Management Division (Formerly Group Head of Partnership Loan and MFI Supervision)</i>

2. GENERAL DESCRIPTION (continued)

c. Funding Resources

Source of PKBL BRI's funding is derived from:

1. Provision of net income of PT Bank Rakyat Indonesia (Persero) Tbk and/or budget which was calculated as expense in PT Bank Rakyat Indonesia (Persero) Tbk;
2. The PKBL funds balance that is derived from provision of the profits of PT Bank Rakyat Indonesia (Persero) Tbk allocated until the end of 2012;
3. Administrative services from Partnership Program loan/margin/profit-sharing, time deposits interest and/or current account services from PKBL funds;
4. Partnership Program funds handed over from other SOEs, if any.

d. Management Structure

PKBL management performed by *Small Sales Management Division* and *Corporate Secretary Division*.

In 2019, PKBL management performed by *Program and Partnership Business Division* and *Corporate Secretary Division*.

Management structure of PKBL BRI for the years ended December 31, 2020 and 2019 is as follows:

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1. PENJELASAN UMUM (lanjutan)

d. Susunan Pengelola (lanjutan)

Susunan Pengelola PKBL BRI untuk tahun berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut: (lanjutan)

	31 Desember/December 31,	
	2020	2019
<i>Executive Vice President Corporate Secretary Division (Dahulu Kepala Divisi Sekretariat Perusahaan)</i>	Aestika Oryza Gunarto	Hari Purnomo
<i>Vice President Corporate Social Responsibility & Community Development</i>	Zainuddin Thalib Burutu	Zainuddin Thalib Burutu

Seluruh pegawai adalah pegawai yang memperoleh gaji dan manfaat lainnya dari BRI sehingga masalah penetapan Imbalan Kerja (PSAK No. 24) dilaksanakan oleh dan menjadi beban BRI.

Pemotongan dan penyetoran atas PPh Pasal 21 atas pegawai BRI yang ditempatkan di PKBL BRI dilakukan oleh BRI.

e. Unit Kerja Penyalur PKBL BRI

Unit PKBL BRI terdiri atas 2 (dua) divisi yaitu:

- Small Sales Management Division* berlokasi di Gedung BRI II Lantai 28 Jalan Jenderal Sudirman Kav. 44-46, Jakarta Pusat sebagai penyalur dana pinjaman kemitraan.
- Corporate Secretary Division* berlokasi di Gedung BRI I Lantai 15 Jalan Jenderal Sudirman Kav. 44-46, Jakarta Pusat sebagai penyalur dana Bina Lingkungan.

1. GENERAL DESCRIPTION (continued)

d. Management Structure (continued)

Management structure of PKBL BRI for the years ended December 31, 2020 and 2019 is as follows: (continued)

	31 Desember/December 31,	
	2020	2019
<i>Executive Vice President of Corporate Secretary Division (Formerly Division Head of Corporate Secretary)</i>	Aestika Oryza Gunarto	Hari Purnomo
<i>Vice President Corporate Social Responsibility & Community Development</i>	Zainuddin Thalib Burutu	Zainuddin Thalib Burutu

All employees are employees who earn salaries and other benefits from BRI so that the application of Employee Benefits (SFAS No. 24) is implemented by and charged to BRI.

Withholding and deposit of Income Tax Article 21 of BRI employees placed in PKBL BRI is conducted by BRI.

e. Distributor Working Units PKBL BRI

PKBL BRI units consist of 2 (two) division:

- Small Sales Management Division* located in BRI II Building 28th Floor Jalan Jenderal Sudirman Kav. 44-46, Central Jakarta as the distributor of partnership receivable funds.
- Corporate Secretary Division* located at BRI I Building 15th Floor Jalan Jenderal Sudirman Kav. 44-46, Central Jakarta as the distributor of Community Development funds.

The original financial statements included herein are in Indonesian language.

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1. PENJELASAN UMUM (lanjutan)

e. Unit Kerja Penyalur PKBL BRI (lanjutan)

Pada tanggal 31 Desember 2020 dan 2019 penyaluran dana PKBL BRI dilakukan di unit kerja BRI dengan rincian sebagai berikut (tidak diaudit):

No.	Unit Kerja	Jumlah Kantor Cabang/ Total Branches		Jumlah Kantor Cabang Pembantu/ Total Sub Branches		Working Units	No.
		2020	2019	2020	2019		
1.	Kantor Wilayah Aceh	11	11	15	15	Aceh Regional Office	1.
2.	Kantor Wilayah Medan	24	24	34	34	Medan Regional Office	2.
3.	Kantor Wilayah Padang	14	14	8	8	Padang Regional Office	3.
4.	Kantor Wilayah Pekanbaru	22	22	20	20	Pekanbaru Regional Office	4.
5.	Kantor Wilayah Palembang	21	21	29	29	Palembang Regional Office	5.
6.	Kantor Wilayah DKI Jakarta 1	25	25	54	54	DKI Jakarta 1 Regional Office	6.
7.	Kantor Wilayah DKI Jakarta 2	31	31	69	69	DKI Jakarta 2 Regional Office	7.
8.	Kantor Wilayah DKI Jakarta 3	36	36	55	55	DKI Jakarta 3 Regional Office	8.
9.	Kantor Wilayah Bandung	30	30	45	45	Bandung Regional Office	9.
10.	Kantor Wilayah Semarang	22	22	38	38	Semarang Regional Office	10.
11.	Kantor Wilayah Yogyakarta	33	33	34	34	Yogyakarta Regional Office	11.
12.	Kantor Wilayah Surabaya	25	25	39	39	Surabaya Regional Office	12.
13.	Kantor Wilayah Malang	24	24	36	36	Malang Regional Office	13.
14.	Kantor Wilayah Denpasar	31	31	27	27	Denpasar Regional Office	14.
15.	Kantor Wilayah Banjarmasin	31	31	31	31	Banjarmasin Regional Office	15.
16.	Kantor Wilayah Makassar	36	36	28	28	Makassar Regional Office	16.
17.	Kantor Wilayah Manado	18	18	17	17	Manado Regional Office	17.
18.	Kantor Wilayah Jayapura	13	13	13	13	Jayapura Regional Office	18.
19.	Kantor Wilayah Bandar Lampung	14	14	16	16	Bandar Lampung Regional Office	19.
	Jumlah	461	461	608	608	Total	

Unit Kerja penyalur meliputi Kantor Cabang dan Kantor Cabang Pembantu di bawah kelolaan masing-masing Kantor Wilayah BRI.

f. Otorisasi Penerbitan Laporan Keuangan

Laporan keuangan telah diselesaikan dan disahkan untuk diterbitkan oleh Pengelola PKBL BRI pada tanggal 19 Februari 2021.

1. GENERAL DESCRIPTION (continued)

e. Distributor Working Units PKBL BRI (continued)

As of December 31, 2020 and 2019 the distribution of funds of PKBL BRI conducted by BRI working unit are detailed as follows (unaudited):

Distributor Working Units include Branches and Sub-Branches each managed by BRI Regional Office.

f. Authorization of the Issuance of Financial Statements

The financial statements were completed and authorized for issuance by PKBL BRI management on February 19, 2021.

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN

Kebijakan akuntansi signifikan dan diterapkan dalam menyusun laporan keuangan untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

a. Dasar Penyusunan Laporan Keuangan

Laporan keuangan disusun berdasarkan Standar Akuntansi Keuangan Entitas Tanpa Akuntabilitas Publik (SAK ETAP) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan - Ikatan Akuntan Indonesia, dan mempertimbangkan Surat Edaran Kementerian BUMN No. SE-02/MBU/Wk/2012 yang dikeluarkan tanggal 23 Februari 2012 perihal Penetapan Pedoman Akuntansi Program Kemitraan dan Bina Lingkungan.

Laporan keuangan disusun dengan dasar akrual, kecuali untuk beberapa akun tertentu yang disusun berdasarkan pengukuran lain sebagaimana diuraikan dalam kebijakan akuntansi terkait.

Laporan arus kas menyajikan informasi mengenai penerimaan dan pengeluaran kas dan setara kas dalam satu periode yang diklasifikasikan dalam aktivitas operasi, investasi, dan pendanaan, yang disusun dengan metode langsung.

Mata uang penyajian yang digunakan pada laporan keuangan adalah Rupiah.

b. Kas dan Setara Kas

Kas dan setara kas terdiri atas kas, bank dan semua investasi jangka pendek yang jatuh tempo dalam kurun waktu 3 (tiga) bulan atau kurang dari tanggal perolehannya, setelah dikurangi cerukan, dan tidak dijaminkan serta tidak dibatasi penggunaannya.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies adopted in preparing the financial statements for the years ended December 31, 2020 and 2019 are as follows:

a. Basis of Preparation of Financial Statements

The financial statements were prepared in accordance with Financial Accounting Standards for Entities Without Public Accountability (SAK ETAP) as issued by The Financial Accounting Standards Board - Indonesian Institute of Accountants, and considered Ministry of State-Owned Enterprises ("SOE") Circular No. SE-02/MBU/Wk/2012 dated February 23, 2012 Concerning Guidance of Accounting Standards for Partnership Program and Community Development.

The financial statements have been prepared on the accrual basis, except for certain accounts prepared based on other measurement as explained in related accounting policy.

The statement of cash flows presents information on receipts and payments of cash and cash equivalents during the year classified by operating, investing and financing activities, which is prepared using the direct method.

The currency used in the presentation of the financial statements is the Indonesian rupiah.

b. Cash and Cash Equivalents

Cash and cash equivalents consist of cash, bank and all short-term investment with maturities of 3 (three) months or less from the acquisition date, after netted for overdraft, not pledged as collateral, and also not restricted in use.

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

c. Piutang

Piutang pinjaman Mitra Binaan merupakan pinjaman yang disalurkan oleh PKBL lewat unit kerja penyalur PKBL kepada Mitra Binaan sesuai ketentuan yang berlaku. Piutang pinjaman mitra binaan diakui pada saat pinjaman tersebut disalurkan kepada mitra binaan dan diukur serta dicatat sebesar jumlah neto setelah dikurangi dengan cadangan kerugian penurunan nilai.

Piutang kepada Badan Usaha Milik Negara (BUMN) Pembina Lain/Lembaga Penyalur Lain merupakan pinjaman yang diberikan kepada unit Program Kemitraan dan Bina Lingkungan (PKBL)/Lembaga Penyalur lain sebagai bentuk sinergi antar unit Program Kemitraan dan Bina Lingkungan.

Piutang kepada BUMN Pembina merupakan alokasi dana dari BUMN Pembina untuk Program Bina Lingkungan yang telah ditetapkan dalam Rapat Umum Pemegang Saham ("RUPS").

Piutang selain dijelaskan di atas disajikan dalam Laporan Posisi Keuangan pada akun Piutang Lain-lain.

Penggolongan kualitas piutang kemitraan ditetapkan sebagai berikut:

- a) Lancar, apabila pembayaran angsuran pokok dan jasa administrasi pinjaman tepat waktu atau terjadi keterlambatan pembayaran pokok dan/atau jasa administrasi pinjaman selambat-lambatnya 30 (tiga puluh) hari dari tanggal jatuh tempo pembayaran angsuran;
- b) Kurang lancar, apabila terjadi keterlambatan pembayaran pokok dan/atau jasa administrasi pinjaman yang telah melampaui 30 (tiga puluh) hari dan belum melampaui 180 (seratus delapan puluh) hari dari tanggal jatuh tempo pembayaran angsuran;

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Receivables

Foster Partners loan receivables are loans distributed by PKBL through PKBL working units to Foster Partners according to applicable regulations. Foster partners loan receivables are recognized when the loans are disbursed to foster partners and are measured and recorded at the net amount after deducting allowance for impairment losses.

Receivables from other Fostering SOEs Distribution Partners represent loans given to Partnership and Community Development Program (PKBL) units/other distributing Partners as a form of synergy among Partnership and Community Development Program units.

Receivables from Fostering SOE are funds allocation for Community Development Program which are decided in the General Meeting of Shareholders ("GMS").

Loans other than those described above are presented in the Other Receivables account in the Statement of Financial Position.

The classifications of partnership receivables based on collectibility are as follows:

- a) *Current, if the principal installment and administration service income payment are paid on time or those whose late payments of principal and/or administration service are paid at the latest 30 (thirty) days from the agreed payment date;*
- b) *Substandard, if the late payments of principal and/or administration service income payment are between 30 (thirty) days and 180 (one hundred eighty) days from the agreed payment date;*

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

c. Piutang (lanjutan)

Penggolongan kualitas piutang kemitraan ditetapkan sebagai berikut: (lanjutan)

3. Diragukan, apabila terjadi keterlambatan pembayaran pokok dan/atau jasa administrasi pinjaman yang telah melampaui 180 (seratus delapan puluh) hari dan belum melampaui 270 (dua ratus tujuh puluh) hari dari tanggal jatuh tempo pembayaran angsuran;
4. Macet, apabila terjadi keterlambatan pembayaran pokok dan/atau jasa administrasi pinjaman yang telah melampaui 270 (dua ratus tujuh puluh) hari dari tanggal jatuh tempo pembayaran angsuran.

d. Cadangan Kerugian Penurunan Nilai Piutang

Cadangan kerugian penurunan nilai piutang adalah cadangan atas estimasi kerugian terhadap piutang yang mungkin tidak tertagih di masa yang akan datang.

Cadangan kerugian penurunan nilai piutang pinjaman mitra binaan dihitung secara kolektif berdasarkan persentase tertentu tingkat ketertagihan (collection) data historis yang ada (minimal 2 tahun) sedangkan cadangan kerugian penurunan nilai piutang kepada BUMN pembina lain dihitung secara individual.

e. Aset Tetap

Aset tetap adalah aset berwujud yang diperoleh dalam bentuk siap pakai atau dibangun terlebih dahulu dan digunakan dalam operasi PKBL BRI serta mempunyai masa manfaat lebih dari satu tahun.

Aset tetap diakui berdasarkan harga perolehan dikurangi akumulasi penyusutan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Receivables (continued)

The classifications of partnership receivables based on collectibility are as follows: (continued)

- c) Doubtful, if the late payments of principal and/or administration service income payment are between 180 (one hundred and eighty) days and 270 (two hundred and seventy) days from the agreed payment date;*
- 4. Loss, if the late payments of principal and/or administration service income payment are over 270 (two hundred and seventy) days from the agreed payment date.*

d. Allowance for Impairment Losses on Receivables

Allowance for impairment losses on receivables is the provision for estimated losses that may become uncollectible receivables in the future.

Allowance for impairment losses on loan receivables from foster partners is calculated collectively based on specific percentage of available historical collectibility rate (minimum 2 years of historical data) while allowance for impairment losses on receivables to other Fostering SOEs Distribution Partners is calculated individually.

e. Fixed Assets

Fixed assets are tangible assets acquired off-the-shelf or are built for use in PKBL operations and have a useful life of more than one year.

Fixed assets are recognized at their historical costs less accumulated depreciation.

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

e. Aset Tetap (lanjutan)

Aset tetap kecuali tanah, disusutkan berdasarkan taksiran masa manfaat ekonomis aset tetap dengan menggunakan metode garis lurus berdasarkan estimasi masa manfaat sebagai berikut:

Jenis Aset Tetap	Tarif Penyusutan/tahun/ Depreciation Rate/year
Inventaris dan Peralatan	25%

Beban pemeliharaan dan perbaikan dibebankan pada saat terjadinya pemugaran dan penambahan dalam jumlah signifikan, dikapitalisasi ke akun aset tetap yang bersangkutan. Jika aset tetap dihentikan pengakuannya, PKBL BRI harus menentukan keuntungan atau kerugian yang timbul dari penghentian pengakuan aset tetap dengan menghitung perbedaan, antara hasil penjualan neto (jika ada) dan jumlah tercatatnya.

f. Beban yang Masih Harus Dibayar

Beban yang masih harus dibayar adalah biaya-biaya yang masih harus dibayar PKBL BRI karena telah diterimanya jasa atau prestasi selama tahun berjalan tetapi belum dibayar sampai dengan akhir periode akuntansi karena pembayarannya akan jatuh tempo pada periode berikutnya.

g. Aset Neto

Aset neto adalah aset dikurangi dengan liabilitas. Aset neto diklasifikasikan menjadi Aset Neto Terikat (ANT) dan Aset Neto Tidak Terikat (ANTT).

ANT adalah sumber daya yang penggunaannya dibatasi untuk tujuan tertentu atau tidak dapat digunakan untuk kegiatan operasi normal. ANT diklasifikasikan menjadi Aset Neto Terikat Temporer (ANTT) dan Aset Neto Terikat Permanen (ANTP).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

e. Fixed Assets (continued)

Fixed assets except for land are depreciated using straight-line method based on the estimated useful life as follows:

Masa Manfaat/ Useful Life	Fixed Asset Type
4	Premises and Equipment

Repairs and maintenance expense are charged as incurred while, significant amount of renewal and addition is capitalized to relevant fixed assets account. If the fixed asset is derecognized, PKBL BRI should determine the gain or loss arising from the derecognition of fixed assets by calculating the difference between the net sale proceeds (if any) and the carrying amount.

f. Accrued Expenses

Accrued expenses are expenses that have to be paid by PKBL BRI as the service have been received in the current period but have not been paid for at the end of current accounting period because payment will be due in the next period.

g. Net Assets

Net assets are assets less liabilities. Net assets are classified as Restricted Net Assets (ANT) and Unrestricted Net Assets (ANTT).

ANT are resources which are restricted for a specific purpose or cannot be used for normal operating activities. ANT is classified into Temporary-Restricted Net Assets (ANTT) and Permanent-Restricted Net Assets (ANTP).

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

g. Aset Neto (lanjutan)

Termasuk dalam pembatasan temporer adalah penyesihan dana BUMN Peduli yaitu dana program bina lingkungan yang disisihkan PKBL BRI untuk program Bina Lingkungan BUMN Peduli yang berasal dari saldo awal kas dana program bina lingkungan, pengembalian dana bina lingkungan yang gagal terealisasi dan alokasi laba BRI untuk program bina lingkungan.

ANTT adalah sumber daya yang penggunaannya tidak dibatasi untuk tujuan tertentu.

h. Aset Neto Terikat Temporer (ANTT) - Berakhir Pemenuhan Program

ANTT - berakhir pemenuhan program adalah dana aset neto terikat - alokasi BUMN peduli yang menurut ketentuan telah digunakan dalam rangka pelaksanaan program bina lingkungan BUMN Peduli (telah dipenuhi pembatasan programnya). Akun ini merupakan kontra akun ANTT - terbebaskan.

i. Pendapatan Bunga

Pendapatan bunga adalah pendapatan yang diperoleh dari hasil penempatan dana PKBL pada rekening giro bank. Pendapatan bunga disajikan setelah dikurangi pajak yang bersifat final dan biaya administrasi rekening.

j. Pendapatan Jasa Administrasi Pinjaman

Pendapatan jasa administrasi pinjaman adalah pendapatan jasa yang dipungut atas pinjaman dana program kemitraan yang disalurkan kepada Mitra Binaan. Pendapatan Jasa Administrasi Pinjaman diukur dan dicatat berdasarkan nilai yang telah jatuh tempo sesuai dengan kontrak. Pendapatan jasa administrasi pinjaman diakui secara akrual hanya pada piutang dengan status lancar dan kurang lancar.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Net Assets (continued)

Temporary restriction consists of provision for SOEs Care fund which is a community development fund that is set aside by PKBL BRI for Community Development program of SOEs Care and that is derived from the beginning balance of the cash funds of Community Development program, the refund from community development which fails to be realized and the allocation of BRI profit for community development program.

ANTT are resources whose usage are unrestricted for a specific purpose.

h. Temporary Restricted Net Assets - Ending Realization Program

ANTT - ending realization program is restricted net assets fund - allocation of SOE Care according to the provisions which have been used in the implementation of community development program of SOEs Care (program restrictions have been met). This account is the contra of ANTT account - released.

i. Interest Income

Interest income is the income generated from PKBL fund placement on current account. Interest income presented after being deducted with final tax and administrative cost.

j. Loan Administration Services Income

Loan administration services income is service income from partnership program funds which is distributed to Foster Partner. Loan administration services income is measured and recognized based on the values that have matured according to the contract. Loan administration services income is only recognised using accrual basis for loan with current and substandard collectibility.

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k. Pendapatan dari BUMN Pembina

Pendapatan dari BUMN pembina adalah pendapatan yang berasal dari alokasi dana yang ditetapkan oleh RUPS untuk dana PKBL.

Alokasi dana dari BUMN pembina diakui pada saat ditetapkan oleh RUPS dan diukur serta dicatat sebesar jumlah dana yang dialokasikan untuk PKBL sesuai dengan keputusan RUPS.

l. Pendapatan Lain-lain

Pendapatan lain-lain adalah pendapatan yang tidak dapat digolongkan menurut klasifikasi dari pendapatan di atas. Pendapatan ini diakui menggunakan basis akrual.

m. Dana Pembinaan Kemitraan (Hibah)

Dana pembinaan kemitraan (Hibah) adalah penyaluran dana PKBL BRI sebagai salah satu bentuk pelaksanaan Program Kemitraan, yang disalurkan melalui beberapa program yang disusun untuk membantu Mitra Binaan dalam rangka mengembangkan usahanya dengan besaran maksimal 20% dari dana Program Kemitraan tahun berjalan dan hanya diberikan kepada Mitra Binaan. Beban diakui pada saat dana disalurkan.

n. Beban (Pembalikan) Cadangan Kerugian Penurunan Nilai Piutang Pinjaman

Beban (pembalikan) cadangan kerugian penurunan nilai piutang pinjaman adalah beban (pendapatan) yang timbul akibat pembentukan (pembalikan) cadangan kerugian penurunan nilai atas piutang pinjaman yang mungkin tidak tertagih.

o. Penyaluran Dana Program Bina Lingkungan dan Beban Lainnya

Beban ini diakui sesuai dengan basis akrual. Beban ini akan diakui pada saat terjadinya transaksi atau kejadian, dan pengakuan beban bersamaan dengan pengakuan kenaikan liabilitas atau penurunan aset.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

k. Revenue from Fostering SOE

Revenue from fostering SOE is an income from allocation of fund which is set by GMS for PKBL funds.

Allocation of fund from fostering SOEs is recognized when decided by GMS and it is measured and recorded at the amount of funds allocated in accordance with the GMS's decision.

l. Other Income

Other income is an income that cannot be classified according to the classification of income stated above. The income is recognized on an accrual basis.

m. Fostering Partnership Funds (Grant)

Fostering partnership funds (Grant) is a form through which Partnership Program is implemented. The grant, which is PKBL distribution fund is distributed through several programs designed to help the Foster Partner to expand its business with the maximum amount of 20% of current year partnership program funds and is only given to Foster Partners. The expenses are recognized when the funds are distributed.

n. Allowance (Reversal) for Impairment Losses on Loan Receivables Expenses

Allowance (reversal) for impairment losses on loan receivables expenses is an expense (income) that arises from the allowance (reversal) for impairment losses on loan receivables which may become uncollectible.

o. Community Development Program Funds Distribution and Other Expenses

These expenses are recognized on an accrual basis. These expenses will be recognized when a transaction or event occurs, and simultaneously with the recognition of an increase in liabilities or a decrease in assets.

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

p. Transaksi dengan Pihak-Pihak Berelasi

PKBL BRI melakukan transaksi dengan pihak-pihak berelasi seperti yang didefinisikan dalam SAK-ETAP tentang "Pengungkapan Pihak-pihak yang Mempunyai Hubungan Istimewa", yang didefinisikan antara lain:

- a) pihak yang memiliki pengendalian, pengendalian bersama atau pengaruh signifikan atas entitas;
- b) entitas anak, *joint venture*, entitas asosiasi dari entitas;
- c) personel manajemen kunci dari entitas dan entitas induknya (secara agregat);
- d) pihak-pihak yang mempunyai hubungan istimewa lainnya.

3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI

a. Pertimbangan

Dalam proses penerapan kebijakan akuntansi PKBL BRI, Pengelola telah membuat pertimbangan-pertimbangan berikut ini yang telah terpisah dari estimasi dan asumsi, yang memiliki pengaruh paling signifikan terhadap jumlah yang tercatat dalam laporan keuangan:

Implementasi PER-09/MBU/07/2015

Sehubungan dengan penerapan PER-09/MBU/07/2015 yang telah diungkapkan dalam Catatan 1a, disyaratkan bahwa beban operasional Program Kemitraan dan Program Bina Lingkungan menjadi beban PT Bank Rakyat Indonesia (Persero) Tbk selaku BUMN Pembina.

Dengan demikian, beban tersebut tidak dicatat oleh PKBL BRI dalam Laporan Aktivitas.

Sesuai dengan RUPS Luar Biasa yang dilakukan pada tanggal 14 Desember 2015, yang telah diungkapkan dalam Catatan 12, dinyatakan bahwa PER-09/MBU/07/2015 diberlakukan pada tahun 2016.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

p. Transaction with Related Parties

PKBL BRI engage in transactions with related parties as defined in SAK-ETAP on "Related Party Disclosures", defined as:

- a) parties that have control, jointly control or significant influence over the entity;
- b) subsidiaries, joint venture, associate entities of the entity;
- c) key management personnel of the entity and its parent entity (in aggregate);
- d) parties with other special relationships;

3. ACCOUNTING JUDGMENT, ESTIMATION AND ASSUMPTION

a. Judgment

In the implementation process of PKBL BRI's accounting policies, Management has prepared these judgments, apart from estimation and assumption, which have significant impact to the amounts recognized in the financial statements:

The implementation of PER-09/MBU/07/2015

In relation to the implementation of PER-09/MBU/07/2015 as disclosed in Note 1a, it is required that the operational expenses of Partnership and Community Development Program be recognized by PT Bank Rakyat Indonesia (Persero) Tbk as Fostering SOE.

Therefore, such expense was not recorded by PKBL BRI in the Statement of Activities.

In accordance with Extraordinary General Meeting of Shareholders ("GMS") that was held on December 14, 2015 as disclosed in Note 12, it was stated that PER-09/MBU/07/2015 was enacted in 2016.

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**3. PENGGUNAAN PERTIMBANGAN, ESTIMASI
DAN ASUMSI (lanjutan)**

a. Pertimbangan (lanjutan)

Implementasi PER-03/MBU/12/2016

Sesuai dengan RUPS Tahunan yang dilakukan pada tanggal 15 Maret 2017 mengukuhkan pemberlakuan PER-03/MBU/12/2016.

Implementasi PER-02/MBU/7/2017

Sesuai dengan RUPS Tahunan yang dilakukan pada tanggal 22 Maret 2018 mengukuhkan pemberlakuan PER-02/MBU/7/2017.

Implementasi PER-02/MBU/04/2020

Sesuai dengan Surat No. SE.36-DIR/SKP/07/2020 tanggal 24 Juli 2020 mengukuhkan pemberlakuan PER-02/MBU/04/2020.

Cadangan kerugian penurunan nilai piutang pinjaman

Apabila terdapat bukti objektif bahwa rugi penurunan nilai telah terjadi atas piutang pinjaman mitra binaan, PKBL BRI mengestimasi cadangan untuk kerugian penurunan nilai atas piutang yang secara khusus diidentifikasi sebagai piutang yang kemungkinan tidak dapat ditagih. Tingkat cadangan ditelaah oleh Pengelola dengan dasar faktor-faktor yang mempengaruhi tingkat tertagihnya piutang tersebut.

Apabila terdapat bukti objektif bahwa rugi penurunan nilai telah terjadi atas piutang kepada BUMN Pembina lain, tingkat cadangan ditelaah oleh Pengelola dengan dasar peristiwa yang merugikan telah terjadi setelah pengakuan awal dan berdampak pada arus kas masa datang yang dapat diestimasi secara handal.

PKBL BRI menggunakan pertimbangan berdasarkan fakta dan situasi yang tersedia, termasuk tetapi tidak terbatas pada, jangka waktu hubungan PKBL BRI dengan Mitra Binaan dan status kredit berdasarkan kualitas pinjaman kemitraan.

**3. ACCOUNTING JUDGMENT, ESTIMATION AND
ASSUMPTION (continued)**

a. Judgment (continued)

The implementation of PER-03/MBU/12/2016

In accordance with Annual GMS that was held on March 15, 2017, it confirmed enactment of PER-03/MBU/12/2016.

The implementation of PER-02/MBU/7/2017

In accordance with Annual GMS that was held on March 22, 2018, it confirmed enactment of PER-02/MBU/7/2017.

The implementation of PER-02/MBU/04/2020

In accordance with Letter No. SE.36-DIR/SKP/07/2020 dated July 24, 2020, it confirmed enactment of PER-02/MBU/04/2020.

Allowance for impairment losses on loan receivables

If there is an objective evidence that impairment losses has been incurred on loan to foster partners, PKBL BRI estimates an allowance for impairment losses of those loans specifically identified as possibly uncollectible. The level of allowance is examined by Management based on several factors influencing the receivables collectibility.

If there is an objective evidence that impairment losses has been incurred on Loan to other Fostering SOEs, the level of allowance for impairment losses of those loans is evaluated by the Management on the basis of an adverse event which has occurred after the initial recognition and impact on the future cash flows that can be reliably estimated.

PKBL BRI uses judgments based on available facts and circumstances, including but not limited to, PKBL BRI's period of relationship with Foster Partners and fostering partnership's loan status based on collectibility of loans.

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**3. PENGGUNAAN PERTIMBANGAN, ESTIMASI
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b. Estimasi dan asumsi

PKBL BRI berkesinambungan mengevaluasi adanya bukti objektif bahwa piutang mengalami penurunan nilai pada tiap akhir periode pelaporan. Tingkat cadangan ditelaah oleh manajemen dengan dasar faktor yang mempengaruhi tingkat tertagihnya piutang tersebut.

Dalam kasus ini, PKBL BRI menggunakan pertimbangan berdasarkan fakta-fakta terbaik yang tersedia untuk mengakui cadangan spesifik (individu) terhadap jumlah yang jatuh tempo untuk menurunkan piutang PKBL BRI ke jumlah yang diharapkan dapat ditagih.

Untuk cadangan kerugian penurunan nilai piutang pinjaman kepada BUMN Pembina lain dihitung berdasarkan estimasi kerugian yang tidak dapat ditagih yaitu secara individual berdasarkan estimasi arus kas masa yang akan datang.

PKBL BRI juga meneliti cadangan kerugian penurunan nilai secara kolektif terhadap risiko kredit Mitra Binaan yang dikelompokkan berdasarkan karakteristik kredit yang sama, yang meskipun tidak diidentifikasi secara spesifik memerlukan cadangan tertentu, memiliki risiko yang lebih besar tidak tertagih dibandingkan dengan piutang yang diberikan kepada Mitra Binaan. Cadangan kerugian penurunan nilai piutang pinjaman mitra binaan dihitung berdasarkan kajian nilai terkini dan historis tingkat ketertagihan dari piutang. Cadangan piutang mitra binaan dihitung berdasarkan estimasi kerugian yang tidak dapat ditagih yaitu secara kolektif berdasarkan persentase tertentu tingkat ketertagihan (collection) data historis yang ada (minimal dua tahun). Cadangan ini disesuaikan secara berkala untuk mencerminkan hasil aktual dan estimasi.

**3. ACCOUNTING JUDGMENT, ESTIMATION AND
ASSUMPTION (continued)**

b. Estimation and Assumption

PKBL BRI continually assesses the existence of objective evidence that the receivables are impaired at the end of each reporting period. The level of allowance is evaluated by management on the basis of factors that affect the collectibility of said receivables.

In this case, PKBL BRI uses judgment based on the best facts available to recognize a specific allowance (individual) against the due amount to lower PKBL BRI's receivables to the expected collectible amount.

Allowance for impairment losses on loans receivables from other Fostering SOE are calculated based on the estimated losses that cannot be collected individually based on the estimated future cash flows.

PKBL BRI also assesses the allowance for impairment losses collectively towards credit risks of Foster Partners which are grouped based on the same credit risk, regardless whether an allowance has not been specifically identified, have a higher risk of uncollectibility compared to loan given to Foster Partners. Allowance for impairment losses on loan is measured based on the evaluation of current value and historical rate of loan collectibility. Allowance for impairment losses on loan receivables is recognised based on the estimation of uncollectible amount which is done collectively based on a specific percentage (two years minimum) of historical rate of loan collectibility. This allowance is adjusted periodically to reflect actual result and estimation.

The original financial statements included herein are in Indonesian language.

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4. KAS PADA BANK

Kas pada Bank merupakan penempatan dana PKBL pada rekening giro di PT Bank Rakyat Indonesia (Persero) Tbk adalah sebagai berikut:

	31 Desember/ December 31, 2020	31 Desember/ December 31, 2019
Program Kemitraan		
PT Bank Rakyat Indonesia (Persero) Tbk Penampungan Pokok - setelah Tbk	172.154.940.442	67.171.176.628
PT Bank Rakyat Indonesia (Persero) Tbk Penampungan Bunga - setelah Tbk	61.092.164.584	39.598.359.701
PT Bank Rakyat Indonesia (Persero) Tbk Penampungan Bunga - sebelum Tbk	5.047.511.919	5.007.196.592
PT Bank Rakyat Indonesia (Persero) Tbk - setelah Tbk	5.027.485.909	3.388.229.998
PT Bank Rakyat Indonesia (Persero) Tbk - sebelum Tbk	4.090.978.433	4.058.303.101
PT Bank Rakyat Indonesia (Persero) Tbk Penampungan Pokok - sebelum Tbk	3.820.530.904	3.784.299.617
PT Bank Rakyat Indonesia (Persero) Tbk - Operasional	181.640.300	329.717.039
	<u>251.415.252.491</u>	<u>123.337.282.676</u>
Bina Lingkungan		
PT Bank Rakyat Indonesia (Persero) Tbk BUMN Peduli	-	131.120.380.811
PT Bank Rakyat Indonesia (Persero) Tbk Bina Lingkungan Komitmen BRI	-	764.905.146
	-	131.885.285.957
Jumlah	<u>251.415.252.491</u>	<u>255.222.568.633</u>

Tingkat suku bunga rata-rata per tahun untuk giro adalah 1,90% dan 2% masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019.

5. PIUTANG KEPADA BUMN PEMBINA LAIN/LEMBAGA PENYALUR

Piutang kepada BUMN Pembina Lain/Lembaga Penyalur pada tanggal-tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

	31 Desember/ December 31, 2020	31 Desember/ December 31, 2019
PKBL PT Perkebunan Nusantara IX Dikurangi: cadangan kerugian penurunan nilai piutang kepada BUMN pembina lain/lembaga penyalur	65.475.000.000 (63.172.130.839)	65.975.000.000 (30.297.225.852)
Neto	<u>2.302.869.161</u>	<u>35.677.774.148</u>

4. CASH IN BANK

Cash in Bank is PKBL fund placement in the following current accounts of PT Bank Rakyat Indonesia (Persero) Tbk:

Partnership Program	
PT Bank Rakyat Indonesia (Persero) Tbk Principal Escrow - after Tbk	
PT Bank Rakyat Indonesia (Persero) Tbk Interest Escrow - after Tbk	
PT Bank Rakyat Indonesia (Persero) Tbk Interest Escrow - before Tbk	
PT Bank Rakyat Indonesia (Persero) Tbk - after Tbk	
PT Bank Rakyat Indonesia (Persero) Tbk - before Tbk	
PT Bank Rakyat Indonesia (Persero) Tbk Principal Escrow - before Tbk	
PT Bank Rakyat Indonesia (Persero) Tbk - Operational	

Community Development	
PT Bank Rakyat Indonesia (Persero) Tbk BUMN Peduli	
PT Bank Rakyat Indonesia (Persero) Tbk Bina Lingkungan Komitmen BRI	

Total

The annual average interest rates for current account are 1.90% and 2% for the year ended December 31, 2020 and 2019, respectively.

5. RECEIVABLES FROM OTHER FOSTERING SOE/DISTRIBUTING PARTNERS

Receivables from other Fostering SOE/Distributing Partners as of December 31, 2020 and 2019 are as follows:

PKBL PT Perkebunan Nusantara IX Less: allowance for impairment losses on receivables from other fostering SOE/ distributing partners	
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Net

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**5. PIUTANG KEPADA BUMN PEMBINA
LAIN/LEMBAGA PENYALUR (lanjutan)**

Perubahan cadangan kerugian penurunan nilai piutang kepada BUMN pembina lain/lembaga penyalur adalah sebagai berikut:

	31 Desember/ December 31, 2020
Saldo awal tahun	30.297.225.852
Pembentukan/(pembalikan) cadangan selama tahun berjalan	32.874.904.987
Saldo akhir tahun	63.172.130.839

PT Perkebunan Nusantara IX

Berdasarkan Persetujuan Kredit No. B.171-DIR/PRG/03/2013 dan No. PTPN IX-0/KOTR/009/2013 antara PT Bank Rakyat Indonesia (Persero) Tbk dan PT Perkebunan Nusantara IX (Persero) tanggal 11 Maret 2013, PKBL BRI menyalurkan pinjaman kemitraan sebesar Rp75.000.000.000 yang diperuntukkan kepada petani/kelompok petani untuk budidaya tanaman tebu untuk masa tanam 2013/2014 dengan tingkat bunga tetap sebesar 6% per tahun dan memiliki jangka waktu selama 24 (dua puluh empat) bulan dan akan jatuh tempo pada tanggal 11 Maret 2015.

Pada tanggal 10 November 2014, PT Perkebunan Nusantara IX (Persero) mengajukan permohonan perpanjangan pengembalian pinjaman kemitraan tersebut sampai dengan Desember 2015, yang disetujui oleh PKBL BRI pada tanggal 17 Februari 2015.

Pada tanggal 8 Januari 2016, PT Perkebunan Nusantara IX (Persero) mengajukan kembali permohonan perpanjangan pengembalian pinjaman kemitraan sampai dengan Desember 2019.

Pada tanggal 4 April 2017, dilakukan pembahasan antara PKBL BRI dengan PT Perkebunan Nusantara IX (Persero) yang menghasilkan kesepakatan untuk kembali memperpanjang jangka waktu pengembalian pinjaman kemitraan sampai dengan triwulan keempat 2020 dengan jumlah pembayaran cicilan setiap bulan yang sudah ditentukan diawal. Terdapat pembayaran pokok di bulan April dan Oktober 2017 sebesar Rp3.499.995.000.

**5. RECEIVABLES FROM OTHER FOSTERING
SOE/DISTRIBUTING PARTNERS (continued)**

Movements in allowance for impairment losses on receivables from other fostering SOE/distributing partners are as follows:

	31 Desember/ December 31, 2019	
	34.399.323.366	Beginning balance
	(4.102.097.514)	Allowance/(reversal) for impairment losses during the year
	30.297.225.852	Ending balance

PT Perkebunan Nusantara IX

Based on Credit Agreement No. B.171-DIR/PRG/03/2013 and No. PTPN IX-0/KOTR/009/2013 between PT Bank Rakyat Indonesia (Persero) Tbk and PT Perkebunan Nusantara IX (Persero) dated March 11, 2013, PKBL BRI grants partnership loan amounting to Rp75,000,000,000 for farmers/farmers group for cultivation of sugar cane for 2013/2014 planting season with a fixed annual interest rate of 6% for 24 (twenty four) months that would mature on March 11, 2015.

On November 10, 2014, PT Perkebunan Nusantara IX (Persero) proposed extending the partnership of loan repayment until December 2015, which was approved by PKBL BRI dated February 17, 2015.

On January 8, 2016, PT Perkebunan Nusantara IX (Persero) repropoed extending the partnership of loan repayment until December 2019.

On April 4, 2017, a discussion was held between PKBL BRI and PT Perkebunan Nusantara IX (Persero) which resulted in an agreement to re-extend the term of repayment of the partnership loan up to the fourth quarter of 2020 with the amount of monthly installment payment determined at the earliest. There have been payments of principal in April and October 2017 amounting to Rp3,499,995,000.

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**5. PIUTANG KEPADA BUMN PEMBINA
LAIN/LEMBAGA PENYALUR (lanjutan)**

PT Perkebunan Nusantara IX (lanjutan)

Pada tahun 2018, dilakukan kembali restrukturisasi PTPN IX yang merupakan program strategis *PTPN Holding* PTPN (PTPN III). Kewajiban pembayaran pinjaman kemitraan PTPN IX telah masuk menjadi program restrukturisasi PTPN IX, dengan perpanjangan jangka waktu sampai dengan tahun 2027. Telah terdapat pembayaran sampai dengan tanggal 31 Desember 2020 dan 2019 masing-masing sebesar Rp500.000.000 dan Rp525.000.000.

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai piutang kepada BUMN pembina lain/lembaga penyalur cukup untuk menutup kerugian atas tidak tertagihnya piutang.

6. PIUTANG PINJAMAN MITRA BINAAN

a. Berdasarkan Kantor Wilayah

Kantor Wilayah	31 Desember/ December 31, 2020	31 Desember/ December 31, 2019
Yogyakarta	35.843.103.256	50.296.760.202
Malang	34.681.015.982	39.586.815.557
Denpasar	31.426.573.722	40.598.132.478
Bandung	30.180.446.237	35.034.949.009
Makassar	29.490.611.023	37.735.361.227
Surabaya	22.332.462.644	28.196.660.193
Semarang	20.482.225.632	27.279.647.976
Manado	18.654.163.178	24.503.544.451
Banjarmasin	16.440.806.970	22.686.169.349
Bandar Lampung	14.559.254.550	17.987.938.481
Palembang	14.418.055.097	21.937.257.746
DKI Jakarta 3	14.267.845.237	13.902.381.519
DKI Jakarta 2	13.714.138.289	16.312.211.390
Medan	13.570.874.759	20.007.426.447
Pekanbaru	10.417.753.635	13.508.015.947
Padang	8.723.919.100	12.275.064.688
Jayapura	8.023.218.189	10.009.706.400
Banda Aceh	6.577.099.112	13.656.776.847
DKI Jakarta 1	5.233.526.091	7.263.914.689
Jumlah	349.037.092.703	452.778.734.596
Dikurangi: cadangan kerugian penurunan nilai piutang pinjaman mitra binaan	(72.444.310.853)	(47.377.850.524)
Neto	276.592.781.850	405.400.884.072

**5. RECEIVABLES FROM OTHER FOSTERING
SOE/DISTRIBUTING PARTNERS (continued)**

PT Perkebunan Nusantara IX (continued)

In 2018, a restructuring of PTPN IX was held as PTPN Holding's (PTPN III) strategic program. PTPN IX's partnership loans installment obligation was included in PTPN IX's restructuring program, with a period extension until 2027 and an annual payment schedule that was decided on the agreement. There have been payment of principal until December 31, 2020 and 2019 amounting to Rp500,000,000 and Rp525,000,000, respectively.

Management believes that the allowance for impairment losses on receivables from the other fostering SOE/distributing partners is adequate to cover losses from uncollectible receivables.

**6. LOAN RECEIVABLES FROM FOSTER
PARTNERS**

a. By Regional Offices

Regional Offices
Yogyakarta
Malang
Denpasar
Bandung
Makassar
Surabaya
Semarang
Manado
Banjarmasin
Bandar Lampung
Palembang
DKI Jakarta 3
DKI Jakarta 2
Medan
Pekanbaru
Padang
Jayapura
Banda Aceh
DKI Jakarta 1
Total
Less: allowance for impairment losses on loan receivables from foster partners
Net

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6. PIUTANG PINJAMAN MITRA BINAAN (lanjutan)

6. LOAN RECEIVABLES FROM FOSTER PARTNERS (continued)

b. Berdasarkan Sektor Ekonomi

b. By Economic Sector

	31 Desember/ December 31, 2020	31 Desember/ December 31, 2019	
Pertanian	194.113.565.273	158.182.746.784	Agriculture
Perdagangan, restoran dan hotel	122.449.266.044	237.848.391.773	Trading, restaurants and hotels
Jasa lainnya	15.315.413.848	26.692.703.287	Other services
Industri pengolahan	12.235.941.132	20.659.363.700	Processing industries
Sosial masyarakat	3.214.729.107	6.048.065.521	Community services
Pengangkutan, pergudangan dan komunikasi	1.262.898.449	2.611.642.352	Transportation, warehousing and communications
Listrik, gas dan air	289.180.266	444.423.795	Electricity, gas and water
Konstruksi	90.635.284	159.634.636	Construction
Pertambangan	65.463.300	131.762.748	Mining
Jumlah	349.037.092.703	452.778.734.596	Total
Dikurangi: cadangan kerugian penurunan nilai piutang pinjaman mitra binaan	(72.444.310.853)	(47.377.850.524)	Less: allowance for impairment losses on loan receivables from foster partners
Neto	276.592.781.850	405.400.884.072	Net

c. Berdasarkan Kualitas Piutang Pinjaman

c. Loan Receivables By Collectibility

	31 Desember/ December 31, 2020	31 Desember/ December 31, 2019	
Piutang Pinjaman Mitra Binaan			Loan Receivables from Foster Partners
Lancar	248.361.890.017	392.929.655.867	Current
Kurang Lancar	20.573.764.338	11.311.812.898	Substandard
Diragukan	15.347.755.862	3.389.248.426	Doubtful
Macet	64.753.682.486	45.148.017.405	Loss
Jumlah	349.037.092.703	452.778.734.596	Total
Dikurangi: cadangan kerugian penurunan nilai piutang pinjaman mitra binaan	(72.444.310.853)	(47.377.850.524)	Less: allowance for impairment losses on loan receivables from foster partners
Neto	276.592.781.850	405.400.884.072	Net

d. Cadangan Kerugian Penurunan Nilai Piutang Pinjaman Kepada Mitra Binaan

d. Allowance for Impairment Losses on Loan Receivables from Foster Partners

Perubahan cadangan kerugian penurunan nilai piutang pinjaman kepada Mitra Binaan adalah sebagai berikut:

Movements in allowance for impairment losses on loan receivables from foster partners are as follows:

	31 Desember/ December 31, 2020	31 Desember/ December 31, 2019	
Saldo awal tahun	47.377.850.524	39.811.872.234	Beginning balance
Pembentukan cadangan selama tahun berjalan	25.066.460.329	7.565.978.290	Allowance for impairment during the year
Saldo akhir tahun	72.444.310.853	47.377.850.524	Ending balance

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6. PIUTANG PINJAMAN MITRA BINAAN (lanjutan)

**d. Cadangan Kerugian Penurunan Nilai
Piutang Pinjaman Kepada Mitra Binaan
(lanjutan)**

Alokasi cadangan kerugian penurunan nilai piutang pinjaman kepada Mitra Binaan adalah sebagai berikut:

31 Desember/December 31, 2020

	Saldo Piutang Pinjaman/ Loan Receivables Balance	Akumulasi cadangan kerugian penurunan nilai/ Accumulated allowance for impairment losses	Neto/Net	
Lancar	248.361.890.017	(1.545.045.901)	246.816.844.116	Current
Kurang lancar	20.573.764.338	(2.010.978.129)	18.562.786.209	Substandard
Diragukan	15.347.755.862	(4.134.604.337)	11.213.151.525	Doubtful
Macet	64.753.682.486	(64.753.682.486)	-	Loss
Jumlah	349.037.092.703	(72.444.310.853)	276.592.781.850	Total

31 Desember/December 31, 2019

	Saldo Piutang Pinjaman/ Loan Receivables Balance	Akumulasi cadangan kerugian penurunan nilai/ Accumulated allowance for impairment losses	Neto/Net	
Lancar	392.929.655.867	(657.129.035)	392.272.526.832	Current
Kurang lancar	11.311.812.898	(793.838.828)	10.517.974.070	Substandard
Diragukan	3.389.248.426	(778.865.256)	2.610.383.170	Doubtful
Macet	45.148.017.405	(45.148.017.405)	-	Loss
Jumlah	452.778.734.596	(47.377.850.524)	405.400.884.072	Total

Manajemen berpendapat bahwa saldo cadangan kerugian penurunan nilai piutang pinjaman kepada mitra binaan cukup untuk menutup kerugian atas tidak tertagihnya piutang.

Management believes that the balance of allowance for impairment losses on loan receivables from foster partners is adequate to cover losses from uncollectible loan.

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**7. PENDAPATAN JASA ADMINISTRASI PINJAMAN
YANG MASIH AKAN DITERIMA**

Pendapatan jasa administrasi pinjaman yang masih akan diterima berdasarkan kantor wilayah adalah sebagai berikut:

Kantor Wilayah	31 Desember/ December 31, 2020
Malang	195.645.267
Yogyakarta	159.983.927
Denpasar	128.863.113
Makassar	120.780.576
Bandung	106.947.189
Semarang	105.801.527
Surabaya	90.437.769
Bandar Lampung	85.601.667
Manado	69.782.854
Banjarmasin	52.009.219
Palembang	50.309.966
Medan	47.030.766
DKI Jakarta 2	43.296.292
DKI Jakarta 3	31.177.643
Pekanbaru	26.897.736
Jayapura	25.542.812
DKI Jakarta 1	25.496.041
Banda Aceh	24.748.661
Padang	22.243.824
Jumlah	1.412.596.849

**7. ACCRUED LOAN ADMINISTRATION SERVICES
INCOME**

Accrued loan administration services income by regional offices are as follows:

31 Desember/ December 31, 2019	Regional Offices
175.123.476	Malang
308.391.060	Yogyakarta
140.242.682	Denpasar
107.864.505	Makassar
117.963.917	Bandung
116.486.775	Semarang
97.834.263	Surabaya
90.239.152	Bandar Lampung
60.789.358	Manado
72.110.522	Banjarmasin
46.260.995	Palembang
52.105.900	Medan
31.221.204	DKI Jakarta 2
25.451.733	DKI Jakarta 3
28.439.399	Pekanbaru
22.695.511	Jayapura
15.344.892	DKI Jakarta 1
35.989.258	Banda Aceh
23.967.907	Padang
1.568.522.509	Total

8. PIUTANG LAIN-LAIN

Piutang lain-lain pada tanggal 31 Desember 2020 dan 2019 masing-masing sebesar Rp700.000.070 dan Rp527.424.213 terdiri atas alokasi dana pinjaman kemitraan dari PKBL BRI kepada Unit Kerja (cabang) Penyalur PKBL BRI tetapi belum disalurkan kepada Mitra Binaan sampai dengan akhir periode pelaporan.

8. OTHER RECEIVABLES

Other receivables as of December 31, 2020 and 2019 amounting to Rp700,000,070 and Rp527,424,213 respectively, consist of allocated funds of partnership loan from PKBL BRI to PKBL BRI distributor working unit (branches) but not yet distributed to foster partner until the end of the reporting period.

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9. ASET TETAP

Aset tetap adalah sebagai berikut:

	31 Desember/December 31, 2020			Saldo 31 Desember/ Balance December 31, 2020	
	Saldo 1 Januari/ Balance January 1, 2020	Mutasi/Movement			
		Penambahan/ Addition	Pengurangan/ Disposal		
<u>Harga Perolehan</u>					<u>Acquisition Cost</u>
Inventaris dan peralatan	71.089.105	-	-	71.089.105	Premises and equipment
<u>Akumulasi Penyusutan</u>					<u>Accumulated Depreciation</u>
Inventaris dan peralatan	(71.089.105)	-	-	(71.089.105)	Premises and equipment
Nilai Buku Neto	-			-	Net Book Value

	31 Desember/December 31, 2019			Saldo 31 Desember/ Balance December 31, 2019	
	Saldo 1 Januari/ Balance January 1, 2019	Mutasi/Movement			
		Penambahan/ Addition	Pengurangan/ Disposal		
<u>Harga Perolehan</u>					<u>Acquisition Cost</u>
Inventaris dan peralatan	71.089.105	-	-	71.089.105	Premises and equipment
<u>Akumulasi Penyusutan</u>					<u>Accumulated Depreciation</u>
Inventaris dan peralatan	(71.089.105)	-	-	(71.089.105)	Premises and equipment
Nilai Buku Neto	-			-	Net Book Value

Manajemen berpendapat bahwa tidak terdapat penurunan nilai buku aset tetap pada tanggal-tanggal 31 Desember 2020 dan 2019.

Management believes that there is no impairment of the net book value of fixed assets as of December 31, 2020 and 2019.

10. BEBAN YANG MASIH HARUS DIBAYAR

Beban yang masih harus dibayar pada tanggal 31 Desember 2020 dan 2019 masing-masing sebesar RpNihil dan Rp48.083.619.330, yang terdiri atas bina lingkungan yang telah atau sedang dilaksanakan oleh Unit Kerja (cabang) BRI namun belum diganti atau dibayar kembali oleh Unit PKBL BRI.

10. ACCRUED EXPENSES

Accrued expenses as of December 31, 2020 and 2019 amounted to RpNil and Rp48,083,619,330 respectively, which consist of community development that have been or are being performed by the BRI working unit (branches) but not yet reimbursed by PKBL BRI Unit.

11. ASET NETO

Aset Neto Tidak Terikat

	31 Desember/ December 31, 2020	31 Desember/ December 31, 2019
Saldo awal tahun	650.154.113.711	925.910.670.144
Penurunan Aset Neto Tidak Terikat	(117.730.613.290)	(275.756.556.433)
Saldo akhir tahun	532.423.500.421	650.154.113.711

11. NET ASSETS

Unrestricted Net Assets

Beginning balance
Decrease in Unrestricted
Net Assets
Ending balance

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12. ALOKASI DANA DARI BUMN PEMBINA

Pada tahun 2015, dikeluarkan Peraturan Menteri Badan Usaha Milik Negara No. PER-09/MBU/07/2015 tanggal 3 Juli 2015, yang menyatakan bahwa dana PKBL bersumber dari penyisihan laba bersih setelah pajak yang ditetapkan dalam RUPS/Menteri pengesahan Laporan Tahunan BUMN Pembina maksimum sebesar 4% (empat persen) dari laba setelah pajak tahun buku sebelumnya.

Pada tahun 2016, dikeluarkan Peraturan Menteri Badan Usaha Milik Negara yang terbaru No. PER-03/MBU/12/2016 tanggal 19 Desember 2016, yang menambahkan bahwa dana PKBL juga bersumber dari anggaran yang diperhitungkan sebagai biaya pada BUMN Pembina.

Alokasi dana pada tahun 2020 dan 2019 sebagai berikut:

Tahun 2020

Berdasarkan Berita Acara RUPS Tahunan No. 19 tanggal 18 Februari 2020 yang telah disahkan oleh Notaris dan Pejabat Pembuat Akta Tanah (PPAT) Fathiah Helmi, SH, dinyatakan tidak ada pembentukan biaya untuk PKBL untuk tahun 2020.

Tahun 2019

Berdasarkan Berita Acara RUPS Tahunan No. 40 tanggal 15 Mei 2019 yang telah disahkan oleh Notaris dan Pejabat Pembuat Akta Tanah (PPAT) Fathiah Helmi, SH, dinyatakan tidak ada pembentukan biaya untuk PKBL untuk tahun 2019.

12. ALLOCATION OF FUND FROM FOSTERING SOE

In 2015, Ministry of SOEs' issued Regulation No. PER-09/MBU/07/2015 dated July 3, 2015 which stated that PKBL fund derived from the provision of net income after tax which is set by GMS/Ministry's Approval of Annual Report of Fostering SOEs is at maximum of 4% (four percent) from the prior year's net profit after tax.

In 2016, Ministry of SOEs' recently issued Regulation No. PER-03/MBU/12/2016 on December 19, 2016. This new regulation further adds the source through which PKBL fund can be derived, that is from Fostering SOE's budget expenditure or expense.

Allocation of fund in 2020 and 2019 are as follows:

Year 2020

Based on the Minutes of General Meeting of Shareholders No. 19 dated February 18, 2020 that was legalised by Notary and Land Registrar Fathiah Helmi, SH, it was stated that there was no expense created for PKBL BRI for 2020.

Year 2019

Based on the Minutes of General Meeting of Shareholders No. 40 dated May 15, 2019 that was legalised by Notary and Land Registrar Fathiah Helmi, SH, it was stated that there was no expense created for PKBL BRI for 2019.

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13. PENDAPATAN BUNGA

Pendapatan bunga dari jasa giro untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

13. INTEREST INCOME

Interest income from current account for the years ended December 31, 2020 and 2019 are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ For the years ended December 31,		
	2020	2019	
Program Kemitraan			Partnership Program
PT Bank Rakyat Indonesia (Persero) Tbk Penampungan Pokok - setelah Tbk	2.010.777.401	607.751.146	PT Bank Rakyat Indonesia (Persero) Tbk Principal Escrow - after Tbk
PT Bank Rakyat Indonesia (Persero) Tbk Penampungan Bunga - setelah Tbk	1.004.894.907	957.130.428	PT Bank Rakyat Indonesia (Persero) Tbk Interest Escrow - after Tbk
PT Bank Rakyat Indonesia (Persero) Tbk Penampungan Bunga - sebelum Tbk	50.394.159	60.962.785	PT Bank Rakyat Indonesia (Persero) Tbk Interest Escrow - before Tbk
PT Bank Rakyat Indonesia (Persero) Tbk - sebelum Tbk	40.844.166	49.409.975	PT Bank Rakyat Indonesia (Persero) Tbk - before Tbk
PT Bank Rakyat Indonesia (Persero) Tbk Penampungan Pokok - sebelum Tbk	38.092.215	378.705.804	PT Bank Rakyat Indonesia (Persero) Tbk Principal Escrow - before Tbk
PT Bank Rakyat Indonesia (Persero) Tbk - setelah Tbk	36.823.387	145.594.203	PT Bank Rakyat Indonesia (Persero) Tbk - after Tbk
PT Bank Rakyat Indonesia (Persero) Tbk - Operasional	2.404.078	4.014.316	PT Bank Rakyat Indonesia (Persero) Tbk - Operational
	<u>3.184.230.313</u>	<u>2.203.568.657</u>	
Bina Lingkungan			Community Development
PT Bank Rakyat Indonesia (Persero) Tbk BUMN Peduli	1.301.508.314	5.284.610.046	PT Bank Rakyat Indonesia (Persero) Tbk BUMN Peduli
PT Bank Rakyat Indonesia (Persero) Tbk Bina Lingkungan Komitmen BRI	6.799.276	9.312.745	PT Bank Rakyat Indonesia (Persero) Tbk Bina Lingkungan Komitmen BRI
PT Bank Rakyat Indonesia (Persero) Tbk Bina Lingkungan	-	377.989.566	PT Bank Rakyat Indonesia (Persero) Tbk Bina Lingkungan
	<u>1.308.307.590</u>	<u>5.671.912.357</u>	
Jumlah	<u>4.492.537.903</u>	<u>7.875.481.014</u>	Total

Penyajian pendapatan bunga pada Laporan Aktivitas adalah neto, setelah dikurangi pajak yang bersifat final dan biaya administrasi rekening yaitu sebesar Rp942.072.936 dan Rp1.651.258.725 untuk tahun yang berakhir masing-masing pada tanggal-tanggal 31 Desember 2020 dan 2019.

Presentation of interest income in the Statement of Activities is net, after deducting final tax and administrative expense amounting to Rp942,072,936 and Rp1,651,258,725, for the years ended December 31, 2020 and 2019, respectively.

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14. PENDAPATAN JASA ADMINISTRASI PINJAMAN

Pendapatan Jasa Administrasi Pinjaman Program Kemitraan untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

Kantor Wilayah	Tahun yang berakhir pada tanggal 31 Desember/ For the years ended December 31,	
	2020	2019
Yogyakarta	2.827.900.675	994.365.415
Denpasar	1.822.492.580	1.167.944.277
Makassar	1.752.790.531	1.220.087.913
Surabaya	1.665.416.778	531.194.970
Semarang	1.661.926.993	631.348.602
Bandung	1.409.664.351	832.570.830
Malang	1.197.559.562	1.851.821.707
Palembang	1.178.294.954	585.430.047
Manado	1.017.993.838	529.716.460
Bandar Lampung	914.467.422	606.362.985
Banjarmasin	820.706.628	972.527.612
Medan	767.162.940	836.261.822
Pekanbaru	680.646.289	342.024.559
Padang	611.967.983	253.636.556
Banda Aceh	606.652.324	316.601.978
DKI Jakarta 2	588.022.514	807.580.906
Jayapura	454.182.892	258.181.148
DKI Jakarta 3	424.565.432	658.169.240
DKI Jakarta 1	133.403.611	482.180.876
Jumlah	20.535.818.297	13.878.007.903

Berdasarkan Peraturan Menteri Badan Usaha Milik Negara No. PER-09/MBU/07/2015 tanggal 3 Juli 2015 dan perubahan terakhir dilakukan berdasarkan PER-02/MBU/07/2017 dimana PKBL BRI menerbitkan Surat No. B.136.e-PPK/KPL/08/2017 tanggal 18 Agustus 2017, distribusi/komposisi bunga Pinjaman Kemitraan sebesar 3% flat per tahun.

14. LOAN ADMINISTRATION SERVICES INCOME

Loan administration services income of Partnership Program for the years ended December 31, 2020 and 2019 are as follows:

Regional Offices	Tahun yang berakhir pada tanggal 31 Desember/ For the years ended December 31,	
	2020	2019
Yogyakarta	2.827.900.675	994.365.415
Denpasar	1.822.492.580	1.167.944.277
Makassar	1.752.790.531	1.220.087.913
Surabaya	1.665.416.778	531.194.970
Semarang	1.661.926.993	631.348.602
Bandung	1.409.664.351	832.570.830
Malang	1.197.559.562	1.851.821.707
Palembang	1.178.294.954	585.430.047
Manado	1.017.993.838	529.716.460
Bandar Lampung	914.467.422	606.362.985
Banjarmasin	820.706.628	972.527.612
Medan	767.162.940	836.261.822
Pekanbaru	680.646.289	342.024.559
Padang	611.967.983	253.636.556
Banda Aceh	606.652.324	316.601.978
DKI Jakarta 2	588.022.514	807.580.906
Jayapura	454.182.892	258.181.148
DKI Jakarta 3	424.565.432	658.169.240
DKI Jakarta 1	133.403.611	482.180.876
Total	20.535.818.297	13.878.007.903

Based on the Minister of SOE Decree No. PER-09/MBU/07/2015 dated July 3, 2015 and the latest amendment was made pursuant to PER-02/MBU/07/2017 where PKBL BRI issued Letter No. B.136.e-PPK/KPL/08/2017 dated August 18, 2017, the distribution/composition of the Partnership Loan interest was 3% flat per annum.

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15. PENDAPATAN LAIN-LAIN

15. OTHER INCOME

	Tahun yang berakhir pada tanggal 31 Desember/ For the year ended December 31,		
	2020	2019	
Pengembalian kelebihan dana bina lingkungan	63.200.000	145.581.175	Return of excess fund from community development
Lain-lain	165.236.818	-	Others
Jumlah	228.436.818	145.581.175	Total

16. DANA PEMBINAAN KEMITRAAN

Dana pembinaan kemitraan untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019 masing-masing sebesar RpNihil dan Rp322.580.915 digunakan masing-masing untuk kegiatan pelatihan mitra binaan dan penyelenggaraan pameran atas usaha Mitra Binaan.

16. FOSTERING PARTNERSHIP FUNDS

Fostering partnership funds for the year ended December 31, 2020 and 2019 which amounted to RpNil and Rp322,580,915, respectively, were used for training the foster partners and the business exhibitions of foster partners.

17. PENYALURAN DANA PROGRAM BINA LINGKUNGAN

Penyaluran dana program bina lingkungan adalah sebagai berikut:

17. COMMUNITY DEVELOPMENT PROGRAM FUNDS DISTRIBUTION

Community development program funds distribution are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ For the year ended December 31,		
	2020	2019	
Bantuan bencana alam dan bencana non alam	31.444.737.808	6.336.123.862	Aid for natural and non-natural disaster
Bantuan peningkatan kesehatan	16.794.697.201	44.759.761.982	Aid for health improvement
Bantuan sarana ibadah	12.305.077.929	43.785.086.953	Aid for worship facilities
Bantuan pendidikan	11.836.079.479	70.191.707.124	Aid for education
Bantuan sosial kemasyarakatan untuk pengentasan kemiskinan	10.540.426.582	31.342.001.612	Aid for social assistance for poverty alleviation
Bantuan pengembangan prasarana dan/atau sarana umum	1.855.524.844	29.302.833.387	Aid for development of public facilities and/or infrastructures
Bantuan pelestarian alam	135.000.000	866.344.000	Aid for nature preservation
Jumlah	84.911.543.843	226.583.858.920	Total

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18. PENYALURAN DANA PROGRAM BINA LINGKUNGAN OLEH BUMN PEMBINA

Program BL selain menyalurkan saldo awal dana yang berasal dari alokasi sisa laba BUMN Pembina dari tahun-tahun sebelumnya juga mengelola penyaluran program bantuan BUMN Pembina selama tahun berjalan.

Selain penyaluran program BL yang dicatat sebagai biaya pada laporan keuangan PKBL sebagaimana diungkapkan pada Catatan 17, terdapat Penyaluran Program BL oleh BUMN Pembina yang sumber dananya berasal dari anggaran BUMN Pembina dan dicatat sebagai biaya pada laporan keuangan BUMN Pembina.

Berdasarkan Peraturan Menteri BUMN No. PER-03/MBU/12/2016 tanggal 19 Desember 2016, sumber dana BL dapat berasal dari anggaran yang diperhitungkan sebagai biaya pada BUMN Pembina dan untuk Persero Terbuka, dana tersebut ditetapkan oleh Dewan Komisaris.

Pada tahun 2020, penetapan besaran dana dari BUMN Pembina didasarkan pada Anggaran Dana BL sesuai Usulan Rencana Kerja dan Anggaran Corporate Secretary Division Tahun 2020 yang telah disetujui sebagaimana tertuang dalam Surat Keputusan No. R.40-KOM/06/2020 tanggal 24 Juni 2020 dan No. 424-DIR/AMK/06/2020 tanggal 29 Juni 2020 dimana telah dianggarkan sebesar Rp185.000.000.000. Dari anggaran tersebut disalurkan sebesar Rp179.225.470.899. Selama tahun 2020 telah disalurkan Program BL sebesar Rp264.137.014.742 dimana sebesar Rp179.225.470.899 berasal dari anggaran BUMN Pembina tahun 2020 dan sebesar Rp84.911.543.843 berasal dari saldo kas di bank Program BL (Catatan 17).

Penyaluran dana program BL oleh BUMN Pembina adalah sebagai berikut:

	Tahun yang Berakhir pada Tanggal 31 Desember/ Year ended December 31, 2020	
Bantuan pendidikan	40.770.537.390	Aid for education
Bantuan bencana alam dan bencana non alam	38.264.220.558	Aid for natural and non-natural disaster
Bantuan pengembangan prasarana dan/atau sarana umum	30.309.326.579	Aid for development of public facilities and/or infrastructures
Bantuan peningkatan kesehatan	29.112.188.534	Aid for health improvement
Bantuan sarana ibadah	22.642.846.466	Aid for worship facilities
Bantuan sosial kemasyarakatan untuk pengentasan kemiskinan	13.828.899.647	Aid for social assistance for poverty alleviation
Bantuan pelestarian alam	4.297.451.725	Aid for nature preservation
	179.225.470.899	

18. COMMUNITY DEVELOPMENT PROGRAM FUNDS DISTRIBUTION FROM FOSTERING SOE

The BL program other than to distribute beginning balance of remaining profit Fostering SOE from previous years also manages distribution for aid program Fostering SOE during the year.

Besides the distribution of the BL program which is recorded as expense in the PKBL's financial statement disclosed in note 17, there is the distribution of the BL program by Fostering SOE which source of funds come from Fostering SOE budget and recorded as expense in the Fostering SOE's financial statement.

Based on the Ministry of State-Owned Enterprises issued the Ministerial Regulation No. PER-03/MBU/12/2016 dated December 19, 2016, the BL's source of fund derived from the budget which was calculated as expense in Fostering SOE and for the public company, these funds are determined by the board of commissioners.

On 2020, the determination of the funds from Fostering SOE is based on the BL budget according to the Corporate Secretary Division Work Plan and Budget's Year 2020 which has been approved as stated in Decision Letter No. R.40-KOM/06/2020 dated June 24, 2020 and No. 424-DIR/AMK/06/2020 dated June 29, 2020, which has been budgeted amounted to Rp185,000,000,000. From those budget distributed amounted to Rp179,225,470,899. During 2020, BL program has distributed Rp264,137,014,742 which Rp179,225,470,899 from the Fostering SOE's budget for the year 2020 and Rp84,911,543,843 from BL Program's cash in bank balances (Note 17).

BL program funds distribution from Fostering SOE are as follows:

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**19. HIBAH DANA PROGRAM KEMITRAAN
KEPADA BUMN KHUSUS**

Sesuai dengan Peraturan Menteri BUMN No: PER-02/MBU/7/2017 dinyatakan bahwa untuk mempercepat dan meningkatkan profesionalisme dalam pengembangan dan pemberdayaan ekonomi mikro dan kecil, BUMN Pembina dapat memberikan pinjaman tanpa bunga atau hibah dana Program Kemitraan kepada BUMN Khusus dalam hal ini adalah PT Permodalan Nasional Madani (Persero) (PT PNM) sebagaimana yang ditetapkan oleh Menteri BUMN pada Surat No: S-822/MBU/12/2018 tanggal 13 Desember 2018.

Pada tanggal 26 Desember 2018, merujuk Surat Nomor: B-2127-DIR/BKC/12/2018, BUMN Pembina mengajukan permohonan persetujuan penyaluran dana program kemitraan kepada PT PNM selaku BUMN khusus melalui mekanisme hibah sebesar Rp50 miliar kepada Dewan Komisaris.

Pada tanggal 12 Februari 2019, merujuk Surat Nomor: R.06-KOM/02/2019, Dewan Komisaris pada prinsipnya mendukung kebijakan Kementerian BUMN terkait dengan penyaluran dana PK melalui BUMN khusus sebesar Rp50 miliar dan meminta Direksi untuk mengajukan permohonan persetujuan kepada Menteri BUMN.

Pada tanggal 6 Maret 2019, merujuk Surat Nomor: B-354-DIR/BKC/03/2019, BUMN Pembina mengajukan permohonan persetujuan penyaluran dana program kemitraan melalui BUMN khusus kepada Menteri Badan Usaha Milik Negara.

Pada tanggal 5 April 2019, merujuk Surat Menteri BUMN No. S-209/MBU/04/2019 tentang Penyaluran Dana PK melalui BUMN Khusus yang didalamnya berisi tentang persetujuan Menteri atas Penyaluran Dana PK BRI kepada PT PNM sebesar Rp50 miliar.

Pada tanggal 20 Mei 2019 dilakukan penandatanganan Hibah Penyaluran Dana PK kepada PT PNM sebesar Rp50 miliar sesuai dengan Akta Hibah No.70 yang dibuat dihadapan Notaris Hadijah, S.H., notaris di Jakarta dan pelaksanaan hibah dilakukan pada 10 Juli 2019.

Pada tahun 2020, tidak terdapat hibah penyaluran dana PK kepada BUMN Khusus.

**19. PARTNERSHIP PROGRAM FUNDING
GRANT TO SPECIAL SOE**

In accordance with SOE Minister Regulation No: PER-02/MBU/7/2017, it was stated that to accelerate and increase professionalism in the development and empowerment of micro and small economies, Fostering SOE can provide non interest bearing loans or Partnership Program funding grants to Special SOE, in this matter is PT Permodalan Nasional Madani (Persero) (PT PNM), as determined by the Minister of SOE on Letter No: S-822/MBU/12/2018 dated December 13, 2018.

On December 26, 2018, referring to Letter Number: B-2127-DIR/BKC/12/2018, the Fostering SOE submitted an application for approval of the partnership program fund distribution to PT PNM as a special SOE through a grant mechanism of Rp50 billion to the Board of Commissioners.

On February 12, 2019, referring to Letter Number: R.06-KOM/02/2019, the Board of Commissioners principally supported the policy of the Ministry of SOE related to the distribution of PK funds through a special SOE amounting to Rp50 billion and asked the Directors to submit an application for approval to the Minister of SOE.

On March 6, 2019, referring to Letter Number: B-354-DIR/BKC/03/2019, the Fostering SOE submitted an application for approval of the distribution of partnership program funds through special SOEs to the Minister of State-Owned Enterprises.

On April 5, 2019, referring to Minister of SOE on Letter No. S-209/MBU/04/2019 about Fund Distribution to Special SOE, there is an approval by Minister about fund distribution to PT PNM amounted Rp50 billion.

On May 20, 2019 an agreement about fund distribution to PT PNM was signed amounting to Rp50 billion based on Notarial Deed of Grant No.70 in the presence of Hadijah, S.H., a notary in Jakarta and the grant was distributed on July 10, 2019.

For the year 2020, there was no partnership program funding grant to Special SOE.

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**20. BEBAN CADANGAN KERUGIAN PENURUNAN
NILAI PIUTANG LAIN-LAIN**

Beban cadangan kerugian penurunan nilai piutang lain-lain untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019 masing-masing sebesar RpNihil dan Rp15.634.047.189.

Beban cadangan kerugian penurunan nilai piutang lain-lain adalah beban yang timbul untuk mencadangkan piutang lain-lain yang belum terselesaikan lebih dari 1 (satu) tahun.

**20. ALLOWANCE FOR IMPAIRMENT LOSSES ON
OTHER RECEIVABLES EXPENSES**

Allowance for impairment losses on other receivables expenses for the years ended December 31, 2020 and 2019, amounting to RpNil and Rp15,634,047,189, respectively.

Allowance for impairment losses on other receivables expenses are expenses incurred to provide allowance for other receivables that are not yet settled for more than 1 (one) year.

21. PEMBALIKAN PIUTANG LAIN-LAIN

Pembalikan piutang lain-lain untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 2019 masing-masing sebesar Rp807.575.787 dan RpNihil.

21. REVERSAL OF OTHER RECEIVABLE

Reversal of other receivable expenses for the years ended December 31, 2020 and 2019, amounted to Rp807,575,787 and RpNil, respectively.

22. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI

22. RELATED PARTIES TRANSACTIONS

a. Jenis hubungan dan unsur transaksi dengan pihak-pihak berelasi

a. *Type of relationships and transactions with related parties*

Pihak berelasi/ Related parties	Jenis hubungan/ Type of relationship	Unsur transaksi pihak berelasi/ Transactions with related parties
PT Bank Rakyat Indonesia (Persero) Tbk	BUMN Pembina/ <i>Fostering SOE</i>	Kas pada Bank, piutang lain-lain, beban yang masih harus dibayar dan pendapatan bunga/ <i>Cash in Bank, other receivables, accrued expenses, and interest income</i>
PT Perkebunan Nusantara IX	Pengendalian melalui Pemerintah Pusat Republik Indonesia/ <i>Common control through central government</i>	Piutang kepada BUMN Pembina lain/ <i>Receivables from other fostering SOE</i>
PT Permodalan Nasional Madani (Persero)	Pengendalian melalui Pemerintah Pusat Republik Indonesia/ <i>Common control through central government</i>	Hibah dana program kemitraan kepada BUMN khusus/ <i>Partnership program funding grant to special SOE</i>

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**22. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI
(lanjutan)**

22. RELATED PARTIES TRANSACTIONS (continued)

b. Rincian saldo transaksi dengan pihak-pihak berelasi

b. Details of transaction balances with related parties

	31 Desember/ December 31, 2020	31 Desember/ December 31, 2019	
Aset			Asset
Kas pada Bank	251.415.252.491	255.222.568.633	Cash in Bank
Piutang kepada BUMN pembina lain /lembaga penyalur - bersih	2.302.869.161	35.677.774.148	Receivables from other fostering SOE/distributing partners - net
Piutang lain-lain	700.000.070	527.424.213	Other receivables
Jumlah	254.418.121.722	291.427.766.994	Total
Jumlah aset	532.423.500.421	698.397.173.575	Total assets
Persentase jumlah aset kepada pihak berelasi terhadap jumlah aset	47,78%	41,73%	Percentage of total assets to related party of total assets
Liabilitas			Liability
Beban yang masih harus dibayar	-	48.083.619.330	Accrued Expenses
Jumlah Liabilitas	-	48.243.059.864	Total liability
Persentase jumlah liabilitas kepada pihak berelasi terhadap jumlah liabilitas	-	99,67%	Percentage of total liabilities to related party of total liabilities
	Tahun yang berakhir pada tanggal 31 Desember/ For the year ended December 31,		
	2020	2019	
Pendapatan			Revenue
Pendapatan bunga	3.550.464.967	6.224.222.289	Interest Income
Jumlah pendapatan	25.122.295.869	24.349.908.881	Total revenue
Persentase jumlah pendapatan dari pihak berelasi terhadap jumlah pendapatan	14,13%	25,56%	Percentage of total revenue from related party of total revenues
Beban			Expenses
Hibah dana program kemitraan kepada BUMN khusus	-	50.000.000.000	Partnership program funding grant to special SOE
Jumlah beban	142.852.909.159	300.106.465.314	Total expenses
Persentase jumlah beban kepada pihak berelasi terhadap jumlah beban	-	16,66%	Percentage of total expense to related party of total expenses

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23. PEMBATASAN PENGGUNAAN DANA

Kep.100/MBU/2002

Program Kemitraan

a. Penilaian Efektivitas

Penilaian kinerja program kemitraan dan bina lingkungan berdasarkan Keputusan Menteri BUMN No. Kep.100/MBU/2002 tanggal 4 Juni 2002 mencakup Program Kemitraan dengan Indikator Tingkat Efektivitas penyaluran dan Tingkat Kolektibilitas Pengembalian Pinjaman.

Tingkat efektivitas penyaluran dana dihitung dengan cara membagi jumlah dana yang disalurkan dengan jumlah dana yang tersedia. Jumlah dana yang disalurkan adalah seluruh dana yang disalurkan kepada usaha kecil dan koperasi dalam tahun yang bersangkutan yang terdiri atas pinjaman modal kerja. Sedangkan jumlah dana yang tersedia terdiri atas saldo awal periode ditambah dengan pengembalian pinjaman (pokok ditambah bunga) dan pendapatan bunga dari program kemitraan.

Tabel skor tingkat penyerapan dana (tidak diaudit)

Penyerapan %	>90	85 s.d 90	80 s.d 85	<80	% of absorption
Skor	3	2	1	0	Score

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Distribusi dana

Jumlah dana yang disalurkan:

Piutang pinjaman mitra binaan

149.171.000.070

23. RESTRICTED FUND USAGE

Kep.100/MBU/2002

Partnership Program

a. Effectivity Performance

The performance evaluation of partnership and community development program is based on the Minister of SOE Decree No. Kep.100/MBU/2002 dated June 4, 2002 regarding The Effectiveness Indicator of Partnership Program Loan Distribution and the Collectibility of the Loan Repayments.

The effectiveness of loan distribution is calculated by dividing the amount of distributed funds by the amount of the utilizable funds. Amount of distributed funds represents all current year funds distribution to small enterprise businesses and cooperation. The funds are distributed as working capital loans. Utilizable funds is calculated by adding the beginning balance with loan repayments (principal and the interest repayments) and with interest income from partnership program.

Score of funds absorption table (unaudited)

Fund distribution

*Distribution of Funds:
Loan receivables from foster
partner distribution*

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CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2020 dan
Untuk Tahun yang Berakhir
pada Tanggal Tersebut
(Disajikan dalam Rupiah)**

**PARTNERSHIP AND COMMUNITY
DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2020 and
For the Year then Ended
(Expressed in Rupiah)**

23. PEMBATASAN PENGGUNAAN DANA (lanjutan)

Kep.100/MBU/2002 (lanjutan)

Program Kemitraan (lanjutan)

a. Penilaian Efektivitas (lanjutan)

	Tahun yang Berakhir pada Tanggal 31 Desember/ Year ended December 31, 2020
Dana yang tersedia	
Saldo awal kas	
Program Kemitraan (Catatan 4)	123.337.282.676
Pengembalian Piutang Pinjaman Mitra Binaan	252.282.641.893
Pendapatan Jasa Administrasi Pinjaman	20.691.743.957
Pengembalian dari BUMN pembina lain (Catatan 5)	500.000.000
	396.811.668.526
Tingkat efektivitas penyaluran (persentase distribusi dana terhadap dana yang tersedia)	37,59%
Skor tingkat efektivitas penyaluran pinjaman	0

b. Tingkat Kolektibilitas Penyaluran Pinjaman

Indikator lain dalam penilaian kinerja program kemitraan dan bina lingkungan yaitu tingkat kolektibilitas pengembalian pinjaman yang memberikan indikasi adanya kemungkinan tertagihnya suatu pinjaman. Tingkat kolektibilitas pengembalian pinjaman merupakan perbandingan antara rata-rata tertimbang kolektibilitas pinjaman terhadap jumlah pinjaman yang disalurkan (saldo pinjaman). Rata-rata tertimbang kolektibilitas pinjaman adalah perkalian antara bobot kolektibilitas dengan saldo pinjaman berdasarkan kualitas pinjaman (lancar, kurang lancar, diragukan dan macet). Bobot kolektibilitas dengan kualitas lancar (100%), kurang lancar (75%), diragukan (25%) dan macet (0%).

23. RESTRICTED FUND USAGE (continued)

Kep.100/MBU/2002 (continued)

Partnership Program (continued)

a. Effectivity Performance (continued)

	Fund available
	<i>Cash of Partnership Program Beginning balance (Note 4)</i>
	<i>Collection of Foster Partners Loan Receivables</i>
	<i>Loan Administration Service Income</i>
	<i>Repayments from other fostering SOE (Note 5)</i>
Level of the effectiveness of the loan distribution (percentage fund distribution to fund available)	37,59%
Score of level of the effectiveness of the loan distribution	0

b. Collectibility level of the Loan Distribution

Another performance indicator of partnership and community development program is the collectibility of repayments which indicates the probability of a loan to be fully paid. The collectibility level is calculated by comparing the weighted average collectibility funds with distributed funds. Weighted average collectibility funds is the result of multiplying the collectibility weightage with the balance of each quality of the loan (e.g: current: 100%, substandard: 75%, doubtful: 25% and loss: 0%)

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**PARTNERSHIP AND COMMUNITY
DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
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As of December 31, 2020 and
For the Year then Ended
(Expressed in Rupiah)**

23. PEMBATASAN PENGGUNAAN DANA (lanjutan)

Kep.100/MBU/2002 (lanjutan)

Program Kemitraan (lanjutan)

b. Tingkat Kolektibilitas Penyaluran Pinjaman (lanjutan)

Tabel skor tingkat kolektibilitas pengembalian pinjaman (tidak diaudit)

Tingkat Pengembalian (%)	>70	40 s.d 70	10 s.d 40	<10	% of Collectibility Level
Skor	3	2	1	0	Score

Rata-rata tertimbang kolektibilitas pinjaman per 31 Desember 2019 adalah sebagai berikut:

23. RESTRICTED FUND USAGE (continued)

Kep.100/MBU/2002 (continued)

Partnership Program (continued)

b. Collectibility level of the Loan Distribution (continued)

Score of repayments collectibility level table (unaudited)

Weighted average amount of the collectibility of the loan as of December 31, 2019 is as follows:

Kualitas Pinjaman	Saldo pinjaman (Catatan 6)/ Loan balance (Note 6)	%	Jumlah rata-rata tertimbang (Tidak diaudit)/ Weighted Average Amount (Unaudited)	Loan Quality
Lancar	248.361.890.017	100%	248.361.890.017	Current
Kurang Lancar	20.573.764.338	75%	15.430.323.253	Substandard
Diragukan	15.347.755.862	25%	3.836.938.966	Doubtful
Macet	64.753.682.486	0%	-	Loss
Jumlah	349.037.092.703		267.629.152.236	Total
Tingkat kolektibilitas pengembalian pinjaman (persentase jumlah rata-rata tertimbang kolektibilitas pinjaman terhadap saldo pinjaman yang disalurkan)		76,68%	Loan repayment collectibility level (percentage of weighted average loan collectibility to loan distribution)	
Nilai tingkat kolektibilitas pengembalian pinjaman		3	Score of repayments collectibility level	

PER-03/MBU/12/2016

Program Kemitraan

Persentase dana pembinaan terhadap dana program kemitraan yang disalurkan pada tahun berjalan

Berdasarkan PER-09/MBU//07/2015 pasal 9 ayat 4 menyatakan bahwa besarnya dana pembinaan kemitraan yang terdiri atas biaya pendidikan, pemasaran, promosi dan hal lain-lain besarnya maksimal sebesar 20% (dua puluh persen) dari dana program kemitraan yang disalurkan pada tahun berjalan. Dana pembinaan menjadi bagian dari program bina lingkungan.

PER-03/MBU/12/2016

Partnership Program

The percentage of fostering partnership funds to current year funds distribution for partnership program

Based on PER-09/MBU/07/2015 art 9 paragraph 4 specified that the amount of fostering partnership funds which consists of education, marketing, promotion expense, etc is 20% (twenty percent) at maximum of the partnership program distribution during the year. Development funds is part of community development program.

The original financial statements included herein are in Indonesian language.

**PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2020 dan
Untuk Tahun yang Berakhir
pada Tanggal Tersebut
(Disajikan dalam Rupiah)**

**PARTNERSHIP AND COMMUNITY
DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2020 and
For the Year then Ended
(Expressed in Rupiah)**

23. PEMBATASAN PENGGUNAAN DANA (lanjutan)

PER-03/MBU/12/2016 (lanjutan)

Program Kemitraan (lanjutan)

Pada tanggal 19 Desember 2016, PER-09/MBU/07/2015 direvisi dengan PER-03/MBU/12/2016, dimana beban pembinaan kemitraan menjadi bagian dari realisasi program kemitraan sebagaimana dicantumkan dalam pasal 9 ayat 1c, efektif 19 Desember 2016.

Pada tahun yang berakhir pada tanggal 31 Desember 2020, persentase beban dana pembinaan terhadap penyaluran program kemitraan adalah sebagai berikut:

23. RESTRICTED FUND USAGE (continued)

PER-03/MBU/12/2016 (continued)

Partnership Program (continued)

As of December 19, 2016, PER-09/MBU/07/2015 revised with PER-03/MBU/12/2016, which stipulates that fostering partnership expense is a part of partnership program as stated in Art 9 paragraph 1c, effective December 19, 2016.

For the year ended December 31, 2020, the percentage of fostering partnership funds to current year partnership program funds distribution is as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ Year ended December 31, 2020	
Dana pembinaan kemitraan (Catatan 16)	-	<i>Fostering partnership funds (Note 16)</i>
Dana program kemitraan yang disalurkan		<i>Partnership program funds distribution</i>
Piutang pinjaman mitra binaan	149.171.000.070	<i>Loan receivables from foster partners</i>
Persentase dana pembinaan kemitraan terhadap dana program kemitraan yang disalurkan	-	<i>Percentage of fostering partnership funds to partnership program funds distribution</i>

The original financial statements included herein are in Indonesian language.

**PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN PENYALURAN DANA
PROGRAM BINA LINGKUNGAN
Tanggal 31 Desember 2020 dan
Untuk Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam Rupiah)**

**PARTNERSHIP AND COMMUNITY
DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF COMMUNITY
DEVELOPMENT PROGRAM FUNDS DISTRIBUTION
As of December 31, 2020 and
For the Year then Ended
(Expressed in Rupiah)**

**Laporan Penyaluran Dana Program Bina
Lingkungan Tahun 2020 (Tidak Diaudit)**

**Statement of Community Development Program
Funds Distribution Year 2020 (Unaudited)**

No.	Kantor Wilayah/ Regional Offices	Bantuan Pengembangan Prasarana dan/atau Sarana Umum/ Aid for Development of Public Facilities and/or Infrastructures	Bantuan Bencana Alam dan Bencana Non Alam/ Aid for Natural and Non-Natural Disaster	Bantuan Pendidikan/ Aid for Education	Bantuan Peningkatan Kesehatan/ Aid for Health Improvement	Bantuan Sarana Ibadah/ Aid for Worship Facilities	Bantuan Pelestarian Alam/ Aid for Nature Preservation	Bantuan Sosial Kemasyarakatan untuk Pengentasan Kemiskinan/ Aid for Social Assistance for Poverty Alleviation	Jumlah/ Total
1	Banda Aceh	236.012.400	1.165.861.745	1.765.621.911	1.742.273.170	2.649.437.799	-	708.232.460	8.267.439.485
2	Bandar Lampung	763.459.538	1.212.031.490	413.917.641	1.569.945.445	835.589.883	-	855.196.733	5.650.140.730
3	Bandung	2.843.385.747	5.847.160.643	6.137.226.754	4.913.742.601	3.081.893.355	806.710.000	2.823.952.160	26.454.071.260
4	Banjarmasin	1.243.682.412	2.070.703.762	3.128.943.628	3.037.057.133	1.822.827.572	500.000.000	756.602.000	12.559.816.507
5	Denpasar	6.071.986.327	3.984.480.986	2.216.313.406	1.625.320.834	2.189.523.081	492.759.000	2.888.424.500	19.468.808.134
6	DKI Jakarta 1	690.491.707	3.634.744.868	697.918.918	1.243.001.006	2.191.445.371	-	824.513.970	9.282.115.840
7	DKI Jakarta 2	1.441.413.864	2.759.156.479	1.846.418.096	1.723.256.614	1.679.959.622	-	122.462.030	9.572.666.705
8	DKI Jakarta 3	1.969.068.320	5.157.202.417	2.666.636.249	3.241.042.040	1.153.766.534	-	603.343.879	14.791.059.439
9	Jayapura	1.464.938.194	1.071.216.051	1.055.265.073	3.638.003.705	1.098.627.090	-	842.918.200	9.170.968.313
10	Kantor Pusat	150.000.000	10.453.329.036	5.612.950.000	730.963.500	145.120.043	-	2.728.197.832	19.820.560.411
11	Makassar	1.365.203.635	3.909.358.879	1.381.980.930	1.137.430.830	3.182.129.635	20.000.000	2.075.000	10.998.178.909
12	Malang	2.428.303.349	5.552.680.135	6.163.501.520	2.999.173.042	1.849.047.026	115.000.000	3.001.676.218	22.109.381.290
13	Manado	1.972.012.261	2.743.472.624	2.352.344.545	1.306.648.025	3.570.265.200	499.137.093	1.312.899.083	13.756.778.831
14	Medan	485.537.323	2.756.260.101	1.417.908.879	3.982.860.260	2.040.281.366	-	235.764.651	10.918.612.580
15	Padang	1.285.953.276	1.728.097.468	1.235.900.000	447.970.286	991.232.391	499.246.575	868.733.618	7.057.133.614
16	Palembang	2.028.137.880	2.163.308.704	2.833.118.227	2.999.654.407	1.759.348.471	500.000.000	965.743.589	13.249.311.278
17	Pekanbaru	1.255.630.463	1.932.310.748	1.421.605.230	998.741.354	625.570.187	-	710.010.677	6.943.868.659
18	Semarang	1.765.640.635	3.908.869.802	3.311.434.598	1.101.850.949	1.079.451.452	500.000.000	923.715.074	12.590.962.510
19	Surabaya	1.270.306.645	2.034.555.735	1.593.013.514	4.078.720.908	843.302.823	-	575.215.000	10.395.114.625
20	Yogyakarta	1.433.687.447	5.624.156.693	5.354.597.750	3.389.229.626	2.159.105.494	499.599.057	2.619.649.555	21.080.025.622
	Jumlah/ Total	32.164.851.423	69.708.958.366	52.606.616.869	45.906.885.735	34.947.924.395	4.432.451.725	24.369.326.229	264.137.014.742

Lampiran/Appendix 1

The original financial statements included herein are in Indonesian language.

**PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN PENYALURAN DANA
PROGRAM BINA LINGKUNGAN
Tanggal 31 Desember 2020 dan
Untuk Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam Rupiah)**

**PARTNERSHIP AND COMMUNITY
DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF COMMUNITY
DEVELOPMENT PROGRAM FUNDS DISTRIBUTION
As of December 31, 2020 and
For the Year then Ended
(Expressed in Rupiah)**

**Laporan Penyaluran Dana Program Bina
Lingkungan Tahun 2019 (Tidak Diaudit)**

**Statement of Community Development Program
Funds Distribution Year 2019 (Unaudited)**

No	Kantor Wilayah/ Regional Offices	Bantuan Pengembangan Prasarana dan/atau Sarana Umum/ Aid for Development of Public Facilities and/or Infrastructures	Bantuan Bencana Alam dan Bencana Non Alam/ Aid for Natural and Non-Natural Disaster	Bantuan Pendidikan/ Aid for Education	Bantuan Peningkatan Kesehatan/ Aid for Health Improvement	Bantuan Sarana Ibadah/ Aid for Worship Facilities	Bantuan Pelestarian Alam/ Aid for Nature Preservation	Bantuan Sosial Kemasyarakatan untuk Pengentasan Kemiskinan/ Aid for Social Assistance for Poverty Alleviation	Jumlah/ Total
1	Banda Aceh	967.012.600	-	2.192.133.560	791.453.200	2.372.060.701	-	850.038.011	7.172.698.072
2	Bandar Lampung	1.145.928.850	237.914.208	1.304.503.665	822.082.800	1.413.899.679	-	485.680.000	5.410.009.202
3	Bandung	4.440.165.621	185.440.000	8.111.360.920	7.785.465.125	2.511.848.200	181.300.000	3.506.578.746	26.722.158.612
4	Banjarmasin	1.272.565.750	47.956.620	1.444.563.940	6.067.430.814	1.840.300.000	-	684.347.000	11.357.164.124
5	Denpasar	1.568.763.702	692.448.036	4.150.287.500	1.789.421.755	3.648.697.320	41.250.000	1.286.729.950	13.177.598.263
6	DKI Jakarta 1	300.497.500	63.597.250	1.043.695.880	2.317.471.326	3.966.757.680	26.500.000	1.114.203.220	8.832.722.856
7	DKI Jakarta 2	640.372.000	-	4.430.021.570	3.290.032.600	3.268.822.826	-	1.098.920.905	12.728.169.901
8	DKI Jakarta 3	1.054.554.825	1.511.325.099	2.440.872.648	1.269.666.200	3.541.668.900	-	826.584.217	10.644.671.889
9	Jayapura	587.585.344	50.000.000	944.295.000	1.640.220.000	983.800.000	-	1.550.470.500	5.756.370.844
10	Kantor Pusat	42.157.000	2.030.517.300	12.550.286.200	2.750.367.500	855.985.847	-	9.088.621.266	27.317.935.113
11	Makassar	60.000.000	426.217.000	1.036.557.184	264.000.000	733.800.000	165.000.000	2.772.096.100	5.457.670.284
12	Malang	1.806.518.136	105.789.654	7.012.450.460	4.982.924.675	2.518.688.920	-	914.301.608	17.340.673.453
13	Manado	73.504.200	332.323.000	1.512.697.300	827.564.100	2.927.208.300	-	522.765.900	6.196.062.800
14	Medan	1.958.760.985	89.300.000	1.772.529.280	1.599.126.881	1.579.380.759	-	101.795.000	7.100.892.905
15	Padang	1.339.689.564	109.207.500	2.760.372.080	777.391.000	1.054.217.500	-	542.011.700	6.582.889.344
16	Palembang	2.427.866.173	-	1.730.344.042	1.292.035.000	1.699.774.449	198.500.000	999.763.480	8.348.283.144
17	Pekanbaru	702.202.000	110.692.000	1.782.439.969	1.232.560.800	1.702.337.850	-	1.216.165.000	6.746.397.619
18	Semarang	746.856.525	61.223.745	6.264.989.320	1.547.320.796	2.724.932.500	-	1.639.610.714	12.984.933.600
19	Surabaya	2.055.748.773	102.313.200	4.475.107.412	1.393.417.710	2.607.804.560	-	1.225.238.870	11.859.630.525
20	Yogyakarta	6.112.083.839	179.859.250	3.232.199.194	2.319.809.700	1.833.100.962	253.794.000	916.079.425	14.846.926.370
	Jumlah/ Total	29.302.833.387	6.336.123.862	70.191.707.124	44.759.761.982	43.785.086.953	866.344.000	31.342.001.612	226.583.858.920

Lampiran/Appendix 2

The original financial statements included herein are in Indonesian language.

**PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN KUALITAS PIUTANG PINJAMAN
MENURUT WILAYAH DAN
SEKTOR EKONOMI PROGRAM KEMITRAAN
Tanggal 31 Desember 2020 dan
Untuk Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam Rupiah)**

**PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF LOAN RECEIVABLES
PARTNERSHIP PROGRAM'S COLLECTIBILITY
CLASSIFIED BY REGIONAL AND ECONOMIC SECTOR
As of December 31, 2020 and
For the Year then Ended
(Expressed in Rupiah)**

**Laporan Kualitas Piutang Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2020 (Tidak Diaudit)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2020 (Unaudited)**

No.	Kantor/Wilayah/ Regional Office	Industri Pengolahan/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas, dan Air/ Electricity, Gas and Water	Pengangkutan, Perdagangan, dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran, dan Hotel/ Trading, Restaurant and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
1	Banda Aceh										
	Lancar/ Current	41.603.400	126.492.410	-	-	-	996.839.488	1.255.792.668	-	45.832.700	2.466.560.666
	Kurang Lancar/ Substandard	4.849.995	19.445.600	-	-	-	303.120.850	331.290.100	35.232.048	45.139.100	739.077.693
	Diragukan/ Doubtful	-	99.675.000	-	-	-	196.007.507	110.416.800	-	-	406.099.307
	Macet/ Loss	156.696.667	131.032.145	-	-	16.300.000	1.941.280.351	681.354.483	-	38.697.800	2.965.361.446
	Sub jumlah/ Sub total	203.150.062	376.645.155	-	-	16.300.000	3.437.248.196	2.378.854.051	35.232.048	129.669.600	6.577.099.112
2	Bandar Lampung										
	Lancar/ Current	366.534.694	290.307.438	-	110.130.167	-	3.380.255.852	6.378.619.125	-	67.715.600	10.593.562.876
	Kurang Lancar/ Substandard	117.450.570	27.084.100	-	-	-	270.760.463	1.036.742.044	-	-	1.452.037.177
	Diragukan/ Doubtful	-	-	-	-	-	330.713.558	274.272.808	-	-	604.986.366
	Macet/ Loss	57.132.200	55.331.267	-	-	-	932.632.271	829.532.393	-	34.040.000	1.906.668.131
	Sub jumlah/ Sub total	541.117.464	372.722.805	-	110.130.167	-	4.914.362.144	8.519.166.370	-	101.755.600	14.569.254.550

Lampiran/Appendix 2

The original financial statements included herein are in Indonesian language.

**PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN KUALITAS PIUTANG PINJAMAN
MENURUT WILAYAH DAN
SEKTOR EKONOMI PROGRAM KEMITRAAN
Tanggal 31 Desember 2020 dan
Untuk Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam Rupiah)**

**PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF LOAN RECEIVABLES
PARTNERSHIP PROGRAM'S COLLECTIBILITY
CLASSIFIED BY REGIONAL AND ECONOMIC SECTOR
As of December 31, 2020 and
For the Year then Ended
(Expressed in Rupiah)**

**Laporan Kualitas Piutang Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2020 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2020 (Unaudited)
(continued)**

No.	Kantor Wilayah/ Regional Office	Industri Pengolahan/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas, dan Air/ Electricity, Gas and Water	Pengangkutan, Pergudangan, dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran, dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
3	Bandung										
	Lancar/ Current	779.367.182	502.301.288	-	-	21.727.900	5.613.419.171	13.526.315.014	-	126.390.600	20.569.521.165
	Kurang Lancar/ Substandard	120.833.536	106.831.400	-	-	-	790.280.915	611.955.871	-	28.366.500	1.658.268.222
	Diragukan/ Doubtful	58.333.600	77.304.400	-	-	-	884.379.103	281.311.600	-	-	1.301.328.703
	Macet/ Loss	275.312.654	351.976.699	-	-	-	2.786.985.195	3.107.886.034	-	129.167.565	6.651.328.147
	Sub jumlah/ Sub total	1.233.846.972	1.038.413.797	-	-	21.727.900	10.075.064.384	17.527.468.519	-	283.924.665	30.180.446.237
4	Banjarmasin										
	Lancar/ Current	80.142.200	376.051.007	-	33.315.161	63.348.691	3.486.254.596	7.190.201.131	-	167.782.076	11.397.094.862
	Kurang Lancar/ Substandard	-	31.412.500	-	-	35.417.300	195.177.132	332.513.966	-	-	594.520.898
	Diragukan/ Doubtful	-	33.860.000	-	-	-	258.687.959	177.871.888	-	29.121.500	499.541.347
	Macet/ Loss	75.341.800	363.861.988	-	-	-	2.496.008.089	968.305.786	-	46.132.200	3.949.649.863
	Sub jumlah/ Sub total	155.484.000	805.185.495	-	33.315.161	98.765.991	6.436.127.776	8.668.892.771	-	243.035.776	16.440.806.970

Lampiran/Appendix 2

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**PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN KUALITAS PIUTANG PINJAMAN
MENURUT WILAYAH DAN
SEKTOR EKONOMI PROGRAM KEMITRAAN
Tanggal 31 Desember 2020 dan
Untuk Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam Rupiah)**

**PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF LOAN RECEIVABLES
PARTNERSHIP PROGRAM'S COLLECTIBILITY
CLASSIFIED BY REGIONAL AND ECONOMIC SECTOR
As of December 31, 2020 and
For the Year then Ended
(Expressed in Rupiah)**

**Laporan Kualitas Piutang Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2020 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2020 (Unaudited)
(continued)**

No.	Kantor Wilayah/ Regional Office	Industri Pengolahan/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas, dan Air/ Electricity, Gas and Water	Pengangkutan, Pergudangan, dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran, dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
5	Denpasar										
	Lancar/ Current	911.763.438	848.760.578	-	25.000.800	212.201.413	6.134.231.819	14.005.266.283	15.277.500	61.326.058	22.213.827.889
	Kurang Lancar/ Substandard	60.321.300	11.699.700	-	-	57.511.371	491.661.718	931.488.312	-	-	1.552.682.401
	Diragukan/ Doubtful	97.859.300	89.257.549	-	-	-	325.927.943	243.495.269	-	-	756.540.061
	Macet/ Loss	168.999.734	173.617.575	-	-	14.442.800	1.740.109.097	4.806.354.165	-	-	6.903.523.371
	Sub jumlah/ Sub total	1.238.943.772	1.123.335.402	-	25.000.800	284.155.584	8.691.930.577	19.986.604.029	15.277.500	61.326.058	31.425.573.722
6	DKI Jakarta 1										
	Lancar/ Current	-	281.790.192	-	-	-	1.475.607.584	1.669.070.029	-	87.501.000	3.513.968.805
	Kurang Lancar/ Substandard	-	44.731.944	-	-	-	195.261.220	66.666.800	-	-	306.659.964
	Diragukan/ Doubtful	-	-	-	-	-	261.199.194	16.666.400	-	-	277.865.594
	Macet/ Loss	1.257.201	166.728.233	-	-	-	875.982.394	91.053.900	-	-	1.135.031.728
	Sub jumlah/ Sub total	1.257.201	493.250.369	-	-	-	2.808.060.392	1.843.457.129	-	87.501.000	5.233.526.091

Lampiran/Appendix 2

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN KUALITAS PIUTANG PINJAMAN
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**PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF LOAN RECEIVABLES
PARTNERSHIP PROGRAM'S COLLECTIBILITY
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For the Year then Ended
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**Laporan Kualitas Piutang Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2020 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2020 (Unaudited)
(continued)**

No.	Kantor Wilayah/ Regional Office	Industri Pengolahan/ Processing Industries	Jasa Lainnya/ Other Industries	Konstruksi/ Construction	Listrik, Gas, dan Air/ Electricity, Gas and Water	Pengangkutan, Pergudangan, dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran, dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
7	DKI Jakarta 2										
	Lancar/ Current	159.378.043	467.793.040	-	16.666.676	13.313.987	2.986.567.287	5.872.787.428	-	208.229.279	9.724.735.750
	Kurang Lancar/ Substandard	23.189.300	257.614.324	-	-	-	422.227.102	490.922.602	-	-	1.193.953.328
	Diragukan/ Doubtful	85.125.000	75.689.450	-	-	-	183.398.852	169.017.267	-	-	513.230.569
	Macek/ Loss	86.375.954	240.716.733	-	-	3.434.767	1.537.761.021	361.463.537	-	52.466.630	2.282.218.642
	Sub jumlah/ Sub total	354.068.297	1.041.813.547	-	16.666.676	16.748.764	5.129.954.262	6.894.190.834	-	260.695.909	13.714.138.289
8	DKI Jakarta 3										
	Lancar/ Current	213.839.388	455.346.648	-	-	-	3.104.007.691	7.033.407.787	-	165.858.150	10.972.459.664
	Kurang Lancar/ Substandard	35.028.300	14.130.967	-	-	-	184.242.842	161.448.461	-	-	394.850.570
	Diragukan/ Doubtful	47.159.200	16.667.600	-	-	-	279.607.220	-	-	-	343.434.020
	Macek/ Loss	125.437.880	678.187.344	-	-	-	1.548.895.771	204.579.988	-	-	2.557.100.983
	Sub jumlah/ Sub total	421.464.768	1.164.332.559	-	-	-	5.116.753.524	7.399.436.236	-	165.858.150	14.267.845.237

Lampiran/Appendix 2

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN KUALITAS PIUTANG PINJAMAN
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**PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF LOAN RECEIVABLES
PARTNERSHIP PROGRAM'S COLLECTIBILITY
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**Laporan Kualitas Piutang Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2020 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2020 (Unaudited)
(continued)**

No.	Kantor Wilayah/ Regional Office	Industri/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas, dan Air/ Electricity, Gas and Water	Pengangkutan, Pergudangan, Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran, dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
9	Jayapura										
	Lancar/ Current	91.251.081	160.813.467	62.510.500	-	9.374.500	1.611.107.177	3.286.626.062	-	62.725.998	5.284.408.785
	Kurang Lancar/ Substandard	-	1.137.100	-	-	58.572.800	218.731.238	179.158.100	-	-	457.599.238
	Diragukan/ Doubtful	47.917.100	-	-	-	47.917.100	57.316.700	100.833.300	-	-	253.984.200
	Macet/ Loss	128.449.833	483.548.134	-	-	49.414.034	1.243.124.795	108.945.167	-	13.744.003	2.027.225.966
	Sub jumlah/ Sub total	267.618.014	645.498.701	62.510.500	-	165.278.434	3.130.279.910	3.675.562.629	-	76.470.001	8.023.218.189
10	Makassar										
	Lancar/ Current	518.432.860	706.896.970	-	23.610.900	14.582.100	7.503.892.240	10.971.922.094	14.953.752	92.606.081	19.846.896.797
	Kurang Lancar/ Substandard	123.422.971	43.751.484	-	-	-	993.820.554	1.231.447.783	-	-	2.392.442.792
	Diragukan/ Doubtful	74.815.372	242.130.253	-	-	-	742.843.896	591.262.620	-	-	1.651.052.141
	Macet/ Loss	367.021.803	473.238.808	28.124.784	-	72.977.500	2.961.533.345	1.645.047.466	-	52.275.587	5.600.219.293
	Sub jumlah/ Sub total	1.083.692.806	1.466.017.515	28.124.784	23.610.900	87.559.600	12.202.090.035	14.439.679.963	14.953.752	144.881.668	29.490.611.023

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN KUALITAS PIUTANG PINJAMAN
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**Laporan Kualitas Piutang Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2020 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2020 (Unaudited)
(continued)**

No.	Kantor Wilayah/ Regional Office	Industri Pengolahan/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas, dan Air/ Electricity, Gas and Water	Pengangkutan, Pergudangan, dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran, dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
11	Malang										
	Lancar/ Current	848.282.750	396.618.854	-	-	120.828.445	5.737.594.556	22.282.913.204	-	202.220.473	29.568.458.282
	Kurang Lancar/ Substandard	135.577.997	60.834.400	-	-	-	371.117.770	471.009.762	-	27.216.826	1.065.756.755
	Diragukan/ Doubtful	197.442.600	23.066.700	-	-	-	462.201.338	510.996.909	-	22.700.800	1.216.408.347
	Macet/ Loss	61.024.141	57.815.450	-	-	10.000.000	900.688.157	1.800.864.850	-	-	2.830.392.598
	Sub jumlah/ Sub total	1.242.327.488	538.335.404	-	-	130.828.445	7.471.601.821	25.045.784.725	-	252.138.099	34.681.015.982
12	Manado										
	Lancar/ Current	54.303.200	182.081.170	-	-	97.354.505	2.894.257.729	6.877.245.756	-	50.210.700	10.155.453.060
	Kurang Lancar/ Substandard	42.983.000	57.999.603	-	-	-	741.784.823	736.487.796	-	-	1.579.255.222
	Diragukan/ Doubtful	37.131.500	58.354.500	-	-	-	826.813.032	555.575.200	-	11.665.700	1.489.539.932
	Macet/ Loss	356.287.822	593.110.102	-	-	4.932.218	3.173.778.490	1.244.647.432	-	57.158.900	5.429.914.964
	Sub jumlah/ Sub total	490.705.522	891.545.375	-	-	102.286.723	7.636.634.074	9.413.956.184	-	119.035.300	18.654.163.178

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk
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**PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF LOAN RECEIVABLES
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**Laporan Kualitas Piutang Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2020 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2020 (Unaudited)
(continued)**

No.	Kantor Wilayah/ Regional Office	Industri Pengolahan/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas dan Air/ Electricity, Gas and Water	Pengangkutan, Pergudangan, dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran, dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
13	Medan										
	Lancar/ Current	232.221.719	509.688.416	-	22.917.500	33.335.200	3.576.506.090	5.608.632.330	-	-	9.983.301.255
	Kurang Lancar/ Substandard	10.860.800	109.511.030	-	-	-	391.872.682	166.647.032	-	41.667.200	720.558.744
	Diragukan/ Doubtful	32.958.096	133.590.906	-	-	-	152.502.596	238.879.508	-	-	557.931.106
	Mace/ Loss	119.084.744	175.653.400	-	-	-	1.242.160.752	625.456.892	-	146.727.866	2.309.083.654
	Sub jumlah/ Sub total	395.125.359	928.443.752	-	22.917.500	33.335.200	5.363.042.120	6.639.615.762	-	188.395.066	13.570.874.759
14	Padang										
	Lancar/ Current	234.219.646	81.943.908	-	26.388.700	-	1.745.733.899	3.286.606.159	-	59.376.600	5.434.268.912
	Kurang Lancar/ Substandard	29.999.800	-	-	-	-	270.930.069	290.038.836	-	-	590.988.705
	Diragukan/ Doubtful	111.465.566	62.445.076	-	-	-	211.624.200	37.500.600	-	-	423.035.442
	Mace/ Loss	206.955.358	230.279.117	-	-	-	1.122.254.430	716.157.136	-	-	2.275.646.041
	Sub jumlah/ Sub total	582.640.370	374.668.101	-	26.388.700	-	3.350.542.598	4.330.302.731	-	59.376.600	8.723.919.100

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**Laporan Kualitas Piutang Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2020 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
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(continued)**

No.	Kantor Wilayah/ Regional Office	Industri/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas dan Air/ Electricity, Gas and Water	Pengangkutan, Perdagangan, dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran, dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
15	Palembang										
	Lancar/ Current	246.623.122	430.132.071	-	-	-	3.612.614.278	5.932.403.825	-	171.114.354	10.392.887.650
	Kurang Lancar/ Substandard	36.903.300	46.971.237	-	-	-	370.099.832	201.369.225	-	-	655.343.594
	Direagukan/ Doubtful	44.793.867	144.808.020	-	27.816.662	-	238.927.354	35.300.200	-	-	491.646.103
	Macet/ Loss	596.650.394	252.361.866	-	-	-	1.535.631.292	471.923.298	-	21.610.900	2.878.177.750
	Sub jumlah/ Sub total	924.970.683	874.273.194	-	27.816.662	-	5.757.272.756	6.640.996.548	-	192.725.254	14.418.055.097
16	Pekanbaru										
	Lancar/ Current	157.640.400	287.260.087	-	-	-	2.355.645.405	5.340.038.685	-	56.234.555	8.196.819.132
	Kurang Lancar/ Substandard	40.282.400	123.386.132	-	-	-	102.615.140	201.250.116	-	-	467.533.788
	Direagukan/ Doubtful	-	17.500.500	-	-	-	263.116.578	189.436.734	-	-	470.053.812
	Macet/ Loss	5.100.360	100.312.133	-	-	-	868.154.081	293.113.129	-	16.667.200	1.283.346.903
	Sub jumlah/ Sub total	203.023.160	528.458.852	-	-	-	3.589.531.204	6.023.838.664	-	72.901.755	10.417.753.635

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LAPORAN KUALITAS PIUTANG PINJAMAN
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**PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM
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**Laporan Kualitas Piutang Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2020 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2020 (Unaudited)
(continued)**

No.	Kantor Wilayah/ Regional Office	Industri Pengolahan/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas dan Air/ Electricity, Gas and Water	Pengangkutan, Pergudangan dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
17	Semarang										
	Lancar/ Current	348.789.040	338.422.459	-	3.333.700	-	5.577.787.845	10.517.383.640	-	159.712.766	16.945.429.450
	Kurang Lancar/ Substandard	10.416.246	33.334.000	-	-	-	306.347.810	460.616.358	-	-	810.714.414
	Diragukan/ Doubtful	-	-	-	-	29.133.400	397.902.252	339.884.892	-	-	766.920.544
	Macet/ Loss	123.344.763	195.251.601	-	-	-	932.068.618	708.496.242	-	-	1.959.161.224
	Sub jumlah/ Sub total	482.550.049	567.008.060	-	3.333.700	29.133.400	7.214.106.525	12.026.381.132	-	159.712.766	20.482.225.632
18	Surabaya										
	Lancar/ Current	483.539.564	372.368.400	-	-	83.333.800	5.040.910.461	9.560.523.191	-	161.743.400	15.702.418.816
	Kurang Lancar/ Substandard	131.252.300	50.455.300	-	-	70.762.600	759.171.075	555.676.632	-	25.001.822	1.592.319.729
	Diragukan/ Doubtful	26.343.500	-	-	-	-	436.764.784	529.570.974	-	29.409.335	1.022.088.593
	Macet/ Loss	389.116.767	255.216.410	-	-	-	2.323.448.679	1.010.603.750	-	37.249.900	4.015.635.506
	Sub jumlah/ Sub total	1.030.252.131	678.040.110	-	-	154.096.400	8.560.294.999	11.656.374.547	-	253.404.457	22.332.462.644

Lampiran/Appendix 2

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Tanggal 31 Desember 2020 dan
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(Disajikan dalam Rupiah)**

**PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF LOAN RECEIVABLES
PARTNERSHIP PROGRAM'S COLLECTIBILITY
CLASSIFIED BY REGIONAL AND ECONOMIC SECTOR
As of December 31, 2020 and
For the Year then Ended
(Expressed in Rupiah)**

**Laporan Kualitas Piutang Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2020 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2020 (Unaudited)
(continued)**

No.	Kantor Wilayah/ Regional Office	Industri Pengolahan/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas dan Air/ Electricity, Gas and Water	Pengangkutan, Perdagangan dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
19	Yogyakarta										
	Lancar/ Current	668.255.212	657.223.356	-	-	52.220.008	6.363.737.234	17.501.017.891	-	157.362.500	25.399.816.201
	Kurang Lancar/ Substandard	118.900.200	135.796.882	-	-	54.128.500	761.535.884	1.278.857.638	-	-	2.349.221.104
	Diragukan/ Doubtful	120.575.070	176.040.300	-	-	16.333.500	964.285.792	918.216.830	-	106.618.183	2.302.069.675
	Macet/ Loss	475.972.532	438.363.117	-	-	-	3.474.809.837	1.304.910.090	-	97.940.700	5.791.996.276
	Sub jumlah/ Sub total	1.383.703.014	1.407.425.655	-	-	122.682.008	11.564.368.747	21.003.002.449	-	361.921.383	35.843.103.256
	Jumlah/Total	12.235.941.132	15.315.413.848	90.635.284	289.180.266	1.262.898.449	122.449.266.044	194.113.565.273	65.463.300	3.214.729.107	348.037.092.703

Lampiran/Appendix 2

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**PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN KUALITAS PIUTANG PINJAMAN
MENURUT WILAYAH DAN
SEKTOR EKONOMI PROGRAM KEMITRAAN
Tanggal 31 Desember 2020 dan
Untuk Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam Rupiah)**

**PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF LOAN RECEIVABLES
PARTNERSHIP PROGRAM'S COLLECTIBILITY
CLASSIFIED BY REGIONAL AND ECONOMIC SECTOR
As of December 31, 2020 and
For the Year then Ended
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**Laporan Kualitas Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2019 (Tidak Diaudit)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2019 (Unaudited)**

No.	Kantor Wilayah/ Regional Office	Industri Pengolahan/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas, dan Air/ Electricity, Gas and Water	Pengangkutan, Pergudangan, dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran, dan Hotel/ Trading, Restaurant and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
1	Banda Aceh Lancar/ Current Kurang Lancar/ Substandard Diragukan/ Doubtful Macet/ Loss Sub jumlah/ Sub total	384.121.940	449.018.706	-	22.917.932	-	5.273.517.995	4.308.381.118	56.067.048	318.587.606	10.812.612.345
		-	27.084.100	-	-	-	424.562.796	312.502.416	-	33.141.000	797.290.312
		60.412.500	-	-	-	-	29.900.000	28.317.000	-	-	118.629.500
		56.250.300	131.032.145	-	-	-	1.504.018.678	176.586.567	-	5.556.800	1.928.244.690
		500.784.740	607.134.951	-	22.917.932	54.800.200	7.231.999.469	4.825.787.101	56.067.048	357.285.406	13.656.776.847
2	Bandar Lampung Lancar/ Current Kurang Lancar/ Substandard Diragukan/ Doubtful Macet/ Loss Sub jumlah/ Sub total	736.050.194	808.814.069	-	33.320.834	-	8.486.168.104	6.054.675.176	-	108.751.800	16.227.780.177
		22.222.000	30.000.000	-	-	-	233.937.000	348.383.956	-	-	634.542.956
		32.982.200	14.609.667	-	-	-	459.959.400	563.133.881	-	-	20.890.200
		791.254.394	853.423.736	-	33.320.834	-	9.180.064.504	6.987.083.213	-	142.791.800	17.987.938.481
		-	-	-	-	-	-	-	-	-	-

Lampiran/Appendix 2

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN KUALITAS PIUTANG PINJAMAN
MENURUT WILAYAH DAN
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Tanggal 31 Desember 2020 dan
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**PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF LOAN RECEIVABLES
PARTNERSHIP PROGRAM'S COLLECTIBILITY
CLASSIFIED BY REGIONAL AND ECONOMIC SECTOR
As of December 31, 2020 and
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(Expressed in Rupiah)**

**Laporan Kualitas Piutang Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2019 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2019 (Unaudited)
(continued)**

No.	Kantor Wilayah/ Regional Office	Industri Pengolahan/ Processing Industries	Jasa Lainya/ Other Services	Konstruksi/ Construction	Listrik, Gas, dan Air/ Electricity, Gas and Water	Pengangkutan, Perdagangan, dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran, dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
3	Bandung										
	Lancar/ Current	1.389.758.408	1.154.785.088	-	-	37.499.900	15.515.291.983	10.973.758.925	-	218.056.200	29.289.150.504
	Kurang Lancar/ Substandard	-	83.838.700	-	-	-	489.351.036	233.207.100	-	50.000.000	856.396.836
	Diragukan/ Doubtful	-	15.202.407	-	-	-	37.393.000	18.750.000	-	-	71.345.407
	Macet/ Loss	230.770.987	268.132.968	-	-	-	1.736.082.608	2.453.902.134	-	129.167.565	4.818.056.262
	Sub jumlah/ Sub total	1.620.529.395	1.521.989.163	-	-	37.499.900	17.778.118.627	13.679.618.159	-	397.223.765	35.034.949.009
4	Banjarasin										
	Lancar/ Current	359.694.271	992.271.097	21.390.000	58.323.161	264.983.987	9.829.969.290	6.923.518.286	-	476.203.926	18.926.354.018
	Kurang Lancar/ Substandard	-	20.693.919	-	-	-	401.709.821	138.074.711	-	-	560.478.451
	Diragukan/ Doubtful	-	46.422.500	-	-	-	161.436.350	124.848.305	-	-	332.707.155
	Macet/ Loss	75.341.800	265.278.469	-	-	-	1.799.645.875	680.231.381	-	46.132.200	2.866.629.725
	Sub jumlah/ Sub total	435.036.071	1.324.665.985	21.390.000	58.323.161	264.983.987	12.192.761.336	7.866.672.683	-	522.336.126	22.686.169.349

Lampiran/Appendix 2

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**PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN KUALITAS PIUTANG PINJAMAN
MENURUT WILAYAH DAN
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**PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF LOAN RECEIVABLES
PARTNERSHIP PROGRAM'S COLLECTIBILITY
CLASSIFIED BY REGIONAL AND ECONOMIC SECTOR
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For the Year then Ended
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**Laporan Kualitas Piutang Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2019 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2019 (Unaudited)
(continued)**

No.	Kantor Wilayah/ Regional Office	Industri/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas, dan Atr/ Electricity, Gas and Water	Pengangkutan, Pergudangan, dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran, dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
5	Denpasar										
	Lancar/ Current	2.228.068.663	1.966.261.516	42.681.452	50.000.400	519.307.591	16.391.279.903	12.930.040.904	31.944.300	195.319.358	34.354.904.087
	Kurang Lancar/ Substandard	27.083.341	-	-	-	-	238.380.571	197.623.969	-	-	463.087.881
	Diragukan/ Doubtful	-	43.625.000	-	-	-	161.887.069	49.356.593	-	-	254.868.662
	Macet/ Loss	69.600.422	102.197.832	-	-	14.442.800	873.778.091	4.465.252.703	-	-	5.525.271.848
	Sub jumlah/ Sub total	2.324.752.426	2.112.084.348	42.681.452	50.000.400	533.750.391	17.665.325.634	17.642.274.169	31.944.300	195.319.358	40.598.132.478
6	DKI Jakarta 1										
	Lancar/ Current	-	674.875.659	-	-	-	4.805.207.745	528.922.350	-	137.501.000	6.146.506.754
	Kurang Lancar/ Substandard	-	76.821.400	-	-	-	337.539.002	-	-	-	414.360.402
	Diragukan/ Doubtful	-	-	-	-	-	138.649.900	-	-	-	138.649.900
	Macet/ Loss	1.257.201	89.906.833	-	-	-	382.179.699	91.053.900	-	-	564.397.633
	Sub jumlah/ Sub total	1.257.201	841.603.892	-	-	-	5.663.576.346	619.976.250	-	137.501.000	7.263.914.689

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN KUALITAS PIUTANG PINJAMAN
MENURUT WILAYAH DAN
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Tanggal 31 Desember 2020 dan
Untuk Tahun yang Berakhir pada Tanggal tersebut
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**PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF LOAN RECEIVABLES
PARTNERSHIP PROGRAM'S COLLECTIBILITY
CLASSIFIED BY REGIONAL AND ECONOMIC SECTOR
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**Laporan Kualitas Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2019 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2019 (Unaudited)
(continued)**

No.	Kantor Wilayah/ Regional Office	Industri Pengolahan/ Processing Industries	Jasa Lainnya/ Other Industries	Konstruksi/ Construction	Listrik, Gas, dan Air/ Electricity, Gas and Water	Pengangkutan, Pergudangan, dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran, dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
7	DKI Jakarta 2										
	Lancar/ Current	551.110.120	2.020.754.396	-	41.666.672	33.313.989	8.049.503.766	3.136.772.480	-	329.156.175	14.162.277.598
	Kurang Lancar/ Substandard	42.200.000	-	-	-	-	110.589.413	-	-	5.832.600	158.622.013
	Diragukan/ Doubtful	-	-	-	-	-	85.897.989	73.292.300	-	29.232.200	235.964.589
	Macet/ Loss	47.975.954	199.191.933	-	-	3.434.767	1.208.678.569	250.230.037	-	45.835.930	1.755.347.190
	Sub jumlah/ Sub total	641.286.074	2.267.488.429	-	41.666.672	36.748.756	9.454.669.737	3.460.294.817	-	410.056.905	16.312.211.390
8	DKI Jakarta 3										
	Lancar/ Current	464.982.087	1.194.129.186	-	-	22.917.932	6.787.201.732	2.827.880.139	-	317.716.256	11.614.827.332
	Kurang Lancar/ Substandard	7.776.800	-	-	-	-	212.197.313	-	-	-	219.974.113
	Diragukan/ Doubtful	-	-	-	-	-	-	-	-	-	-
	Macet/ Loss	87.105.680	678.187.344	-	-	-	1.102.707.054	199.579.996	-	-	2.067.580.074
	Sub jumlah/ Sub total	559.864.567	1.872.316.530	-	-	22.917.932	8.102.106.099	3.027.460.135	-	317.716.256	13.902.381.519

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN KUALITAS PIUTANG PINJAMAN
MENURUT WILAYAH DAN
SEKTOR EKONOMI PROGRAM KEMITRAAN
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**PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF LOAN RECEIVABLES
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**Laporan Kualitas Piutang Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2019 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2019 (Unaudited)
(continued)**

No.	Kantor Wilayah/ Regional Office	Industri Pengolahan/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas, dan Air/ Electricity, Gas and Water	Pengangkutan, Pergudangan, dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran, dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
9	Jayapura										
	Lancar/ Current	302.084.437	466.283.067	-	-	84.365.083	4.392.421.572	2.745.902.373	-	99.740.577	8.090.797.109
	Kurang Lancar/ Substandard	-	68.750.100	-	-	-	117.923.534	13.889.600	-	-	200.563.234
	Diragukan/ Doubtful	51.944.400	-	-	-	-	-	-	-	-	51.944.400
	Macet/ Loss	76.505.433	354.657.634	-	-	49.414.034	1.063.135.386	108.945.167	-	13.744.003	1.666.401.657
	Sub jumlah/ Sub total	430.534.270	889.690.801	-	-	133.779.117	5.573.480.492	2.868.737.140	-	113.484.580	10.009.706.400
10	Makassar										
	Lancar/ Current	1.194.700.544	2.168.850.287	35.792.284	65.278.500	179.449.290	20.244.336.881	8.279.456.730	43.751.400	406.134.552	32.617.750.468
	Kurang Lancar/ Substandard	164.802.579	173.577.100	-	-	-	786.396.326	114.015.400	-	-	1.238.791.405
	Diragukan/ Doubtful	5.379.959	-	-	-	-	264.047.235	181.247.600	-	-	450.674.794
	Macet/ Loss	252.840.124	241.972.408	-	-	72.977.500	1.692.528.579	1.115.550.362	-	52.275.587	3.428.144.560
	Sub jumlah/ Sub total	1.617.723.206	2.584.399.795	35.792.284	65.278.500	252.426.790	22.987.309.021	9.690.270.092	43.751.400	458.410.139	37.735.361.227

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN KUALITAS PIUTANG PINJAMAN
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**PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM
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**Laporan Kualitas Piutang Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2019 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2019 (Unaudited)
(continued)**

No.	Kantor Wilayah/ Regional Office	Industri Pengolahan/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas, dan Air/ Electricity, Gas and Water	Pengangkutan, Pergudangan, dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran, dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
11	Malang										
	Lancar/ Current	2.073.402.352	949.860.315	31.438.200	-	272.196.627	15.731.886.099	17.634.266.808	-	359.949.538	37.052.999.939
	Kurang Lancar/ Substandard	-	-	-	-	-	237.338.900	37.875.000	-	-	275.213.900
	Diragukan/ Doubtful	-	-	-	-	-	-	40.900.000	-	-	40.900.000
	Macet/ Loss	85.237.041	26.564.750	-	-	10.000.000	600.519.981	1.495.379.946	-	-	2.217.701.718
	Sub jumlah/ Sub total	2.158.639.393	976.425.065	31.438.200	-	282.196.627	16.569.744.980	19.208.421.754	-	359.949.538	39.586.815.557
12	Manado										
	Lancar/ Current	340.152.610	811.162.918	-	-	225.885.775	10.876.735.104	7.023.928.893	-	142.299.500	19.420.164.800
	Kurang Lancar/ Substandard	72.910.417	162.492.531	-	-	-	661.964.472	229.060.284	-	-	1.126.427.704
	Diragukan/ Doubtful	110.040.900	16.353.402	-	-	-	109.240.932	-	-	37.075.000	272.710.234
	Macet/ Loss	194.584.205	466.688.968	-	-	-	2.119.866.392	883.018.248	-	20.083.900	3.684.241.713
	Sub jumlah/ Sub total	717.688.132	1.456.697.819	-	-	225.885.775	13.767.806.900	8.136.007.425	-	199.456.400	24.503.544.451

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**Laporan Kualitas Piutang Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2019 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2019 (Unaudited)
(continued)**

No.	Kantor Wilayah/ Regional Office	Industri Pengolahan/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas dan Air/ Electricity, Gas and Water	Pengangkutan, Pergudangan, dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran, dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
13	Medan										
	Lancar/ Current	653.817.832	1.430.243.974	-	47.917.100	99.984.671	9.588.545.694	5.721.737.249	-	137.996.000	17.680.242.520
	Kurang Lancar/ Substandard	-	56.398.500	-	-	-	401.696.083	361.951.255	-	-	820.045.838
	Diragukan/ Doubtful	-	-	-	-	-	148.128.377	113.700.000	-	-	261.828.377
	Macet/ Loss	132.729.744	154.694.400	-	-	-	542.838.546	268.319.156	-	146.727.866	1.245.309.712
	Sub jumlah/ Sub total	786.547.576	1.641.336.874	-	47.917.100	99.984.671	10.681.208.700	6.465.707.660	-	284.723.866	20.007.426.447
14	Padang										
	Lancar/ Current	1.084.550.165	304.027.314	-	43.055.500	15.555.800	6.096.837.818	2.356.665.867	-	163.534.523	10.064.226.987
	Kurang Lancar/ Substandard	-	105.325.750	-	-	-	266.628.755	37.489.756	-	-	409.454.261
	Diragukan/ Doubtful	-	-	-	-	-	44.144.535	-	-	-	44.144.535
	Macet/ Loss	142.853.446	127.303.367	-	-	-	770.882.112	716.199.980	-	-	1.757.238.905
	Sub jumlah/ Sub total	1.227.403.611	536.656.431	-	43.055.500	15.555.800	7.178.493.220	3.110.365.603	-	163.534.523	12.275.064.688

Lampiran/Appendix 2

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**PROGRAM KEMITRAAN DAN BINA LINGKUNGAN
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN KUALITAS PIUTANG PINJAMAN
MENURUT WILAYAH DAN
SEKTOR EKONOMI PROGRAM KEMITRAAN
Tanggal 31 Desember 2020 dan
Untuk Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam Rupiah)**

**PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM
PT BANK RAKYAT INDONESIA (PERSERO) Tbk
STATEMENT OF LOAN RECEIVABLES
PARTNERSHIP PROGRAM'S COLLECTIBILITY
CLASSIFIED BY REGIONAL AND ECONOMIC SECTOR
As of December 31, 2020 and
For the Year then Ended
(Expressed in Rupiah)**

**Laporan Kualitas Piutang Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2019 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2019 (Unaudited)
(continued)**

No.	Kantor Wilayah/ Regional Office	Industri Pengolahan/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas dan Air/ Electricity, Gas and Water	Pengangkutan, Pergudangan, dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran, dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
15	Palembang										
	Lancar/ Current	595.968.167	1.416.270.333	-	39.999.996	26.388.700	10.935.611.039	5.643.972.674	-	374.907.791	19.033.118.700
	Kurang Lancar/ Substandard	81.485.267	128.794.351	-	-	460.865.098	28.564.000	-	-	-	699.708.716
	Diragukan/ Doubtful	81.195.600	-	-	-	156.668.110	29.700.100	-	-	-	267.563.810
	Macet/ Loss	480.101.866	133.310.966	-	-	927.451.590	396.002.098	-	-	-	1.936.866.520
	Sub jumlah/ Sub total	1.238.750.900	1.678.375.650	-	39.999.996	26.388.700	12.480.595.837	6.098.238.872	-	374.907.791	21.937.257.746
16	Pekanbaru										
	Lancar/ Current	255.278.700	756.461.338	-	-	31.250.000	5.722.822.379	5.604.296.385	-	152.067.155	12.522.175.957
	Kurang Lancar/ Substandard	-	70.000.000	-	-	-	122.361.600	80.509.992	-	-	272.871.592
	Diragukan/ Doubtful	-	-	-	-	-	39.583.900	-	-	-	39.583.900
	Macet/ Loss	5.100.360	57.962.133	-	-	-	535.109.115	75.212.890	-	-	673.384.498
	Sub jumlah/ Sub total	260.379.060	884.423.471	-	-	31.250.000	6.419.876.994	5.760.019.267	-	152.067.155	13.508.015.947

Lampiran/Appendix 2

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LAPORAN KUALITAS PIUTANG PINJAMAN
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**Laporan Kualitas Pinjaman menurut Wilayah dan Sektor Ekonomi
Program Kemitraan Tahun 2019 (Tidak Diaudit) (lanjutan)**

**Statement of Loan Receivables Partnership Program's Collectibility
Classified by Regional and Economic Sector Year 2019 (Unaudited)
(continued)**

No.	Kantor Wilayah/ Regional Office	Industri Pengolahan/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas dan Air/ Electricity, Gas and Water	Pengangkutan, Perdagangan dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
17	Semarang										
	Lancar/ Current	1.068.960.346	868.488.418	-	16.666.900	60.418.202	13.439.132.047	9.415.571.292	-	457.736.759	25.326.993.964
	Kurang Lancar/ Substandard	-	16.440.700	-	-	-	424.349.729	120.371.159	-	-	561.161.588
	Diragukan/ Doubtful	-	-	-	-	-	168.480.200	-	-	-	168.480.200
	Macet/ Loss	82.511.463	222.730.601	-	-	-	463.637.545	454.132.615	-	-	1.223.012.224
	Sub jumlah/ Sub total	1.151.491.809	1.107.659.719	-	16.666.900	60.418.202	14.495.599.521	9.990.075.066	-	457.736.759	27.279.647.976
18	Surabaya										
	Lancar/ Current	1.263.025.403	984.417.513	-	-	322.640.500	14.056.718.287	7.389.491.108	-	397.226.722	24.413.519.533
	Kurang Lancar/ Substandard	-	64.787.310	-	-	-	573.206.443	93.771.667	-	-	731.765.420
	Diragukan/ Doubtful	24.749.800	-	-	-	-	73.467.700	-	-	-	98.217.500
	Macet/ Loss	374.216.967	142.749.400	-	-	-	1.666.289.534	730.651.939	-	37.249.900	2.953.157.740
	Sub jumlah/ Sub total	1.661.992.170	1.191.954.223	-	-	322.640.500	16.371.681.964	8.213.914.714	-	434.476.622	28.196.660.193

Lampiran/Appendix 2

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PT BANK RAKYAT INDONESIA (PERSERO) Tbk
LAPORAN KUALITAS PIUTANG PINJAMAN
MENURUT WILAYAH DAN
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Classified by Regional and Economic Sector Year 2019 (Unaudited)
(continued)**

No.	Kantor/Wilayah/ Regional Office	Industri/ Processing Industries	Jasa Lainnya/ Other Services	Konstruksi/ Construction	Listrik, Gas dan Air/ Electricity, Gas and Water	Pengangkutan, Perdagangan dan Komunikasi/ Transportation, Warehousing and Communications	Perdagangan, Restoran dan Hotel/ Trading, Restaurants and Hotels	Pertanian/ Agriculture	Pertambangan/ Mining	Sosial Masyarakat/ Community Services	Jumlah/ Total
19	Yogyakarta										
	Lancar/ Current	2.207.638.673	1.882.546.071	28.332.700	25.276.800	210.415.004	20.927.206.689	19.395.234.006	-	496.603.132	45.173.253.075
	Kurang Lancar/ Substandard	-	32.509.850	-	-	-	471.885.019	335.550.207	-	31.111.200	871.056.276
	Ditragukan/ Doubtful	74.998.400	45.625.400	-	-	-	302.821.578	96.699.885	-	-	520.145.263
	Macet/ Loss	250.811.632	383.725.084	-	-	-	2.352.059.106	704.338.566	-	41.371.200	3.732.305.588
	Sub jumlah/ Sub total	2.533.448.705	2.344.406.405	28.332.700	25.276.800	210.415.004	24.053.972.392	20.531.822.664	-	569.085.532	50.296.760.202
	Jumlah/Total	20.659.363.700	26.692.703.287	159.634.636	444.423.795	2.611.642.352	237.848.391.773	158.182.746.784	131.762.748	6.048.065.521	452.778.734.596

2020 ANNUAL REPORT

125 YEARS

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